Self-Assessment of Accomplishments as Dean and Director and Goals for an Additional Term as Dean and Director
Gregory S. Rose, November, 2018

For an additional term in the role of dean and director, my strategic vision will be to continue to facilitate and empower faculty, staff, and students so that together we can realize the elements outlined in the most recent version of our strategic plan for 2018-2023, titled “Ohio State Marion 3.0.” The “3.0” term refers to our planned next step as an evolving institution. From our initial roots in the old Marion Harding High School (“Ohio State Marion 1.0”) starting in 1957, Ohio State’s presence in Marion grew to a dedicated physical campus (“Ohio State Marion 2.0”), originally opened in 1968, which a few years later also became the home of Marion Technical College (MTC). From a single building (Morrill Hall), the campus has grown to include eight major structures and now serves some students living in privately developed off-campus housing. Our strategic vision for the future is “Ohio State Marion 3.0,” a proportionally more residential institution that features on-campus university housing and is well positioned to provide commuter and residential students from throughout Ohio and potentially beyond with a comprehensive college experience inside and outside the classroom.

The “Ohio State Marion 3.0” draft strategic plan is scheduled to be reviewed by a team of university staff and administrators this November. Following that, and taking into account any revisions suggested by that team, the draft will be presented to the campus community for final review. However, the current draft plan will be used for purposes of this review.

Guiding my work and that of the campus community in achieving the objectives outlined in our strategic plan are two key statements. One is the campus vision: “to be the destination of choice for those seeking a university education at a campus recognized for excellence in teaching, research, community outreach, and global citizenship.” The other is the campus mission: “to provide an affordable education combining the rigor and opportunities of a leading research university with the support of a small campus to prepare our students for their professions within a global society.”

Our plan has established four strategic focus areas that mesh with President Drake’s 2020 Strategic Vision. Marion’s focus areas are:

- Ensure Student Achievement
- Strengthen Academic Programs
- Increase and Embrace Diversity and Inclusion
- Institute and Promote Sustainable Practices

Building upon these four strategic focus areas, my encompassing goals for the next term are:

- Ensure Student Achievement
  - Prepare the way for and construct on-campus housing
  - Introduce additional high impact activities to increase retention, graduation, and student success and achievement
- Strengthen Academic Programs
  - Ensure that academic programs are evolving to meet the needs of students, the community, and the university
  - Develop and enhance campus academic infrastructure
- Increase and Embrace Diversity and Inclusion
  - Foster initiatives that invite and welcome a broad range of students, faculty, and staff
• Institute and Promote Sustainable Practices
  o Manage campus finances to continue providing funds to support faculty and staff excellence
  o Extend and enhance existing energy efficiency and zero-waste programs to improve campus infrastructure and increase sustainable practices and innovations

These goals and initiatives for an additional term as dean and director are drawn from Marion’s strategic plan. As a campus, we will strive to implement those initiatives, knowing that regular review of our strategic plan must occur and that initiatives will be revised or adjusted as new opportunities arise and circumstances change. Each of the key initiatives build on activities from my current term, so I will highlight for each what has been accomplished and what I foresee as coming during a new term as dean and director within the structure of these goals.

Ensure Student Achievement

1. Prepare the way for and construct on-campus housing
A. Progress during current term
• The campus added a student activities coordinator, responsible to the Assistant Director of Student Life and Diversity and Inclusion, to provide for the expansion of student activities, clubs, and organizations specifically for Ohio State Marion. Approximately 30 clubs and organizations are active on campus, including ones associated with academic programs (such as Psychology, Sociology/Criminology, Biology/Chemistry, Honors) or student interests (such as Men of African Descent, East Asian Culture, Sustainability).
• A Campus Activities Board, comprised of students from Ohio State Marion and MTC and advised by a staff member from each institution, develops co-sponsored activities for students from both institutions.
• Beginning in 2018, Ohio State Marion assumed responsibility for managing the Alber Student Center and supervising the new coordinator of recreational activities. The previous director had been an MTC employee. Our financial contribution for Alber Student Center operations increased from 50% to 75% of the total required for conducting this operation, cost-shared with MTC.
• Working with the Mid-Ohio Food Bank and Marion City Schools, a bi-weekly fresh fruit and vegetable food bank was established to serve students from both institutions.
• A Veteran Student Lounge was created in the Alber Student Center as a gathering and decompression space for students from both institutions. The staff advisor and student veterans brought a number of VA and University Veterans’ Services Office events and resources to campus.

B. Future plans
• An architect is about to be hired for Phase 1 renovations to the Alber Student Center, with construction planned for Summer 2020. Capital funding for this project comes from Ohio State Marion and MTC’s capital allocations. Phase 2 renovations are in early planning stages, with the goal of obtaining capital funding for construction in 2022. This project is intended to improve and enlarge the Marion campus “student union” so it can accommodate the increased demand anticipated from greater campus enrollment and the potential of 24/7 use by a residential student population. Included in planning for this project is a café, additional and improved office areas for professional student activities staff, meeting rooms for student clubs and organizations, and an improved and enlarged wellness/fitness center.
Depending upon guidance from the architect, prioritization of these identified needs between Phase 1 and Phase 2 will occur.

- The campus is working with the food bank on the Columbus campus to bring a full-scale, bi-weekly food bank to the Marion campus during the 2018-19 academic year.

2. Introduce additional high impact activities to increase retention, graduation, and student success and achievement

A. Progress during current term

- Ohio State Marion consistently has had the highest year one to year two retention rate among the regional campuses.
- A retention specialist has been on staff for many years, assisted by advisors who also recognize that retention is a key aspect of their work. We used for many years a homegrown version of Early Alert before switching to the new SIS system.
- In Summer 2018, we hired a second retention counselor to expand services (utilizing in part OAA funding), with 70% of that person’s responsibilities directly focused on retention and the remainder on financial aid counseling (also often a retention factor).
- A cohort of student peer leaders was established in Summer 2017 to assist with new student orientation during summer and to provide peer counseling for new students throughout their first year. The number of peer leaders was increased in Summer 2018 and for the 2018-19 academic year in response to the success of this program.
- In Summer 2018, a Retention Advisory Committee of staff and faculty was established to guide intensified efforts to increase student success (retention, persistence, graduation) and to measure the impact of campus efforts.
- As part of the kickoff to the 2018-19 academic year, in Autumn faculty and staff reenergized their focus on student success through increasing the use of Early Alert, more regular communication and sharing of information between faculty, advisors, and retention staff, etc.
- Ohio State Marion is the higher education partner for the 7 year federal GEAR UP grant received by the Marion City Schools, focused on increasing students’ awareness of their post-secondary options and better preparing them for success after high school. In support of GEAR UP staff, we provide information sessions and counseling services.

B. Future plans

- Continue implementing Retention Advisory Committee recommendations. Measure the impact of efforts through data collection and student surveys. As a first step, in Autumn 2018 the new EXP students were surveyed at start of the course regarding their expectations, preparation, and goals; the survey will be conducted again at the end of the semester to measure changes and guide future efforts and curricula.
- Determine whether to develop student cohorts, through formal learning communities or informal groupings, for students with shared characteristics, such as first generation, adult learners, honors students, or those conducting undergraduate research with our faculty.
- Continue to expand undergraduate research opportunities and presentation events.
- Introduce three to four STEP pilot courses in Autumn 2019, utilizing funding from OAA, while measuring the impact of STEP on student success.
Strengthen Academic Programs

1. Explore and implement new academic program initiatives
A. Progress during current term

- During my current term, the campus introduced the full curriculum for the Bachelors of Science in Social Work. This program is offered in collaboration with the College of Social Work and utilizes major courses provided by the College. We also introduced all four years of the biology degree. The August 2017 opening of the new Science and Engineering Building provided the additional and vastly improved laboratories for biology and chemistry needed to support this degree, and we doubled the number of regular faculty in biological sciences to four, as expected by CAA when offering the degree was approved. We are currently conducting a search for a second regular faculty member in chemistry. A small cadre of very effective associated faculty also teaches biology and chemistry courses.

- The first year of Ohio State’s engineering program was introduced during my current term, largely under the guidance of associate dean Bishun Pandey. The overwhelming success of this program encouraged the campus to add some second year courses. The new Science and Engineering Building provided additional and vastly improved teaching labs for this program. To provide quality regular faculty to instruct students in the engineering courses, two assistant professors of practice in engineering were hired, and a search is underway now for a third assistant professor of practice.

- The collaborative academic program with Columbus State’s Delaware campus ended during my current term. That was the second closure of Ohio State Marion operations in Delaware County, and each one resulted in a noticeable loss of enrollment for the campus. It also meant that we had to revise our strategic direction and refocus full attention on the Marion campus. From the low point in enrollment, increased attention toward recruitment and the hiring of additional admissions team members have yielded enrollment increases for each of the last three Autumn semesters. At the same time, we continue to work with CSCC Delaware to develop ways to increase the flow of students from that campus to Ohio State Marion as a pathway to completing their 4 year degrees.

B. Future plans

- Examination of academic program options will continue through our typical consultative process to determine viability and resources required (faculty, financial, infrastructure) to introduce additional years of curricula or new degree programs at Ohio State Marion. This will include examination of the currently offered 4 year degree programs to ensure they are effective and sufficiently enrolled, meet student and community needs, and can be adequately supported by campus resources of all types. It is important that our offerings remain relevant and reflect changing student interest and societal needs. Under consideration currently are the Bachelors in Engineering Technology, being developed in Columbus as a 4 year program for the regional campuses, and sociology/criminology.

- One rapidly growing academic area needing attention is health. We do offer the RN-BSN program through which students with 2 year degrees take general education courses and any other program deficiencies at Ohio State Marion and complete their nursing requirements through programming offered and monitored by the College of Nursing. For the first time this academic year, Marion is offering two public health courses, and more courses or possible degrees in public health or health and rehabilitation might be possibilities. We will employ our typical consultative process to consider possibilities for increasing our course offerings in health related fields to respond to the increasing demand for these degrees.
2. Develop and enhance campus academic infrastructure
A. Progress during current term
- The August 2017 opening of the new Science and Engineering Building provided additional and vastly improved laboratories for biology, chemistry, physics, earth science, computer science, and engineering. It also provided a new greenhouse, areas for technical support of our campus prairie, and new and increased faculty and staff offices. An important feature is the small research labs for faculty to use to advance their own research projects and to engage undergraduate researchers. This $15.5M project was completely funded by local reserves and about $3M in philanthropic support. The impact of this building in recruiting new students, increasing enrollments in the biology degree and the engineering program, and in generating community “buzz” about the campus has been nothing short of amazing.
- Space on the third floor of Morrill Hall vacated by the science labs was thoroughly renovated during Summer 2018. Faculty offices were enlarged to meet university standards, and windows were installed in offices on the outer walls. Additional classroom space and a student research room were created. A large student gathering area and nooks and crannies for students to study in were built, as was a lactation room. A new digital media production lab is currently being outfitted. This project was largely funded by state capital but was supplemented from campus reserves for additional scope and project improvements, such as windows and LED lighting.

B. Future plans
- The potential for Grave Creek restoration, wetlands construction, and Yoder Prairie expansion will continue to be explored. These infrastructure projects link particularly, but not exclusively, to the biology degree program. The funding source for these projects will be environmental mitigation credits purchased by private developers required to remediate elsewhere any streams or wetlands they have damaged or degraded in their work. This project was on the future list during my previous term but was not deeply explored, although we did meet with a firm which could facilitate funding.
- As needed to support current or future academic programs, renovations to classrooms, labs, or other areas will be conducted.

Increase and Embrace Diversity and Inclusion

1. Foster initiatives that invite and welcome a broad range of students, faculty, and staff
A. Progress during current term
- The racial and ethnict diversity of faculty and staff is not at levels we would like although, unfortunately, in this we are not alone. The diversity of our students is at a better level, at 16.7% in Autumn 2018 (up from 14.9% in Autumn 2017).
- Nineteen of Marion’s 41 regular faculty (46%) are female. In Autumn 2018, the campus hired its first female math faculty member in recent times. Regular faculty in biology increased from two males five years ago (both since retired) to two males and two females currently; a few years ago, a Hispanic female assistant professor was hired to replace a retired male Hispanic regular faculty member.
- Sixteen of Marion’s 39 regular faculty are international.
- A variety of diversity and inclusion training sessions have been provided for faculty and staff, including ones focused on the LGBTQ community, implicit bias (for male faculty and staff), and teaching interculturally.
As part of Ohio State Marion’s engagement in the GEAR UP grant with Marion City Schools, campus staff meet with high school students, including those from underrepresented groups, to help them understand their higher education options.

A campus diversity and inclusion staff member is part of all staff search committees.

By moving responsibilities among staff, a second staff member was added to the team taking the lead on diversity and inclusion. Programming for African American male students, international students, and first generation students has been offered during the last few years, as have sessions with community members discussing their experiences as minority individuals within a predominantly white community.

The campus maintains close ties to Marion’s Black Heritage Council, an organization that, among other roles, holds an annual fundraising event that yields scholarship funds for students who attend Ohio State Marion (and other higher education institutions).

B. Future plans

- We will continue our efforts to diversify the faculty and staff, enlisting in particular assistance from the university’s Office of Diversity and Inclusion. The documentation and metrics of current state and best practices information being developed by that office will be of great assistance.
- A search for a new assistant director of student enrollment is currently is in progress. That individual will be charged with ensuring that campus recruitment efforts attract as diverse a group of new students as possible and will be expected to collaborate with campus diversity and inclusion staff in this effort.
- We will utilize university-wide resources for advertising faculty positions, with the goal of bringing our positions to the attention of as wide a group of potential applicants as possible.
- A campus diversity and inclusion staff member will be assigned to all faculty search committees.
- The Assistant Director for Student Life and Diversity and Inclusion will become a member of the Dean’s Senior Staff. Currently the assistant dean, to whom the assistant director reports, is on the senior staff. Adding the assistant director will provide him with a direct conduit.
- The campus will begin implementation of its draft Diversity and Inclusion Strategic Plan. This plan provides for the establishment of on-campus diversity and inclusion committee and establishment of a community-wide diversity council to assist the campus in a number of areas, among them being student recruitment.

Institute and Promote Sustainable Practices

1. Manage campus finances to continue providing funds to support faculty and staff excellence

A. Progress during current term

- Marion campus finances remain on solid footing and have been assessed as such during each year of my current term. Campus reserves are in excess of the percentage of annual expenditures the University expects units to have available. This situation has been maintained despite declining enrollment at the beginning of my current term (due to closures of both Delaware operations) and a major expenditure from reserves (approximately $13M) to fund construction of the Science and Engineering Building.
- Continued financial stability and viability have been maintained without sacrificing support for personnel. For example,
  - Nearly every year during my current term, extra funds beyond the increase percentages mandated by AMCP have been added (with approval) to the personnel
budget to fund excellence and equity increases for faculty and staff. The goal has been to keep Marion’s compensation at or near the top of comparable levels on the regional campuses.

- Sufficient funding has been available to hire additional regular faculty in the sciences to support the 4 year degree in biology and to hire two clinical assistant professors in engineering (search for a third currently is underway) to provide expert instruction for the engineering program.

B. Future plans

- Continue on the path of financial stability and viability, maintaining adequate reserves to meet university expectations and building additional reserves to support investments in future needs, such as maintaining faculty and staff salary equity, funding new faculty and staff lines, or funding new projects. One project currently envisioned is to bring on-campus housing to Ohio State Marion. The funds might be used to indirectly support housing, through additional staffing to provide services for a 24/7 campus and/or to fund additional renovations to the Alber Student Center, and/or might be used to directly subsidize construction or management costs for the housing.

2. Extend and enhance existing energy efficiency and zero-waste programs to improve campus infrastructure and increase sustainable practices and innovations

A. Progress during current term

- Continued financial stability and viability have been maintained without sacrificing support for facilities and infrastructure. The campus recently received high marks from the consultant hired by the university to assess the condition of, and expenditures on, physical facilities. Examples of facilities and infrastructure improvements include:
  - Extra monies added to the plant operations and maintenance budget each year support small projects such as sidewalk repair, carpet replacement, classroom and office furniture upgrades, and conversion of interior lighting to LED.
  - Extra funds added to major renovation projects funded by state capital allocations expanded the scope and increase the impact and benefit of those projects. In many cases, collaboration with MTC has yielded additional funding from that source. Recent examples include replacement of roofs and increasing roof insulation on three buildings (originally only two were funded), expanded repaving and roadway reconstruction, a bike/walking path along the northern edge of campus to connect with the city bike path (funded through philanthropy), and enhancements to renovation of the third floor of Morrill Hall.
  - When the OCIO assumed control of Marion IT about two years ago, no major expenditures were required to upgrade existing IT infrastructure as the campus had been regularly investing in improvements during previous years.
  - During my current term, the campus introduced a zero-waste program through which 85% or more of campus waste is recycled or recovered. This is a collaborative project with Marion Correctional Institution, which conducts the sorting. This project both increased campus sustainability and saved the campus money by reducing waste disposal costs.
B. Future plans

- A project, jointly funded by Ohio State Marion and MTC, has just started through the University Architect’s Office to hire a consultant to assess the potential installation of rooftop and canopy mounted solar panels to generate electricity for the campus.
- Continue to improve campus infrastructure through paving, roof replacements, furniture and finishes updates, and building maintenance, utilizing capital funds and local funds, as available.
- Continue long-term planning with MTC regarding the use of POM, capital, and local funds to maintain and improve facilities and infrastructure.

Additional Information

1. On Campus Collaboration with Marion Technical College

A. Progress during current term
- Beginning in Summer 2015 with the naming of an interim president for MTC, and following the appointment of a new full-time president in January 2016, on campus collaboration has significantly improved.
- A new Joint Operating Agreement was signed, a new cost-sharing financial model was instituted, some additional staff sharing arrangements were developed, responsibility for managing the joint student activities at the Alber Student Center shifted to Ohio State Marion, and additional funding was provided by both institutions for renovation projects.
- Monthly meetings between the President of MTC and myself are scheduled, and we are in regular contact to resolve issues or inform each other regarding unexpected issues as they arise; both of these are new developments compared to previous practice.

B. Future plans
- Continue to increase and improve communication and collaboration regarding issues and activities that impact the entire campus
- Continue to explore possibilities of sharing services, personnel, and facilities to increase the efficiency and effectiveness of our joint campus, including the potential of using engineering labs at MTC for the 4 year engineering technology degree being developed for Ohio State’s regional campuses.
- Continue work with MTC and others in the community to develop a clearinghouse concept for workforce development resources and with school districts in the county to focus educational resources on K-16 workforce development (more detail below).

2. Campus Culture

A. Progress during current term
Surveys taken of regular and associated faculty surveys in 2011, 2014, and 2017 indicate general satisfaction regarding my campus leadership. Improving scores from year to year slightly exceeded declining scores for both regular and associated faculty, recognizing that in some cases the number of respondents for each question changed quite a bit from year to year. Positive changes or improvements included relationships with faculty, collegiality, office space (the new science and engineering building may have been a factor here), inclusion, the value placed on teaching, supportiveness, and having an encouraging and empowering environment. There was a big drop in colleagues being a source of stress (a good decline) but also perceived engagement in decision making. Similarly, the annual survey of my performance conducted by the Marion faculty’s Evaluation of Administrators Committee (results of which are shared with the Provost) also indicate
general satisfaction on the part of regular and associated faculty regarding my leadership of the campus. Unfortunately, a survey of staff was not conducted in 2017.

In 2016, I hired an organizational consultant to conduct a “Reset” of Marion campus culture. In part this was intended to reestablish my own personal footing after having had split responsibilities as Dean and Director of Marion and Interim Dean and Director of Lima for over a year. Strong and able staff and faculty leadership during that period kept the Marion campus on a solid path during that time, but I thought it would be beneficial to examine any issues that had come up and rededicate ourselves to our shared mission as an “Opportunity Campus.”

The consultant began with a series of open meetings of faculty and staff to explore our campus climate and uncover any issues of concern, generating from those a set of “Guiding Principles” for the campus that would reestablish our intentions for working together as a team. The five key statements in our Guiding Principles” document are:

- We focus on students
- We champion diversity and inclusion
- We respect all individuals
- We act with integrity
- We engage collaboratively

Subsequently, in 2016-17 we instituted a leadership development curriculum series, mostly focused on supervisory staff but to which faculty leaders were invited, and which also involved a few open meetings with all staff, to discuss ways of increasing our cohesiveness and effectiveness as a team. In addition to the formal curriculum presented during the year, confidential one-on-one coaching sessions were held between the organizational consultant and supervisory staff to explore topics of specific interest. In some cases, the consultant met for coaching sessions with a team of staff, during which team issues were examined and ways of improving communication and working effectiveness were explored. All in all, the sense of those engaged was that they found this to be a beneficial program, both personally and professionally, as a member of the Ohio State Marion team. It provided an opportunity for the campus to refocus efforts on our mission and how best to accomplish it as an individual within a team and as a team.

B. Future plans

- During a new term as Dean and Director, I will do as I have in the past: continue to do my best to address any suggestions or concerns that arise in the annual evaluation and in the evaluations held every three years.
- I will continue to explore possibilities for extending the collaborative management and organizational development leadership training, seeking to determine what will be the most effective and most efficient ways to provide this continuing education.

Final Comments

During my current term as Dean and Director, five particular accomplishments of the team I am fortunate to be associated with stand out:

- Construction of the Science and Engineering Building
- Introduction of the 4 year biology degree and engineering coursework
- Hiring, retention, and promotion of increasingly able and effective faculty and staff
- The reversal of a declining enrollment trend to an increasing enrollment trend
Enhancement and strengthening of a campus culture and environment that is open, welcoming, and collaborative

My goal has been to facilitate the success of the Marion campus and its faculty, staff, and students. Depending on the situation, facilitating success includes providing leadership, collaboration, assistance, advice, advocacy, support, organizational development, securing or directing funding, and saying yes or saying no.

Facilitating success for Ohio State Marion includes representing the campus at the university level or contributing service in benefit of the university as a whole. During my current term, I have served in many ways, including being on the Steering Committee for University Reaccreditation, Health Plan Oversight Committee, College Engagement Council, and University Teacher Education Council, and regularly attending the Council of Deans and Regional Campus Deans meetings. I served as the Interim Dean and Director for Ohio State Lima from July 2013 to August 2014, and I currently chair the search committee for Ohio State Lima’s next Dean and Director.

Facilitating success for Ohio State Marion includes representing the campus in the Marion community. During my current term, I chaired and served on the board of United Way of Marion County. I served on the steering committee for Pioneering Healthy Communities and its successor, Creating Healthy Communities, and on a small ad hoc committee focused on coordinating community efforts to address the opioid crisis. This included convening a meeting of community providers who are addressing the opioid crisis. Dean Bill Martin from the college of Public Health attended this meeting. I worked with the leaders of Tri-Rivers Career Center and MTC to develop a clearing house concept for workforce development resources in the community, and with that group and superintendents of school districts in the county to establish the Marion Area Workforce Advancement Council (a version of the Central Ohio Compact) to focus educational resources on K-16 workforce development.

I am honored and excited to be considered for an additional term as Dean and Director of The Ohio State University at Marion. I will continue to do my best to “lead” this team of dedicated and excellent professional staff and faculty as we work to provide an even better “Opportunity Campus.”