Strategic Plan

City and Regional Planning
2016 - 2021

KNOWLTON SCHOOL

THE OHIO STATE UNIVERSITY

MISSION

The mission of the CRP Program is to train students to become professional planners who can apply knowledge and theory in practical settings and to introduce students to the latest developments in planning knowledge and techniques. The CRP Program strives to do this by maintaining its excellence in teaching, research, and service in the context of a university whose mission includes both the attainment of international distinction in education and scholarship and the traditional role of a land grant university with a heritage of public service.

WE VALUE

- Excellence in all we do
- Our relationship with our constituents
  (e.g., students, alumni, government, corporate partners and communities)
- The societal and economic impact of our professional contribution
- Teaching of principles, fundamentals and practice
- The importance of life-long learning
- A diverse faculty, staff and student body
- Ethics and integrity
- A broad-based education
- Innovation, knowledge creation and scholarship
- Collegiality
- A culture that treats change as an opportunity

VISION

We will achieve world-class stature as a city and regional planning program through our excellence and impact in education, research and outreach. We will be nationally recognized as a pre-eminent planning program in achieving our land grant mission – ensuring future prosperity and competitiveness in Ohio's communities.

CONTEXT

To achieve its goal of becoming one of the nation's top-tier, public planning programs for undergraduate and graduate study, the program must adapt to a number of developments that define the landscape in which we currently exist.

Current external and internal environment as they relate to opportunities and threats:

Discovery Themes
The University's Discovery Themes encourage interdisciplinary research and teaching around food production and security, energy and the environment, health and wellness, and the humanities and the arts. Out of these themes, focus areas have arisen, including: translational data analytics, sustainable and resilient economy, materials and manufacturing for sustainability, infection disease, the humanities and the arts, initiative for food and agricultural transformation, food for health, and brain injury. These themes and focus areas create opportunities for CRP faculty who have strengths across the areas to collaborate across the university.

The National Academy of Engineering (NAE) Grand Challenges
There are fourteen Grand Challenges covering four interdisciplinary themes—Energy, Infrastructure, Environment, and Health—that will dominate the engineering landscape for the foreseeable future. Solutions to many of these Grand Challenges lie in the interface of disciplines creating opportunities for planning to interact with the College.

Inclusive Excellence
University leadership has defined a path of inclusive excellence to guide OSU's decision-making and investments. At the same time, the demographics of the nation are changing so that over the next 40 years, the US will become a majority minority nation. The planning field must respond to the changing priorities that these demographic transformations will bring.

Global Commoditization of the Planning Degree
While the CRP degree has traditionally prepared students for domestic practice, there is a significant increase in planners working in global practices. Planning education needs to respond by providing education that responds to global planning challenges.

Economic Turmoil
The US continues to recover from its most difficult recession since the Great Depression. Since planning has traditionally been dependent on government for employment of its graduates and research investments, this has a broad impact on planning education.

National Reputation
The City and Regional Planning master's program is ranked 21st overall, 16th among public institutions, and 5th in the mid-west in the 2014 Planetizen Graduate Planning Rankings. CRP's faculty is the 18th most cited faculty in North America in 2015.

Areas to be strengthened:

Faculty Investment
The addition of the undergraduate program significantly expanded the student body over the last few years. At the same time, a generation of faculty retirements occurred. There is a need to ramp up hiring to support both the build out of the undergraduate program and the continued strength of our graduate education.

Limited Resources Inspire Program Innovation and Advancement
Over the last few years, CRP has received an equitable distribution of resources internally to support funding for students and faculty, engagement in outstanding research, and the delivery outstanding studio-based learning. At the same time, resources generally are not growing; the program must continue to seek external resources through program innovation and advancement.

Recent successes and other strengths that the planning section will build upon:

Successful recent program hires are supporting the continued excellence of CRP's outstanding research, teaching that emphasizes the application of knowledge to practice, and service.

Students and faculty continue to receive college, university, local, national, and international recognition for their research and outreach.

Faculty are engaging in continued and flourishing interdisciplinary collaborations.

The undergraduate minor in CRP attracts the most students of any minor in the Knowlton School.

The section has its own City and Regional Planning Advisory Committee, supporting continued program innovation and advancement.

THEMES, GOALS, STRATEGIES AND METRICS

Congruent with CRP's mission, the CRP Program aims to strengthen and support city and regional development that is efficient, equitable and sustainable in its design, form, and services. Thus the program focuses on plans, policies and programs that promote sustainable development, protect the environment, improve the quality of life, and enhance opportunities for all, taking into account global challenges. Through its research it focuses on innovation and expansion of knowledge; and through its teaching and service it contributes to excellence in practice both in Ohio and at the national and international levels.

Four themes guide this strategic plan:

1. Create an Unsurpassed Learning Environment
2. Discovery Agenda for Faculty and Students
3. Expand Mutually Beneficial Engagement of the Citizen and Institutions of Ohio, the Nation, and the World
4. Recognize the Supporting Role of Financial Soundness and Operational Simplicity

Theme 1: Create an Unsurpassed Learning Environment

Goal: Provide an experiential, interdisciplinary and global focus in our professional education programs (BSCRP & MCRP).

Strategy	Metric
Introduce students to the full range of planning by providing a curriculum that allows students to specialize and to have an integrated and comprehensive studio experience.	Student satisfaction with full range of core and elective courses and studios. (Exit Survey: Satisfaction with Overall Curriculum (Very & somewhat))
	Exiting students say that they have had exposure to a broad range of planning practice through the curriculum.
Students learn in an experiential and applied learning environment	Service learning or studio courses offered and SEIs for those courses
	Distal: percent of alumni reporting that they were prepared in technology skills for professional practice (Goal=Majority; Alumni Survey)
Enhance global experiential learning environment for students by offering international studios, workshops, or study abroad.	Percent of students participating in travel programs. (Exit Survey)
Enhance BSCRP honors program.	Student participation in honors and/or scholars program for academic year. (Goal = 20% of students; Advising Records)
	Student participation in honors research. (Goal = 8 students; Advising Records)
	Student participation in undergraduate research forums (Goal=all honors research students; Section Head Records)
Encourage student use of joint degree programs.	Number of MCRP students that graduated that academic year with dual degree.
Increase interaction between BSCRP and MCRP students.	Number of shared electives courses. (Goal = >10 courses offered; Program Records)

Support interdisciplinary education at the undergraduate and graduate level.	Number of interdisciplinary minors in other Knowlton School programs. (Goal = >1; Advising) Number of interdisciplinary or cross-listed courses. (Goal = 6 annually; Advising)
	Number of MCRP and BSCRP students taking courses in a given year outside the program (benchmark; advising)
Improve development and evaluation of faculty teaching skills.	Proximate: Faculty SEI Item 10 (Overall Satisfaction)/ Student evaluation of instructor. (Section Head Records) (Goal = Average faculty SEI above University average)
	Distal: Alumni satisfaction with how well the program prepared them for current employment. (Very Satisfied & Satisfied) (Goal = 70%; 2-5 yr Alumni Survey)
Faculty use appropriate in teaching and research.	Proximate: Use of technology in classroom. (Goal = >50% classes; Faculty Annual Reports)

Goal: Support PhD students to become productive and influential members of the planning academy.

Strategy	Metric
Provide research skills to support and achieve a scholarly career.	Number of publications while a student. (Goal = 1 publication through career)
	Percent of new PhDs in academic jobs. (Based on placement) (Goal = 50 percent of new graduates)
Encourage participation in scholarly conferences.	Percent of students presenting research at scholarly conferences annually. (Goal = 50 percent of students present in 1 conference per year)
Develop PhD students' teaching skills through TA positions.	Percent of PhDs who served as a GTA at least once before they graduated. (Goal = 80 percent)
Student's complete dissertation in a reasonable time.	Time to degree for each PhD that graduated in academic year. (Goal = 90% graduate in 5 or fewer years)

Goal: Offer a comprehensive portfolio of student support services that prepare students for professional practice (BSCRP and MCRP).

Strategy	Metric
Support active student participation in professional organizations, planning project competitions and research presentations to produce quality alumni.	Proximate: Participation rate in all Knowlton School job fairs, CRPSA resume/portfolio reviews, competitions, and research presentations annually/Advising records. (Goal = 75% of students; Exit Survey (Student/Professional Orgs, Conferences, Workshops, Competitions, Research Presentations)
	Distal: Number of alumni with memberships to professional organizations such as APA (Goal = 75% of students; 2-5yr Alumni Survey)
Provide quality mentorships from faculty and professionals with students.	Proximate: Student satisfaction with opportunities for career guidance and mentorship. (Strongly Agree & Agree) (Goal = 70% satisfied or very satisfied; Exit Survey: Opportunities for career guidance and mentorship)
	Distal: Alumni report that advising led to positive career outcomes. (Strongly Agree & Agree) (Goal = Majority; 2-5yr Alumni Survey)
Continue to offer high quality internship experiences while expanding their availability within the BSCRP and MCRP programs.	Proximate: BSCRP participation in summer internships (Goal = >25% of students; Section Head Records)
	MCRP satisfaction in internship program (Goal = 80 percent; Exit Survey)
	Distal: Alumni employed or furthering education in planning or a related field within 2-5 years. (Goal = >75%; 2-5 year Alumni Survey) Distal: AICP Pass Rate (Benchmark; PAB)

Goal: Enhance proactive student recruiting efforts to sustain an optimal high-quality yield.

Strategy	Metric
Support and grow the accelerated BS/MCRP program.	Students participating in accelerated program. (Goal = 3 students; Advising Records)
BSCRP is a feeder for the MCRP.	5 incoming MCRP from BSCRP program.

Maintain a high first-year retention rate by addressing the needs of first year students in BSCRP and MCRP.	Retention rate of first year students (PAB reports).
Maintain MCRP tuition waivers to support students of all backgrounds.	Number of students receiving waivers/support.
PhD students are fully funded during the normal course of their study.	Percent of fully funded PhD students each year of eligible over 5 years, measured every five years.

Goal: Increase cultural and economic diversity of student body and provide a comprehensive portfolio of programs aimed at improving recruitment and retention of women and minorities.

Strategy	Metric
Student body is representative of the diversity of the population (University).	Percent of Women, Black, Asian, and Hispanic in BSCRP & MCRP Programs. (PAB Annual Report)
Support programming or student groups aimed at social justice and diversity issues.	Number of programs annually. (Goal = 1+; i.e. Social justice week)
Maintain access to MCRP part-time students by providing evening and on-line courses.	Number of evening and on-line courses offered. (Goal = 2 evening and 1 online class per semester; Section Head Records)
Program is accessible to lower-income students.	First generation students in the BSCRP program (benchmark percent; Advising) Pell-grant eligible MCPR students (benchmark percent; Advising)

Goal: Support well-defined research agendas for students and faculty that emphasizes strategic areas related to university discovery themes and global grand engineering challenges.

Strategy	Metric
Faculty have on-going programs of research and engagement in distinguished professional activity.	Percent of faculty publishing research on a rolling 3-year basis. Minimum of one item from category B or two items from category C. (Goal = 100%; Faculty Annual Reports)
Support program/school/university through grants.	Number of grants awarded.

Goal: Provide a comprehensive repertoire of programs aimed at improving recruitment and retention of women and minority faculty.

Strategy	Metric
New faculty hires come from major research institutions and have strong research record or promise of strong research.	Number and quality of new hires. (Goal: Section Head Records)
Maintain participation of professional adjuncts and to attract more visiting faculty in the programs.	Percentage of professionals as adjuncts or part-time. (Goal = Around 20% FTE; PAB Annual Report)
Increase faculty diversity.	Diversity of full-time faculty. (Benchmark faculty composition: women, minorities, or other diverse groups; PAB Annual Reports)

Goal: Establish or engage in major interdisciplinary research Centers aligned with the Knowlton School, College, and University's key research focus areas.

Strategy	Metric
Increase interdisciplinary work among Knowlton School, College of Engineering, and the University.	Engagement in interdisciplinary partnerships. (Goal = 50% of faculty; Faculty Annual Reports)
	Number of courtesy and joint appointments.

Maintain or Increase number of faculty with joint or courtesy appointments.	(Goal = 50% of CRP faculty, benchmark external faculty; Section Head Records)

Theme 3: Expand mutually beneficial engagement of the citizen and institutions of Ohio, the nation, and the world.

Goal: Promote strategic public and private sector relationships to create new research and outreach opportunities.

Strategy	Metric
Develop continuing education programs for practicing professionals and public officials.	Proximate: Number of continuing education programs. (Goal = 4 per year; Section Head Records)
	Distal: Alumni satisfaction with continuing professional education efforts of the program. (Neutral, Satisfied, & Very Satisfied) (Goal = 75% of Alumni; 2-5yr Alumni Survey)
Relate coursework and studios to surrounding community.	Number of studios with community-based clients. (Goal = 90% of studios; Section Head Records)
Offer professional development courses for community.	Number of CM credits offered. (Goal: >10 CM hours; Section Head Records)
Faculty provide service inside and outside the University.	Percent of faculty participating in 5 or more service activities. (Goal = 75% with 5 service activities/per faculty/per year; Faculty Annual Reports)
Faculty engagement in external teaching and research.	Percent of faculty engaging in external teaching and research. (Benchmark; Faculty Annual Reports)

Goal: The CRP Program strives to take advantage of its position as an autonomous academic unit in a School focused on planning and design, a College known for its research, and a land grant university. The CRP Program has complete control over all curricular issues, student admissions, faculty appointments and budget within the overall expenditure limit given to it by the School.

Strategy	Metric
Encourage an active and vital student organization to interact with faculty.	Number of events that faculty attend. (Goal: 1 event per semester; CRPSA Notes)
Transparency in all policy and program decision-making between faculty and staff.	Proximate: Number of student representatives. (Goal: 1 student representative present at each meeting; Section Head Records)
	Distal: Alumni satisfaction with the CRP program leadership (Very Satisfied, Satisfied, Neutral) (Goal: 75% neutral or satisfied; Alumni Survey)
Encourage faculty to provide intellectual and practical leadership within the University.	Percent of tenured faculty in University leadership positions. (Goal: 33% of faculty; Section Head Records)

Goal: Diversity fiscal resources through an enhanced development effort and creation of fee-based programs

Strategy	Metric
Seek external research and engagement funding.	Number of faculty receiving funds. (Goal: 50% of faculty; Faculty Annual Reviews)
Create fee-based educational offerings (on-line or otherwise).	Number of fee-based educational offerings.
Engage alumni and planning community in fundraising efforts.	Amount of program commitments and endowments. (Goal: $500,000 in endowments (5 years); Section Head Records)