

Ohio State ATI Re-envisioning Report

**Final Report
Macro & Micro Goals
September 11, 2014**



THE OHIO STATE UNIVERSITY

COLLEGE OF FOOD, AGRICULTURAL,
AND ENVIRONMENTAL SCIENCES

Message from the Vice President

For more than 40 years, Ohio State ATI has placed student success first. We began with a focus on technical education, concentrating on producing career-ready graduates. Today, we maintain this commitment to technical excellence, and we've extended that commitment to meet the needs of students who choose Ohio State ATI as the starting point on their path to a baccalaureate degree. In either case, students take advantage of active, hands-on learning.

A tangible measure of the success of our approach is the fact that we lead the nation in granting two-year degrees in the agricultural sciences. Ohio State ATI is a gem – a true point of pride for our college and for the university.

Last year, I charged a committee of faculty, staff, and students to articulate a bold future for Ohio State ATI. I asked them to look first at our aspirations for continued success and to then follow that assessment with an examination of our history, how we operate at present, and how we best position ourselves for ongoing leadership in education.

This report contains a set of recommendations, including macro- and micro-goals, for our consideration. We will spend some time evaluating these recommendations. It is critical that we think through the implications of each goal and determine how best to react to each. Separately, the committee has provided me with a set of strategies that represent their thinking about how to implement the recommended goals. These will be invaluable as we evaluate the goals, determine which among them represent the path we wish to follow, and choose the proper sequence of action.

As you review the recommendations, I hope that you share my optimism and excitement – our team is clearly on the right track with their report. Ohio State ATI has a vibrant future ahead, and the creative thinking in this document will help us achieve that future. I look forward to sharing more ideas in the future and, as always, welcome your feedback.

Sincerely,

Bruce A. McPheron
Vice President & Dean
College of Food, Agricultural, and Environmental Sciences

Re-envisioning Core Team

Think in a new way and propose transformational ideas and concepts. Surprise and challenge the college's leadership with options not previously explored. Adopt a sense of urgency. And, perhaps most importantly, ask questions, engage our stakeholders, and seek to move Ohio State ATI in a direction not considered before.

Those were the challenges laid before the Ohio State ATI Re-envisioning Core Team. By any measure, we feel confident that the team took its responsibilities seriously and are offering recommendations that will truly transform Ohio State ATI. In fact, the recommendations offered will have significant, positive impact, and will touch all facets of our teaching, research and outreach functions. While aggressive and innovative, the recommendations are the result of a thorough process that critically evaluated each major function of Ohio State ATI.

We are confident that readers of this summary report will find the recommendations invigorating and refreshing, and perhaps be a bit uncomfortable by the potential impact. Our team looks forward to the next steps and welcomes the opportunity for additional input, as appropriate.

Administrative Sponsors,

Linda C. Martin and Jim Kinder

Core Team Members

Mike Amstutz, Associate Professor and Coordinator, Livestock Sciences
Carol Anelli, Associate Chair, Entomology
Rhonda Billman, Assistant Director, Ohio State ATI
Dave Dietrich, Director of Admission, Ohio State ATI
Francis Fluharty, Research Professor, Animal Sciences
Carri Gerber, Associate Professor and Coordinator, Biochemical & Environmental Sciences
Frances Grum, Student, Agricultural Systems Management
Greg Hitzhusen, Lecturer, Environment and Natural Resources
Kim Hostetler, Associate Professor and Coordinator, Business Technologies
Casey Hoy, Professor, Entomology
Thomas Janini, Chair of the Arts, Science, and Business Technologies Division
Terry Lanker, Chair, Horticulture Division
Brian Lower, Associate Professor, Environment and Natural Resources
Casey Meek, Manager, ATI Beef Herd
Jim Metzger, Chair, Horticulture and Crop Sciences
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Gary Straquadine, Chair, Agricultural Communication, Education and Leadership
Jessica Suagee, Assistant Professor, Agriculture and Engineering Technologies
Jill Tyson, Coordinator of Prospective Student Services, CFAES
Susie Whittington, Professor, Agricultural Communication, Education and Leadership
Henry Zerby, Chair, Animal Sciences

Ohio State ATI

Established in 1969, Ohio State ATI has a statewide mandate to provide comprehensive agricultural education. The institute is the associate-degree-granting unit of Ohio State University's College of Food, Agricultural, and Environmental Sciences (CFAES) and maintains relationships with the Ohio Agricultural Research and Development Center (OARDC), and Ohio State University Extension.

Ohio State ATI provides educational programs leading to associate degrees in agriculture, horticulture, environmental sciences, business, and engineering technology. With a high value placed on lifelong learning, we provide accessible, high-quality, applied educational experiences. Our goal is to prepare individuals to be technically competent, self-reliant, and productive citizens in a global society.

The purposes of the institute are to offer: (1) associate of science and associate of applied science degrees and certificates that include general and technical courses; (2) credit and non-credit continuing education and workforce development opportunities; and (3) transfer programs leading to higher levels of education.

Emphasis is placed on: (1) preparing technically proficient individuals for various agriculture and related careers; (2) developing skills and abilities in problem solving, critical thinking, leadership and communication; and (3) fostering an environment where diversity is valued and integrated throughout the institute.

Ohio State ATI established itself as one of the most prolific institutions awarding associate degrees in agriculture and related sciences in the United States. Consistently ranked in the top two institutions over the past 10 years, Ohio State ATI continues to identify and implement programs to meet the growing and diverse demands of students and employers.

Known for its hands-on, practical experiences, Ohio State ATI offers students a wide array of options to consider, including such academic programs as floral design and marketing, animal science, nursery operation and management, turf and landscape management, engineering, business, and floriculture and greenhouse management.

Over the years, the campus has experienced growth in facilities and teaching/learning laboratories that provide enhanced educational experiences for students. The Grace Drake Learning Laboratory (Apple Creek Farm), the ATI Plant Conservatory, the Equine Center, and the Hawk's Nest Golf Club all provide students with opportunities to engage in practical learning experiences that will prepare them for their next educational program or future employment. Ohio State ATI students are in demand in the workforce as strong relationships over the years with employers have resulted in internship opportunities for many of the students.

With a storied history, Ohio State ATI continues to offer valuable programs for students to prepare for employment, entrepreneurial initiatives, or future academic pursuits. After 40 years of building a strong structural and academic core, the institute is at a place to take a major step in further integrating with the larger college and university environment that will ultimately result in greater opportunities for our students as they begin their careers in agriculture or related fields or to further their education.

Re-envisioning Process

A 27-member committee composed of faculty, staff and students began meeting in October 2013, convening as a large group and in smaller working teams over the course of eight months. The administrative sponsors for the re-envisioning effort were the Associate Dean and Director of Academic Programs for the college, Linda C. Martin, and the Interim Director of Ohio State ATI, Jim Kinder. To facilitate this process, the college employed Mitch Owen, a former North Carolina Cooperative Extension Service staff development specialist. Owen has over 25 years of land-grant experience and a background in organizational development.

Each committee member was involved in capturing stakeholder input (both internal and external), gathering and evaluating data/feedback, and making recommendations that ultimately will create a strategic roadmap for the future. The overall goal was to create a dynamic, forward-thinking, transformational plan that will position Ohio State ATI as a preeminent institution in the nation.

Critical to the success of the project were the workgroups that were identified and convened to gather data and support materials. The workgroups accomplished this task through one-on-one interviews and discussions; surveys; focus groups or listening sessions; and/or the review of current or historical documents/reports.

Each of the workgroups utilized a variety of strategies to collect and analyze data that ultimately informed the recommendations included in this report. Examples of strategies included, but were not limited to: surveys of former and non-ATI students on the Columbus campus; surveys of parents of prospective students visiting the Columbus campus; surveys of high school agricultural science teachers and guidance counselors; open forums with Ohio State ATI students; focus groups or listening sessions with community and government leaders, employers of Ohio State ATI graduates, horticulture industry representatives, college student affairs staff, and college undergraduate program coordinators; and interviews or focus groups with Ohio State University Food Services and Housing representatives, and various trade or industry groups. Specific details on participation may be found in the project archives available online at BuckeyeBox.

Based on all the data collected and analyzed, the Re-envisioning Core Committee developed a set of recommendations that include seven overarching goals with associated micro goals and strategies. Additionally, mission, vision and values statements were drafted for consideration. Finally, anticipating the aggressive timeframe and significant work to be done to achieve transformational change, implementation teams have been identified to assist the leadership in moving to the next phase of the project. Detailed data collected, as well as the implementation team recommendations, may be found in the project archives available online at BuckeyeBox.

Foundational Strengths of Ohio State ATI

The following strengths of Ohio State ATI have been identified as being vital to the core mission of the institution and relevant to its future.

- Hands-on, experiential and technical learning experience that combines classroom, laboratory and industry-based education.
- Small class size and faculty-to-student ratio, in addition to excellent student support provided by genuinely caring staff.
- Resourceful and dedicated faculty.
- Small rural campus and positive student experience.
- Strong agricultural and agbioscience industry connections that boost learning opportunities and job placement.
- Quality education that makes Ohio State ATI the No. 1 producer of two-year agricultural and related degrees in the nation.
- A consistently high job placement rate after graduation.
- Access to education for all students through open enrollment, fulfilling Ohio State's land-grant mission.
- Connection to the larger Ohio State community and its many resources and opportunities.

Master Trends: Higher Education and Society

The following trends in education and society will impact the work of Ohio State ATI in the future:

- The increasing cost of education and continued decrease in funding and resources, which affect affordability and the ability to operate effectively.
- The profound impact of ever-changing technology in the educational process, including in the delivery of content and in the equipment and facilities required to stay up-to-date with technological changes in the agricultural and agbioscience industry.
- Strong societal and industry emphasis on sustainability as well as on green technology and practices.
- Increased societal interest in the way food is produced and its impact on environmental and human health.
- Growing concerns about the preparedness of incoming students attending open-enrollment schools.
- Increasing number of transfer students attending ATI as a result of higher admission standards on Ohio State's Columbus campus.
- Changing demographics and changes in the nature of agriculture, including aging of the workforce and the way the industry operates.
- Changing job market in the agricultural and agbioscience industry and changing job expectations.
- Evolving perception of agriculture and the role of ATI.
- Increased collaboration among universities and among universities, industry and other partners.

Proposed Mission, Vision and Values

As part of the Ohio State ATI re-envisioning process, the mission, vision and values of the institute were updated, as proposed below. It is anticipated that these will undergo further refinement as the college adopts the final recommendations and the implementation team begins work.

Mission

The Ohio State University at Wooster, through ATI, provides the highest quality educational programs leading to an associate degree (AAS or AS) in agriculture, horticulture, environmental sciences, business, communication, agriscience education and engineering technology. With a high value placed on experiential learning, the campus prepares individuals to be technically competent, self-reliant and productive citizens. Our students successfully proceed to higher levels of education or to a career with one of our many business partners. Through our academic and continuing education programs, Ohio State provides opportunities for prosperity and for the well-being of our graduates and of the food, agriculture and environment related industries.

Vision

The Ohio State University at Wooster will be recognized as a preeminent educational facility for food, agricultural and environmental research and applied teaching in the country.

Values

- * Lifelong Learning and the Development of People
- * Integrity and Excellence in Programs
- * Innovation and the Discovery of New Knowledge
- * Service to Industry and Society

Macro and Micro Goals

Macro Goal A

Ohio State ATI graduates are dedicated citizens and global leaders with an appreciation for change, as well as the skills and experience to apply knowledge to diverse situations.

Micro Goals A (near-term)

1. Employ a director of student life to oversee an office for extraordinary student life experience.

Micro Goals A (mi-term)

2. Integrate international study abroad opportunities for students in CFAES programs.
3. Integrate service learning and citizenship for all first-year students.
4. Enrich student learning environments through enhanced residential experiences and greater investment in student support services (e.g., orientation, housing and career services, and mental health).
5. Implement a comprehensive remediation program to prepare students to be successful in college level courses.
6. Create an alumni chapter for the Wooster campus that will connect with CFAES Columbus (potentially run by Office of Student Life).

Macro and Micro Goals

Macro Goal B

Ohio State ATI students, faculty and staff are part of a fully integrated CFAES organization that capitalizes on the strengths of each entity.

Micro Goals B (mid-term)

1. Rename ATI to reflect the “One College” vision.
2. Realign CFAES administrative structure to merge ATI with all other CFAES entities (OARDC, OSU Extension, academic programs, departments/units, external advisory committees, etc.).
3. Integrate Ohio State ATI faculty into CFAES tenure initiating units (TIUs).
4. Remove barriers and create new opportunities to integrate and optimize instructional expertise and resources across campuses.
5. Integrate the Ohio State ATI programs into current program offerings, in Columbus-based academic units, resulting in a continuum of teaching/learning (certificates, AAS, AS, BS, MS and PhD).

Macro and Micro Goals

Macro Goal C

Students, faculty and staff will have access to state-of-the-art facilities, equipment and technology to support advanced learning and creative problem solving.

Micro Goals C (mid-term)

1. Champion the “One Wooster Campus Philosophy” by developing a Master Plan that integrates the outcomes of the Ohio State ATI Re-envisioning Committee, the Animal Facilities Re-envisioning Committee, and the Sasaki CFAES Master Facilities Plan. Develop a team that strategizes ways to optimize the shared use of the assets of both Ohio State ATI and OARDC.
2. Integrate with the Office of Distance Education and eLearning for Wooster-based campus support and develop connectivity infrastructure.
3. Define and benchmark industry partnerships to increase on- and off-campus access to state-of-the-art equipment and facilities.
4. Invest in sustainable state-of-the-art facilities on the Wooster campus and simultaneously decrease its ecological footprint by 20 percent.

Macro and Micro Goals

Macro Goal D

Ohio State ATI will be the premier applied educational campus in food, agricultural, environmental sciences and related fields.

Micro Goals D (mid-term)

1. Create and implement a marketing plan for the Wooster campus in alignment with the college's plan.
2. Enhance outstanding teaching by implementing a system to facilitate improving teaching quality.
3. Annually provide external review of five programs specifically with regard to applied learning aspect.
4. Promote courses offered in CFAES that are Wooster-Columbus cross-listed, including Wooster class opportunities for Columbus students.

Macro and Micro Goals

Macro Goal E

Ohio State ATI is a vital partner for the advancement of industry, community and other stakeholders.

Micro Goals E (near-term)

1. Develop, through the Business Training and Educational Services (BTES) program an academic-industry and community engagement plan for Ohio State ATI (see <http://osp.mit.edu/sites/osp/files/u8/bestpractices.pdf> for ideas).
2. Implement annual communications from Academic programs with industry advisors to align student training with current industry needs.

Micro Goals E (mid-term)

3. Establish at least one new collaboration between each Ohio State ATI academic division with community, industry and other stakeholder leaders to strengthen partnerships and design forward-thinking initiatives.
4. Identify industry partners who will provide and/or upgrade equipment, supplies and facilities that can be mutually beneficial for ATI and industry.
5. Involve leaders from industry, government and/or the community in educational content delivery via invited speakers, workshops and seminars in each academic program.
6. Engage community stakeholders, industry partners, alumni and OSU Extension in recruitment and marketing for Ohio State ATI.
7. Leverage the workforce training and professional development currently offered through BTES for expansion across CFAES.
8. Strengthen relations with Ohio State ATI alumni and create a vibrant and active alumni society.
9. Hire a development officer, focusing on Ohio State ATI, to strengthen the financial outlook of the college.

Macro and Micro Goals

Macro Goal F

Ohio State ATI is fully integrated with university systems and their academic programs to offer students a seamless transition to complete a degree in CFAES or succeed in industry.

Micro Goals F (near-term)

1. Establish a system that provides continuity of academic advising throughout the student's academic career and transition from Wooster to Columbus.
2. Establish and implement an annual summer "Bridge Program" for transitioning students to acclimate to the student life of the Columbus campus.
3. Connect and/or merge students and organizations between campuses.
4. Collect and analyze (by Ohio State's Institutional Research and Planning) Ohio State ATI retention and graduation rates, course and curricular evaluations, student performance data, etc., on an annual basis and made accessible to ATI leadership to inform decision-making to improve student transitioning success.

Micro-Goals F (mid-term)

5. Align, through academic programs, courses between ATI and Columbus.
6. Automatically, through the Academic Reporting System (i.e., DARS), give credit for equivalent courses, and completed associate degrees credited to ATI when students complete degree requirements in Columbus.
7. Prepare students, through the advising system in Wooster, for the academic culture of Columbus programs.
8. Provide career advising services to Ohio State ATI students.
9. Investigate opportunities to establish and/or strengthen the relationships between Ohio State ATI and Ohio State's College of Veterinary Medicine that lead to mutually beneficial programs or initiatives.

Macro and Micro Goals

Macro Goal G

Ohio State Wooster campus will be the employer of choice for faculty and staff, and will be committed to further developing its employees intellectually, socially and culturally.

Micro Goals G (near-term)

1. Develop a recruitment plan to attract exceptional talent for faculty and staff positions.
2. Define and benchmark ethnic and cultural diversity among faculty and staff.

Micro Goals G (mid-term)

3. Continuously apply principles and strategies to enhance ethnic and cultural diversity among faculty and staff.
4. Create an environment that values people, professional growth and collegiality; increase engagement.
5. Increase the percentage of faculty and staff participating in professional development to 100 percent; increase percentage of associated faculty to 50 percent.