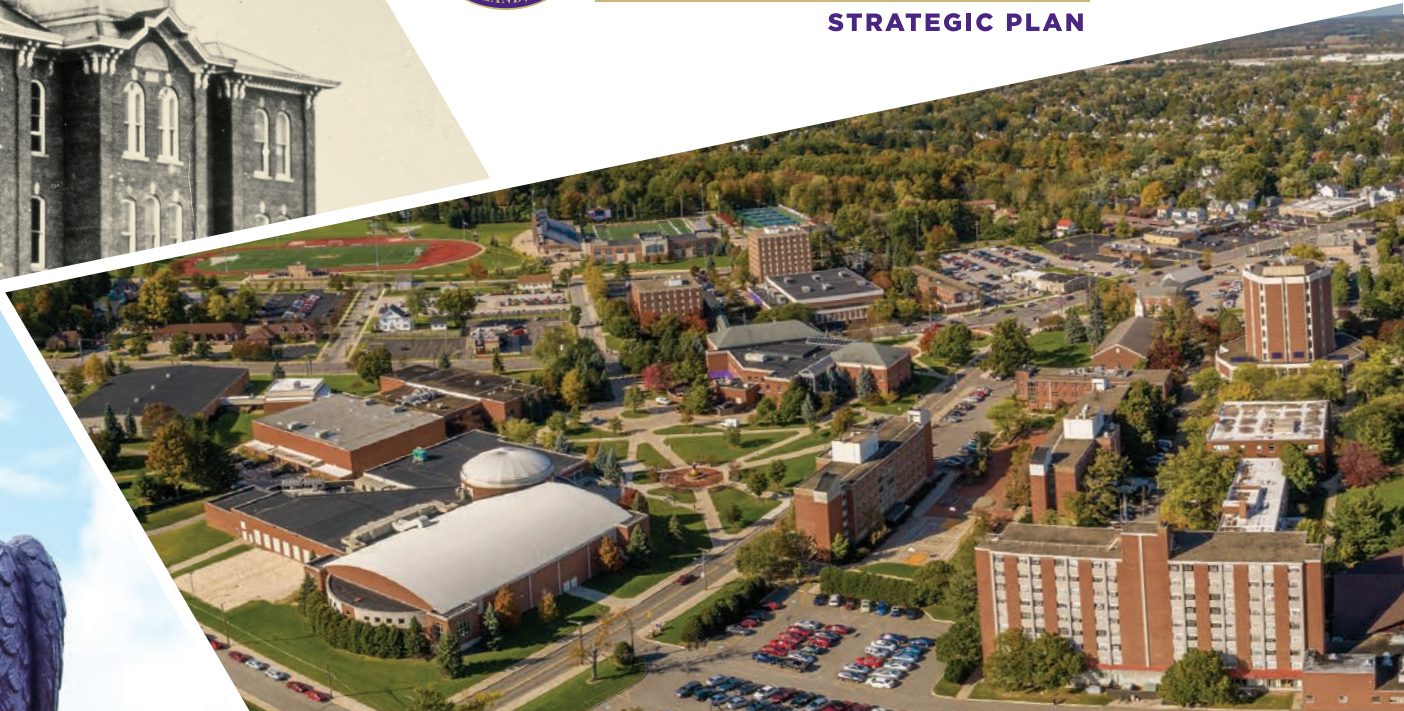




RICH *History*
BOLD FUTURE
ASHLAND 2025
STRATEGIC PLAN





Strategic Planning Core Committee

Dr. Carlos Campo

president

Rick Ewing

vice president of operations & planning

Dr. Todd Marshall

vice president of correctional education & innovation

Josh Hughes

director of human resources

Dr. Amiel Jarfster

provost

Dr. Diane Bonfiglio

associate professor of psychology

Dr. Robert Pool

vice president of student affairs

Dr. Larry Bunce

executive director of planning

Margaret Pomfret

vice president of institutional advancement

Marc Pasteris

vice president & chief financial officer

Dr. Karen Groth

director of assessment and accessibility

Catherine Williams

executive director of student support

Dr. John Byron

dean of Seminary

Dr. Terry Hofecker

Board of Trustees representative

Jim Hess

Board of Trustees representative

Aaron Gabriel Ross

Strategic Plan implementation



Message from the President	5
Ashland University Today	7
Highlights	9
The Strategic Planning Process	13
Transformative Experiences	15
Empowered Community	17
Strategic Growth	19
The Ashland Promise	21
Next Steps	23



RICH *History*
BOLD FUTURE
ASHLAND 2025
STRATEGIC PLAN



Message from the President



Alumni, Friends and Colleagues:

WELCOME to the new strategic plan for Ashland University, “Rich History, Bold Future: Ashland 2025.”

In 1815, poet William Wordsworth wrote the sonnet, “Nuns Fret not at their Convent’s Narrow Room,” emphasizing that while many might find a convent’s “cell” restrictive, the nuns who felt a calling there thrived in a space that was actually liberating to their souls. Wordsworth related that theme to the sonnet’s codified structure, which he argues does not confine the poet, but creates a form within which the artist’s vision can blossom. A strategic plan might similarly seem “confining” to some who would advocate for a more

freewheeling approach to future planning. We see a great strategic plan as a framework for excellence that will guide and inspire our campus community to even greater accomplishments.

With “Accent on the Individual” remaining a driving force of who we are, we are putting forward a new plan that takes risks in a dynamic period for higher education. The plan relies on three foundational themes, “Transformational Experiences,” an “Empowered Community,” and “Strategic Growth.” Within those themes are exciting, new initiatives that will encompass strategic expansion existing and new academic programs as well as responding to seismic shifts in higher education that demand a commitment to unfettered intellectual inquiry, messaging that matters, an inclusive and thriving culture, and an inspiring culture of service – among others. We believe that an education rooted in the Christian values of our founders is needed more than ever in our nation.

Inside these pages is a vision for our future and a glimpse of how Ashland University will take the traditions and lessons of the past and use them as a springboard for innovation in the future. We are committed to “teaching students how to think, not what to think,” and this plan will help foster a campus culture that helps to shape citizens who are grounded in sound, proven principles of understanding the complex world around us.

Thank you for believing in the power of education, taking the time to read this plan and becoming a part of our “Bold Future.”

A handwritten signature in black ink that reads "Carlos Campo". The signature is written in a cursive, flowing style.

Dr. Carlos Campo, *president, Ashland University*





Ashland University Today

Founded in 1878 as Ashland College, the name of the institution was changed to Ashland University on May 12, 1989. This change was a practical and logical step based on the many diverse undergraduate, graduate and professional programs offered by the institution.

Our Mission

Ashland University, guided by our Christian heritage, is a comprehensive, private university that provides a transformative learning experience, shaping graduates who work, serve and lead with integrity in their local, national and global communities.

Our Vision

Ashland University aspires to be a nationally recognized private university, where traditions of excellence are fostered and students discern their life calling and thrive.

Our Core Values

Accent on the Individual; Spirituality and Faith; Character Development; Academic Freedom; Excellence in Teaching



Highlights

- We have experienced extensive campus renovations in recent years, such as opening the new Jack W. Liebert Military and Veteran Resource Center to serve our military students with a one-stop shop of academic amenities. We are also in the process of completing the Niss Athletic Center, a 125,000-square-foot, state-of-the-art indoor athletic and activity center adjacent to the Dwight Schar Athletic Complex.
- We have launched a number of new academic programs set for this fall, including a Physician Assistant Studies program, a Bachelor of Science in Cybersecurity, a Bachelor of Science in Organizational Leadership, a Bachelor of Science in Training and Development, as well as a new Executive MBA.
- We now offer a Department of Addictions Counseling, Prevention, and Human Services, featuring addiction programs that focus on providing quality education to those preparing for a career in addictions counseling. These programs will allow graduates to provide ethical client-centered care to those suffering from substance use disorders and their families.
- Our Correctional Education program continues to grow and is now the nation's largest, as we bring a quality education to more than 4,000 students in 13 states.
- Our faculty teach a diverse curriculum that features approximately 60 programs of study. Our programs include liberal arts, pre-professional and professional undergraduate programs, in addition to a variety of graduate programs.
- We have planted the fruits of our longtime philosophy of Accent on the Individual in the fertile soil of our history, and the result is The Ashland Promise. This Promise begins with a promise to teach you how to think, not what to think. We promise to work with you to create an individualized plan for your future, and we promise you an affordable education.



Highlights *(continued)*

- Our online MBA Program continues to grow and was ranked as one of the top programs in the nation and the number-one program in northeast Ohio by *U.S. News & World Report*. Ashland's programs are designed to provide flexibility in terms of curriculum, learning style, time, location of classes, and pace through the program.
- We offer athletic scholarships in 11 mens' sports, 12 womens' sports, and 1 co-ed sport with approximately 500 student athletes participating. Our athletic program is consistently among the best NCAA Division II programs in the nation.
- We continue to be recognized annually by *U.S. News & World Report*. In the 2021 Best Colleges edition, AU appears twice in the rankings, in the top third among regional universities in the Midwest and also in the top third on the Midwest regional universities list for social mobility. AU earned the 51st spot in the 12-state Midwest region.
- We play a major role in the region's economy, and we work closely with a number of employers and partners to ensure that we are responding to the economic culture of the surrounding community, as we give our students every opportunity to thrive personally and professionally. In addition, we are always looking at strategic opportunities to spur economic development in our city and region, knowing that great universities like Ashland must be "Engines of Innovation."



TRANSFORMATIONAL EXPERIENCES

EMPOWERED COMMUNITY

STRATEGIC GROWTH

Inspired to Serve

Building an Inclusive and Thriving Culture

Distinctive Programs and Pipelines

High Velocity Student Services

One Ashland

Cross-Platform Enrollment Plan

Academically Integrated High Impact Practices

Opportunities for Development and Innovation

Messaging that Matters

The Strategic Plan Process

The Ashland Rising 2020 strategic plan established and strengthened the University's five pillars of distinction and it was upon these pillars that our current plan was built. The process began with a two-day strategic plan core team retreat where the team was encouraged to brainstorm and “open the possibilities” for the University in the next five years. This effort coalesced into an early version of the plan's strategic map shown on the adjacent page. The three themes of action; Transformational Experiences, Empowered Community, and Strategic Growth, as well as the underlying objectives were further refined and given purpose through the engaging and collaborative work of a University-wide Community Day event and the subsequent work of more than 60 individuals who made up the three Theme Teams.

The three themes identify the overarching goals for the plan as we strive to realize success in each of these aspects to achieve our vision. The nine objectives categorize and focus the underlying initiatives and actions that make up the plan implementation processes.

This process is represented by the Strategic Plan Process illustrations found on this page. This illustration has helped the team visualize how each element of the strategic plan works together and in conjunction with one another in the attempt to make a robust and holistic strategic vision for Ashland University.



ASHLAND UNIVERSITY

ASHLAND EAGLES
NATIONAL CHAMPIONS
2017

ASHLAND
WRESTLING
EST. 1968

ASHLAND
EAGLES
WRESTLING

ASHLAND
WRESTLING

ASHLAND
UNIVERSITY

Transformational Experiences

Ashland University's dedication to students and student learning is and will always be at the core of who we are. Working together across units, we can create a holistic educational experience for students who are inspired to work, serve and lead with integrity.

■ INSPIRED TO SERVE

- Service Opportunities
- Life Calling

■ HIGH VELOCITY

- Military Concierge Service
- One-Stop-Shop for Student Services
- Credit Hour Transfer

■ ACADEMICALLY INTEGRATED HIGH IMPACT PRACTICES

- The Ashland Promise
 - Individualized Success Plan
 - Personalized Mentorship
- Post-Graduation Employment Support
- Internships
- Capstones
- Service Learning
- Space Utilization and Planning

Leadership responsibility: Student Affairs, Academic Affairs, Facilities & Planning



Empowered Community

Ashland only succeeds through the work of an empowered and valued faculty & staff community. Knowing the power of positive innovation, Ashland affirms the value of exploration in all areas, welcoming bold new ideas from across the organization. This requires many things, including incentives and professional development support, easy access to the right data to do our best work, and modern, collaborative spaces.

■ BUILDING AN INCLUSIVE AND THRIVING COMMUNITY

- Diversity and Inclusion Plan
- Intercultural Experiences
- Individual Value and Recognition

■ ONE ASHLAND

- Healthy, Safe and Supportive Campus
- Internal Communication Plan

■ OPPORTUNITIES FOR DEVELOPMENT AND INNOVATION

- Incentivized Compensation and Development, and Employee Success
- Institution-wide Strategic Innovation
- Data-informed Decision Making

Leadership responsibility: Student Affairs, Human Resources, Office of the President, Correctional Education and Innovation, Business Affairs



Strategic Growth

We are committed to growth through distinctive programs that appeal to traditional, non-traditional and adult learners. We also believe we can do more to clearly highlight why students should come to Ashland, discern their life calling and thrive.

■ DISTINCTIVE PROGRAMS AND PIPELINES

- Physicians Assistant
- Program Enhancement
 - Accounting and Finance Enhancements
 - Digital Media Journalism & Digital Media Production
 - Natural Science
 - Computer Science and Cybersecurity
 - Fine Art
 - Dietetics
 - College of Online and Adult Studies
 - Correctional Education
 - Ashbrook

■ CROSS-PLATFORM ENROLLMENT PLAN

- Diverse Modalities and Audiences
- Develop tuition models that align with affordability, student retention and success and financial sustainability

■ MESSAGING THAT MATTERS

- Internal and External Marketing
- Strategic Program Growth Plan



The
ASHLAND
PROMISE



The Ashland Promise

We promise to **teach you how to think, not what to think**. We promise to work with you to create an **individualized plan** for your future, and we promise you an **affordable education**. We promise you will be guided by **mentors** invested in you as an individual. They will, within a **diverse community of respect**, design **personalized transformative experiences** to develop you as a person who **works, serves and leads with integrity**. And we promise you a **lifelong commitment** as we continue to help you discern your life calling and make a positive impact on your family, community and the world at large.

■ PILLARS OF THE PROMISE

- How to Think, Not What to Think
- Individualized Plan
- Affordable Education
- Mentorship
- Diverse Community of Respect
- Transformative Experiences
- Leadership
- Lifelong Commitment

■ CORE VALUES

- **Accent on the Individual** - Pledges the best individual and collective efforts to challenge and encourage each member of the university within a supportive community.
- **Spirituality and Faith** - Affirms Christian values as a core element of the University's institutional identity, emphasizing faith in God, moral integrity and respect for the diversity of values and faith of each person in a community of learning.
- **Character Development** - Promotes integrity, self-discipline, responsibility, compassion, leadership, service and good citizenship.
- **Academic Freedom** - Supports free, open and critical inquiry for both students and faculty necessary for intellectual and professional development.



Next Steps

As with any good plan, it must be operationalized and carefully followed in order to be successful. With the foundation established, continued planning, revision and implementation are under way and will continue throughout the duration of the plan. A portion of the plan is outlined on the Ashland University Strategic Planning website located at www.ashland.edu/strategicplan.

- Ashland University can proudly declare that we are boldly moving into the future with this foundation created over our 138-year history:
 - a faculty that is committed to teaching excellence and one that truly believes in educating the whole person;
 - a fine, dedicated staff that understands the need to provide individual attention;
 - an exceptional student body that is learning, growing and finding its place in the world;
 - distinguished alumni who are leading and serving and whose influence reaches all corners of the world;
 - and a community that recognizes our campus as a vital educational, economic and cultural resource.
- When realized, “Rich History | Bold Future” will assist in taking our institution to new heights and our current and future students will benefit even more from our focused efforts. Please join us as we complete this journey together.



ASHLAND UNIVERSITY

OFFICE OF THE **PRESIDENT**

401 College Avenue | Ashland, Ohio 44805

419.289.5058 | www.ashland.edu