A Higher Purpose

STRATEGIC PLAN — SUMMARY

OUR MISSION

The People. The Tradition. The Excellence.
We are dedicated to the people we serve whether student-athletes, staff or guests. We will represent the university and its proud heritage with our commitment to achieving excellence in all we do.

OUR VALUES

Integrity
We will act with integrity and personal accountability.

Education
We will instill in our student-athletes and staff a sense of social responsibility and an appreciation for lifelong learning through quality academic, competitive, leadership and social experiences.

People
We will keep the well-being of our student-athletes, staff and guests at the core of every decision.

Excellence
We will strive for excellence in all we do.

Respect
We will celebrate a climate of mutual respect and inclusion by recognizing each individual’s contribution to the team. We will promote a culture of openness where voices are heard.

Innovation
We will encourage innovation, celebrate diversity of thought and embrace change.

Community
We will value the support of and be active leaders in the community by paying forward to others.

 Tradition
We will build upon the traditions that have guided us throughout our proud history.

FIVE PILLARS AND GOALS

I. Teaching and Learning
1. Increase retention and graduation rates by providing superior academic support to all student-athletes.
2. Be a leader in personal and career development by providing innovative experiences and curriculum for student-athletes.
3. Create a high quality, structured professional development series for staff while fostering personal growth, wellness and engagement.

II. Access, Affordability and Excellence
1. Enhance outreach and recruitment strategies to provide opportunities to a diverse population of prospective student-athletes, staff members and the community.
2. Improve affordability and support for student-athletes and the general student population.
3. Provide high value driven experiences and access for the community.
4. Be the standard for excellence.

III. Research and Creative Expression
1. Build and foster collaborative relationships to maximize resources and create innovative research opportunities.
2. Engage in the community to create opportunities for strong brand placement and storytelling.
3. Implement innovative technology that will improve the experience of our student-athletes, guests, customers and staff.
4. Collect and analyze available data and conduct assessments to create optimal outcomes.

IV. Athletic Health Care
1. Establish an integrated model of sport performance for the optimal development, health and well-being of our individual student-athletes using evidence-based practice.
2. Build and foster collaborative relationships to maximize resources and create innovative research opportunities.

V. Operational Excellence and Resource Stewardship
1. Be a financial asset to the university by implementing revenue generating and operational efficiency strategies.
2. Enhance facilities to remain competitive with industry standards.
3. Provide safe and remarkable experiences for our student-athletes, staff, community and guests.
4. Foster a high functioning, cohesive culture reflective of our department and university values.
5. Commit to operational practices and initiatives to align with the university’s sustainability goals.
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INTRODUCTION FROM GENE SMITH
Senior Vice President and Wolfe Foundation Endowed Athletics Director

President Michael V. Drake has clearly articulated a powerful vision for transformational change at The Ohio State University in his strategic plan – *Time and Change*. Ohio State is one of the largest and most respected public research universities in the nation and is guided by its purpose to create the best opportunity for success for the largest number of its students.

The Department of Athletics and Business Advancement at Ohio State is aligned with Dr. Drake’s vision to make a difference in the lives of those we serve, because what Ohio State does, and how we do it, matters.

The Department of Athletics and Business Advancement is dedicated to supporting and enhancing the university through its mission – **The People. The Tradition. The Excellence.**

Its higher purpose resonates in our daily work and guides us on a path to achieving excellence in all we do.

Integration, adaptability and innovation are essential to both our daily work and our role as a preeminent leader in the field. The merging of Athletics and Business Advancement units is an example of being responsive to a changing landscape. By aligning people and best practices we are able to capitalize on the synergies of talents and skills to better serve our stakeholders while pushing innovation to new levels.

People are at the core of everything we do and every decision we make. We seek to provide our student-athletes with the greatest opportunity to be successful on the fields of play, in the classroom and in life. The remarkable experiences we provide for our guests create lifelong memories of Ohio State. The engaging, inclusive environment we create for our staff to thrive and grow makes us exceptional.

Our strategic plan guides us on a path to achieve **A Higher Purpose**. I welcome your feedback and ideas as we work together to achieve our lofty goals.

--

Eugene D. Smith
Senior Vice President &
Wolfe Foundation Endowed Athletics Director
**OUR MISSION**

**The People. The Tradition. The Excellence.** We are dedicated to the people we serve whether student-athletes, staff or guests. We will represent the University and its proud heritage with our commitment to achieving excellence in all we do.

**OUR VALUES**

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The collaboration between Ohio State and our partners across the city of Columbus to host the NCAA Women’s Basketball Final Four provided a platform to showcase our great city and was a truly remarkable experience for all fans, participants and guests. Events surrounding the tournament had a broad-based community impact and created opportunities for youth to learn the value of life skills, literacy and sport instruction.

Our facilities are proud to host the most important event for Ohio State students each semester. Commencement is a collaboration across campus to create lasting memories for our graduates.

Under the leadership of Gene Smith, the Department of Athletics and Business Advancement has developed a high performing culture that is driven to provide our student-athletes with all they need to grow academically, athletically and socially during their time at Ohio State and graduate with skills that transfer to success in life.
TEACHING AND LEARNING

What is our aspiration?
We will serve as an industry leader by demonstrating innovative and practical approaches to teaching and learning while driving elite performance outcomes.

Why is this important?
Our approach to development is more important now than it has ever been. In a rapidly changing environment, we need to equip our staff and students with the ability to respond to change and create opportunities. Our hands-on, unique approaches to teaching and learning will diversify our ideas, improve our outcomes and set a standard for elite behavior. By providing transformational learning experiences, we will enhance the quality of education and maximize personal growth.

What are our concrete goals?
1. Increase retention and graduation rates by providing superior academic support to all student-athletes.
   a. Use analytics and research to improve quality of support and provide validation of successful outcomes.
   b. Consistently increase our academic progress rate and graduation success rate.
   c. Create pre-enrollment assessments and individual education plans for each student-athlete to better assure successful academic outcomes.
2. Be a leader in personal and career development by providing innovative experiences and curriculum for student-athletes.
   a. Expand our non-traditional learning experiences for student-athletes by increasing head coach engagement in REAL LIFE, LIVE LIFE and Leadership Development with their teams.
   b. Help student-athletes maximize their full potential through personal development programming.
   c. Prepare student-athletes for postgraduate employment through meaningful internships funded by the Department of Athletics.
   d. Successful job attainment for student-athletes.
3. Create a high quality, structured professional development series for staff while fostering personal growth, wellness and engagement.
   a. Create a curriculum and programming for staff focused on growing skills and driving elite performance outcomes.
   b. Develop a wellness program for our staff and coaches.
   c. Deliver a structured onboarding process that is adaptable across departments.
   d. Create and deliver professional development and career readiness programming for student employees.

What specific targets are we setting for ourselves?
1. Increase retention and graduation rates by providing superior academic support to all student-athletes.
2. Be a leader in personal and career development by providing innovative experiences and curriculum for student-athletes.
3. Create a high quality, structured professional development series for staff while fostering personal growth, wellness and engagement.

Ongoing professional development is common in the department and encouraged throughout the organization. Whether it is hearing from local business leaders or travelling to an industry conference, our staff is continuously learning and growing.

Coaches and staff share a common vision of excellence and we will continue to develop our people through ongoing performance management and unique educational opportunities to enhance leadership and professional skills.

Student-athletes participate in community service projects locally and around the world. Students have the opportunity to learn and grow through service learning trips with organizations such as Soles4Souls to places such as Costa Rica, Thailand and the Dominican Republic.
II. ACCESS, AFFORDABILITY AND EXCELLENCE

What is our aspiration?
We will further our position as one of the nation’s elite intercollegiate athletics programs providing a first-class affordable experience for more than 1,000 economically and culturally diverse student-athletes. We will serve as a partner to the community by providing outstanding events and guest experiences.

Why is this important?
The Ohio State University Department of Athletics is one of the most visible, respected and accomplished programs in the nation. A successful athletics program serves as a rallying point for the entire university community and enhances national exposure while deepening campus pride. This exposure can help attract the best and brightest to our campus.

A robust athletics program also prepares student-athletes to be engaged citizens and leaders in their communities. Research shows that former student-athletes are more likely to be civically involved, satisfied in their careers and driven to set and achieve goals. By maintaining a well-resourced and competitive athletics program, the university is helping prepare the next generation of community leaders.

Business Advancement provides experiences and services that contribute to community vitality, economic impact, reputational enhancement and quality of life. These factors contribute significantly in the recruitment and retention of the best students, faculty, staff and greater workforce of central Ohio while enhancing diversity and inclusion. By focusing on providing remarkable experiences for all of its constituents, Business Advancement is a key driver in spreading The Ohio State University’s message.

What are our concrete goals?
1. Enhance outreach and recruitment strategies to provide opportunities to a diverse population of prospective student-athletes, staff members and the community.
2. Improve affordability and support for student-athletes and the general student population.
3. Provide high value driven experiences and access for the community.
4. Be the standard for excellence.

What specific targets are we setting for ourselves?
1. Enhance outreach and recruitment strategies to provide opportunities to a diverse population of prospective student-athletes, staff members and the community.
   a. Use athletics as a tool to attract a diverse student-athlete population and seek out academically and athletically talented low and middle-income students.
   b. Ensure we maintain an environment that promotes and supports diversity and inclusion.
2. Improve affordability and support for student-athletes and the general student population.
   a. Reduce student-athlete debt.
   b. Provide internship opportunities for students through partnership initiatives.
3. Provide high value driven experiences and access for the community.
   a. Develop and promote a diverse calendar and affordable ways for students and community members to access events and experiences.
4. Be the standard for excellence.
   a. Finish in the Top 5 of the Directors’ Cup annually.
   b. Be the best organizations in our industries.
   c. Identify and celebrate the success of all team, individual and departmental accomplishments.
   d. Continue to increase our departmental GPA, graduation rate and number of scholar-athletes.
   e. Positively affect the lives of others by delivering remarkable experiences.

Through the Buckeyes Care initiative Ohio State student-athletes, coaches and corporate partners are making an impact in Central Ohio and beyond. The program serves to connect local youth with a focus on wellness and the importance of higher education and provides an opportunity for families to attend some of Ohio State’s most competitive athletic events.

There are numerous ways the Buckeyes interact with members of the community. Our camps programs, fan engagement offerings and community service give our student-athletes and staff the opportunity to give back to Buckeye Nation.

On the local, regional and national stage our teams and departments always strive to be the best. Whether it is continuing to be named as a top place to work or a five star service rating, we strive to provide exceptional environments and experiences for our staff, student-athletes, fans and guests.
RESEARCH AND CREATIVE EXPRESSION

What is our aspiration?
We will continue to enhance our position as industry leaders in research and creative expression while building a unique culture of collaboration throughout the university and community at large.

Why is this important?
We play an integral role in expanding the brand of the university. We value and grow our relationships within the university and the community. By employing creativity, technology and strategic partnerships, we can continue to improve the experiences of students, guests and the community.

What are our concrete goals?
1. Build and foster collaborative relationships to maximize resources and create innovative research opportunities.
2. Engage in the community to create opportunities for strong brand placement and storytelling.
3. Implement innovative technology that will improve the experience of our student-athletes, guests, customers and staff.
4. Collect and analyze available data and conduct assessments to create optimal outcomes.

What specific targets are we setting for ourselves?
1. Build and foster collaborative relationships to maximize resources and create research opportunities.
   a. Increase interaction internally and externally in order to gain depth and diversity in creative thought.
2. Engage in the community to create opportunities for strong brand placement and storytelling.
   a. Offer a unique presence within the Columbus community.
   b. Implement creative platforms to share Ohio State’s story.
3. Implement innovative technology to improve experiences.
   a. Connect with technology leaders in the community and campus.
   b. Increase technology use for the betterment of our student-athletes, staff and guests.
   c. Improve department-wide knowledge of technology and analytics available.
4. Collect and analyze available data and conduct assessments to create optimal outcomes.
   a. Improve utilization of university-wide resources for analytics and assessment.
   b. Use analytics and conduct assessments to improve fan and guest experiences.
   c. Consolidate analytics and assessments across the department.
IV. ATHLETIC HEALTH CARE

What is our aspiration?
We will be the premier collegiate athletic institution that successfully operates in an integrated model for the sole purpose of student-athlete development and well-being.

Why is this important?
Receiving exceptional health care is the cornerstone of our student-athletes’ experience at Ohio State. The sports performance team serves in a critical role for our student-athletes to not only ensure their overall care during their academic and athletic career, but also to provide the tools and knowledge they need to be healthy and successful in life after collegiate athletics. The research we contribute to will be used to benefit and improve the sport industry and the community as a whole.

What are our concrete goals?
1. Establish an integrated model of sport performance for the optimal development, health and well-being of our individual student-athletes using evidence-based practice.
2. Build and foster collaborative relationships to maximize resources and create innovative research opportunities.

What specific targets are we setting for ourselves?
1. Establish an integrated model of sport performance for the optimal development, health and well-being of our individual student-athletes using evidence based practice.
   a. Create a shared vision and aligned culture across all disciplines.
   b. Develop and utilize a holistic student-athlete player development profile inclusive of all aspects of physical and mental health and well-being.
2. Build and foster collaborative relationships to maximize resources and create innovative research opportunities.
   a. Collaborate with the Jameson Crane Sports Medicine Center and the Wexner Medical Center on initiatives to develop best practices and clinical outcomes for student-athlete health and wellness.
   b. Utilize current resources on campus to integrate knowledge into the operational system of strength and conditioning.
   c. Seek out new opportunities, internal and external to campus, for impactful clinical outcomes and research collaborations.

Student-athletes have access to cutting edge technology in sports performance. Our collaboration with the Wexner Medical Center and Air Force Research Lab provides expertise for biometric screening, exercise recovery, and overall health care.

Student-athletes work with nutritionists to learn healthy habits for training and competing at their peak performance. These important lessons develop the foundation for a healthy lifestyle for life after sport.
OPERATIONAL EXCELLENCE AND RESOURCE STEWARDSHIP

What is our aspiration?
We will be a leader in enhancing and protecting the Ohio State brand and supporting the university’s mission through resource stewardship, operational effectiveness, efficiency and innovation.

Why is this important?
We must operate efficiently and effectively while optimizing revenue opportunities to continue to be a valuable asset to the university. We attract millions of guests to campus annually and are responsible for a safe and remarkable experience of every individual including our student-athletes and staff. We are leaders in our industry and must continue to seek out innovative opportunities to enhance our revenue streams, our facilities and our experiences.

What are our concrete goals?
1. Be a financial asset to the university by implementing revenue generating and operational efficiency strategies.
2. Enhance facilities to remain competitive with industry standards.
3. Provide safe and remarkable experiences for our student-athletes, staff, community and guests.
4. Foster a high functioning, cohesive culture reflective of our department and university values.
5. Commit to operational practices and initiatives to align with the University’s sustainability goals.

What specific targets are we setting for ourselves?
1. Be a financial asset to the university by implementing revenue generating and operational efficiency strategies.
   a. Develop a collaborative culture across the organization to realize economies of scale, synergies and best practices.
   b. Seek out areas of efficiency to meet the University’s 2020 vision.
   c. Develop and activate innovative revenue and fundraising strategies.
2. Enhance facilities to remain competitive with industry standards.
   a. Maintain a comprehensive short-term and long-term financial and capital plan to identify areas of need, projects and funding requirements.
   b. Develop and implement strategies and processes that optimize and standardize building services.
   c. Benchmark and research industry trends to capture new opportunities for enhancement.
3. Provide safe and remarkable experiences for our student-athletes, staff, community and guests.
   a. Provide a safe environment for our student-athletes, staff and guests.
   b. Conduct regular assessments to ensure we are exceeding guest expectations.
4. Foster a high functioning, cohesive culture reflective of our department and university values.
   a. Continue and build upon our strong performance management practices.
5. Commit to operational practices and initiatives to align with the University’s sustainability goals.
   a. Cultivate a culture of sustainability-oriented behaviors and decision-making practices.
   b. Identify opportunities within capital projects and vendor partnerships to align with the university’s sustainability goals.
   c. Align operations with the Resource Stewardship sustainability goals, setting the precedent across Ohio State for use of efficient and innovative practices in all operations.

A new master plan for the Athletic District has been created to build upon the stellar tradition of competitive success for which Ohio State has become widely recognized. The Athletic District will consolidate the vast majority of practice and competitive facilities into a contiguous space. Doing so will provide student-athletes and their coaches the optimal training and competitive environments.

Ohio Stadium is the largest stadium in the country to continuously achieve zero waste status, which refers to diverting 90% or more of materials from the landfill by recycling, repurposing and composting. The Ohio State University has set a new standard for collegiate stadium recycling and has ranked #1 in diversion rate within the Big Ten Conference for the past four years.
THE DEPARTMENT OF ATHLETICS & BUSINESS ADVANCEMENT BY THE NUMBERS

3M+
Annual Guests Attracted

3000+
Events Annually

140
Free Events Attended by 70,000+ Fans

29
Facilities

400+
Acres

6M+
Social Media Followers

140+
Comprehensive Athletics Department Social Channels

$306M
Total Revenue

$4M+
Student Payroll

$41M
Transferred Back to the University

1000+
Student-Athletes

400+
Student-Athletes from Ohio

79
International Student-Athletes Representing 26 Countries

903
Student Employees

#2
The Blackwell—Rated #2 Hotel in Columbus by TripAdvisor

547
Full-Time Employees

1724
Seasonal/Event Staff