Office of Undergraduate Education
Strategic Plan

Letter from the Dean

The Office of Undergraduate Education (UE) at The Ohio State University is located in
the Office of Academic Affairs, and assumes the responsibility of guiding the
development of all undergraduate experiences at the University. This includes the
review and assessment of the quality and availability of undergraduate majors and
minor programs, the effectiveness and structure of the general education curriculum,
and access to rigorous interdisciplinary programs. UE provides general support to all
undergraduate programs and students, and has the responsibility for and supervision of
academic support units designed to enhance the overall undergraduate student
experience. This includes Honors and Scholars, the Undergraduate Research Office, the
Service Learning Initiative, ROTC, Student Athlete Support Services, and the University
Exploration Program. The Office collaborates with Office of Student Life and the First
Year Experience Program (in the Office of Enrollment Services) to enhance the
intellectual experiences of undergraduate students through co-curricular activities.

In addition to the unit directors and program staff in the affiliated units, the Office of
Undergraduate Education consists of a professional staff that is committed to the goals
of the Office and the University. Our strategic plan represents a unified vision that will
provide an excellent, challenging, and enriching environment for all undergraduate
students at The Ohio State University while taking part in the University’s journey from
‘excellence to eminence.’ (http://www.osu.edu/eminence/)
Introduction to the Strategic Plan

The following Strategic Plan for the Office of Undergraduate Education provides the necessary goals and objectives that will guide the direction of the unit over the next several years. It is based upon realistic visions and expectations, with an eye toward necessary and available funding. It was created in consultation with the strategic plans of the affiliated units, each of which reflects the common goals of UE and the University. The Plan is consistent with and is driven by the University Roadmap, and contains the Six overarching University goals of:

- **One University** – We will adopt a ‘One University’ perspective in all decision making to create a culture where everyone is driven by a shared common vision and supports trans-institutional execution;
- **Students First** – We will place Students First with access to academic excellence to ensure that the needs of students receive the highest priority as we continue to seek excellence in all phases of our operations;
- **Faculty and Staff Talent and Culture** – We will further develop our highly diverse faculty, staff talent and create a high performance culture driven by common principles of excellence in accountability and achievement;
- **Research Prominence** – We will achieve world class research prominence by supporting innovative, cutting edge, within and across discipline research that will be the basis for achieving excellence in all that we do;
- **Outreach and Collaboration** – We will increase outreach and collaboration through public and public-private partnerships that will enhance our impact on the quality of life for citizens of the state, country and world; and
- **Operational and Financial Soundness and Simplicity** – We will establish operational and financial soundness along with simplicity in processes to ultimately be known for our robust financial position using transparent, simple, and flexible systems.
Mission

In alignment with the University goals, the Office of Undergraduate Education will promote the academic success of undergraduate students across all OSU colleges and campuses. We will work collaboratively to support educational experiences that are meaningful, rigorous, challenging, and engaging, while maintaining a respect for the diversity, individuality, and cultural identity of all students.

Vision

The Office of Undergraduate Education strives to provide an enriching experience for all undergraduate students that contributes to the recognition of The Ohio State University as one of the preeminent institutions of higher education in the country; we will cultivate an environment that places the academic needs and goals of students at the highest priority; we want to be recognized for our commitment to respect and inclusivity for all students, staff and internal and external constituents.

Values

The Office of Undergraduate Education is committed to the core values of

- Excellence and innovation
- Collaboration
- Community service
- Teamwork
- Inclusion and respect for diversity
- Integrity and personal accountability
- Openness and trust
Context

In the formulation of this strategic plan, we recognize several external impact conditions that will impact the realization of our goals and objectives:

• The student demographic is changing in a dramatic way. Students are entering the University better prepared for the academic challenges that face them, and at the same time, they are in need of enriching and engaging educational encounters.

• The economic condition of the State of Ohio and the Nation are limiting the resources that are available to expand and continue the innovative programs that contribute to the student experience.

• Student learning styles vary dramatically across our population, and emerging technologies should be harnessed to meet the individual needs of students.

• The University is increasingly seen as the “economic engine” of the State of Ohio, and our undergraduate students need to expand their participation as active members of the research and development activities to help run this engine.

• The employment situation for our graduating students remains uncertain, and requires us to look to innovative approaches to prepare our students for an enriching and rewarding real-world experience after they leave the University.

• The global community is growing “smaller” in the sense that our students must prepare themselves to live in an economy that takes collaboration beyond the boundaries of our nation.
1. Goal: One University – We will adopt a ‘One University’ perspective in all decision making to create a culture where everyone is driven by a shared common vision and supports trans-institutional execution.

1.1 Objective: Participate in transformation to achieve One University

1.1.A. Strategy: Conduct culture shaping retreats and reinforcement sessions for all members of the Office of Undergraduate Education

Primary University strategy cross-reference: 1.1.1

Secondary University cross reference: _______________ 

Strategy Description

• We will partner with the Office of Human Resources to host cultureshaping retreats involving all members of the Undergraduate Education staff and the directors and program managers of all of the direct reporting units; one-day reinforcement sessions will be conducted with unit leadership.

1.1.A.1. Initiative: Schedule and conduct culture shaping retreats

Primary University cross-reference: 1.1.1.1

Secondary University cross-reference: _______________

Initiative Description

• With OHR assistance identify facilitators; manage logistics; conduct retreats.

Metrics, Milestones and Resources

• Metrics – successful participation of all Undergraduate Education staff and direct reports

• Milestones – we will schedule and conduct retreats by Autumn quarter, 2010; we will schedule and conduct session by Summer quarter, 2011.

• Resources – $6000 per retreat (location, catering, materials) – from Undergraduate Education operating budget.

Description of support outside primary objective: N/A
1.1.B. Strategy: Reinforce values of One University at all levels

Primary University strategy cross-reference: 1.1.1

Secondary University cross-reference: 

Strategy Description

• All Undergraduate Education staff will be made aware of the values of One University and encouraged to make these values part of their everyday programs and activities; Communications will be ongoing during meetings and in written form

1.1.B.1. Initiative: Facilitate collaboration in programming and missions in all units

Primary University cross-reference: 

Secondary University cross-reference: 

Initiative Description

• Review all Undergraduate Education unit missions and revise as necessary to reflect collaborative goals; convene directors and program staff to discuss ways that collaboration across units can be accomplished

Metrics, Milestones and Resources

• Metrics – unit collaboration in programming
• Milestones – by the end of Autumn 2010 all mission statements will be revised; by Spring 2011, all units will have evaluated programming to accommodate collaboration
• Resources – no extra resources needed.

Description of support outside primary objective: N/A

1.2 Objective: Align all of the Office of Undergraduate Education units’ goals with the University’s common goals

1.2.A. Strategy: Complete strategic planning process in all units

Primary University strategy cross-reference: 1.2.1

Secondary University cross-reference: 

Strategy Description

• The strategic planning process will be described and all units will be required to complete a plan that is consistent with the intent and format of the Undergraduate Education plan within the context of the University’s goals
1.2.A.1 Initiative: Set deadline for completion of unit plans and assure that they are consistent with Undergraduate Education strategic plan

Primary University cross-reference: 1.2.1

Secondary University cross-reference: _______________________

Initiative Description

- Review all Undergraduate Education unit missions and revise as necessary to reflect collaborative goals; convene directors and program staff to discuss ways that collaboration across units can be accomplished

Metrics, Milestones and Resources

- Metrics – unit strategic plan completion
- Milestones – by the end of Autumn 2010, all mission statements will be revised; by Spring 2011, all units will have evaluated programming to align with Undergraduate Education strategic plan
- Resources – no extra resources needed.

Description of support outside primary objective: N/A

1.2.B. Strategy: Review all Undergraduate Education units to determine any realignment opportunities

Primary University strategy cross-reference: 1.2.1

Secondary University cross reference: _______________________

Strategy Description

- A thorough review of all Undergraduate Education units will be conducted to determine if any realignment can be accomplished to respond to the goals of the University

1.2.B.1. Initiative: Conduct Undergraduate Education retreat and develop realignment goals

Primary University cross-reference: 1.2.1

Secondary University cross-reference: _______________________

Initiative Description

- A retreat will be conducted with all Undergraduate Education directors to discuss vision, goals, and missions and to discuss possible merging or separating them in light of the goals of the University goals

Metrics, Milestones and Resources

- Metrics – successful retreat; realignment plan created
- Milestones – by the end of Winter 2011, a results white paper will be created that responds to realignment goals
Description of support outside primary objective: N/A

1.2.C. Strategy: Develop integrated Undergraduate Education communication strategy

Primary University strategy cross-reference: 1.2.1

Secondary University cross reference: ________________

Strategy Description

• All units will evaluate their individual communications approaches with the goal of assuring that the approaches are consistent; opportunities for consolidating communications will be investigated

1.2.C.1 Initiative: Update and maintain Undergraduate Education website to reflect all unit activities and review all communication media for consistency and commonality

Primary University cross-reference: 1.2.1

Secondary University cross-reference: ________________

Initiative Description

• The Undergraduate Education website will be designed and created to reflect the alignment of all Undergraduate Education units; links to unit websites will be made current; all communication media will be evaluated for consistency

Metrics, Milestones and Resources

• Metrics – updated website; updated brochures and flyers; elimination of unnecessary resources; reduction in print costs

• Milestones – by the end of Autumn 2010, the Undergraduate Education website will be updated; by the end of Winter 2011 all print materials will be reviewed by units and Undergraduate Education administration

• Resources – $5000 for web design and programming expertise; realignment of existing unit S&S funds

Description of support outside primary objective: N/A
2. Goal: Students First – We will place Students First with access to academic excellence to ensure that the needs of students receive the highest priority as we continue to seek excellence in all phases of our operations.

2.1 Objective: Provide an exceptional undergraduate student experience

2.1.A. Strategy: Increase functionality and student awareness of the advising resources and processes

Primary University strategy cross-reference: 2.3.3
Secondary University cross reference: 

Strategy Description

- Enhance advising processes and create mechanisms to increase student access and awareness of advising resources; increase communication mechanisms across advising teams

2.1.A.1. Initiative: Establish an Advising Advisory Committee

Primary University cross-reference: 2.3.3
Secondary University cross-reference: 

Initiative Description

- Identify relevant and important membership and convene and charge committee; conduct regular meetings that result in advisory material for the Dean

Metrics, Milestones and Resources

- **Metrics** – membership identified and convened; meetings conducted; results communicated
- **Milestones** – by the end of Winter 2011, an advisory committee will be in place and functioning
- **Resources** – none needed

Description of support outside primary objective: N/A

2.1.A.2. Initiative: Develop an advising website

Primary University cross-reference: 2.3.3
Secondary University cross-reference: 

Initiative Description

- A website, advising.osu.edu, will be designed and created; the website will be maintained by Undergraduate Education personnel with input from advising advisory committee and other advising staff
2.1.A.3. Initiative: Enhance the University Notes system

Primary University cross-reference: 2.3.3
Secondary University cross-reference: 

Initiative Description

• The University Notes system, currently used by Arts and Sciences advising staff, will be expanded, enhanced and connected with the SIS system for use by all students and advising staff campus-wide

Metrics, Milestones and Resources

• Metrics – necessary functionality identified; programming needs described; programming staff complete the elements; Notes system deployed; users trained
• Milestones – Notes system will be available by Autumn 2010
• Resources – $35,000 programming funds; $10,000 training funds; SIS maintenance funds

Description of support outside primary objective: N/A

2.1.B. Strategy: Enhance the campus teaching and learning environment

Primary University strategy cross-reference: 2.3.3
Secondary University cross-reference: 2.1.2

Strategy Description

• Through the use of technology and innovative programming, the teaching and learning environment will be strengthened and enhanced

2.1.B.1. Initiative: Expand the use of e-learning strategies and enhance the functionality of Carmen

Primary University cross-reference: 2.1.2
Secondary University cross-reference: 

Initiative Description
• Working with relevant stakeholders, innovative e-learning strategies will be identified and integrated into approaches to teaching and learning; Infrastructure will be identified as necessary to accommodate the approaches; Working with the Office of the CIO, components of Carmen will be enhanced to provide better support for teaching and learning.

Metrics, Milestones and Resources

• Metrics – e-learning strategies and best practices will be identified; establishment of an e-learning advisory committee; expanded use of Carmen

• Milestones – Summer 2010 committee established; reports back by beginning of Winter 2011.

• Resources – Estimated $30,000 – Carmen maintenance funds

Description of support outside primary objective: N/A

2.1.C. Strategy: Maintain and expand Scholars Living/Learning program

Primary University strategy cross-reference: 2.3.3

Secondary University cross-reference: 2.1.1

Strategy Description

• The Scholars program will be expanded to reflect demand and strategic enrollment goals; existing Scholars programs will be evaluated on a continuing basis

2.1.C.1. Initiative: Expand Scholars Living/Learning environments and stabilize funding

Primary University cross-reference: 2.3.3

Secondary University cross-reference: 2.1.1

Initiative Description

• Over the course of the next 2 years, three new Scholars programs will be added to the current program (e.g., Diversity, additional Interdisciplinary, additional Health Science); ongoing funding sources will be identified in order to maintain and expand the program

Metrics, Milestones and Resources

• Metrics – scholars programs added; funding available for growth

• Milestones – by the end of Winter 2011, Health Sciences added; by the beginning of Autumn 2011 Diversity added; by the end of Winter 2012 Interdisciplinary scholars program added; donors identified and asks made by Autumn 2011

• Resources – annual programming costs of $25K to $85K for each of the three programs; partnerships with other stakeholders for staffing costs; Endowment
funds for continuing operations; $125,000 annual funding added for existing programs

Description of support outside primary objective: N/A

2.2 Objective: Provide opportunities for students that increase access and affordability

2.2.A. Strategy: Address issue of affordable textbooks

Primary University strategy cross-reference: 2.3.3

Secondary University cross-reference: 2.1.2

Strategy Description

• Undergraduate Education will work with USG and the Ohio Board of Regents to respond to increasing costs of educational materials

2.2.A.1. Initiative: Create textbooks.osu.edu website

Initiative Description

• A website, textbooks.osu.edu, will be designed and created that will provide a portal to current information for students and faculty about textbook resources and alternatives; the website will be maintained by Undergraduate Education personnel with input from stakeholders

Metrics, Milestones and Resources

• Metrics – website functioning

• Milestones – website design completed Summer 2010; website implemented by Autumn 2010

• Resources – $10,000 for web design and programming; funded with over the cap tuition
3. Goal: Faculty and Staff Talent & Culture – We will further develop our highly diverse faculty, staff talent and create a high performance culture driven by common principles of excellence in accountability and achievement.

3.1. Objective: Instill high performance culture

3.1.A. Strategy: Revise and create performance management policies and processes

Primary University strategy cross-reference: 3.3.1
Secondary University cross reference: 

Strategy Description

- Performance management processes and policies will be evaluated in the context of a high performance culture, revised as necessary, and created if nonexistent

3.1.A.1. Initiative: Develop high performance policies and integrate into annual reviews

Primary University cross reference: 3.3.1
Secondary University cross-reference: 

Initiative Description

- The annual review process will be adjusted to include new and modified performance policies

Metrics, Milestones and Resources

- Metrics – development of process and evaluation tools
- Milestones – process and tools available by Autumn 2012
- Resources – no additional funding necessary

3.2 Objective: Advance and strengthen a comprehensive diversity plan

3.2.A. Strategy: Foster and promote an environment that supports recruitment and retention of diverse faculty and staff

Primary University strategy cross-reference: 3.2.1
Secondary University cross reference: 

Strategy Description

- All units in Undergraduate Education will assure that the environment reflects the University values regarding culture differences and diversity

3.2.A.1. Initiative: Revise position descriptions to reflect values and modify position descriptions as appropriate

Primary University cross-reference: 3.3.1

Secondary University cross-reference: 3.1.1

Initiative Description

- Review and revise all position descriptions to assure that the University values are reflected

Metrics, Milestones and Resources

- Metrics – revised position descriptions
- Milestones – Revised position descriptions by end of Autumn 2010
- Resources – no additional funding necessary

Description of support outside primary objective: N/A

3.3. Objective: Recruit and retain the best staff and promote their external recognition

3.3.A. Strategy: Increase Staff recognition

Primary University strategy cross-reference: 3.1.1

Secondary University cross-reference: 3.1.1

Strategy Description

- Staff recognition is an important part of instilling a performance culture and assuring the retention of good people. Undergraduate Education will increase the ways in which we can identify outstanding contributions and recognize the staff for them.

3.3.A.1. Initiative: Create a "Staff Awards" committee to prepare award nominations for University and external award competitions

Primary University cross reference: 3.1.1

Secondary University cross-reference: 3.1.1

Initiative Description

- A committee representing all areas of Undergraduate Education will be established to identify recognition opportunities, staff contributions, write
nominations, make recommendations, and coordinate with recognition events and activities

Metrics, Milestones and Resources

• Metrics – increased number of recognitions
• Milestones – committee established by Autumn 2010
• Resources – no extra funding needed

• Description of support outside primary objective: N/A
4. Goal: Research Prominence – We will achieve world class research prominence by supporting innovative, cutting edge, within and across discipline research that will be the basis for achieving excellence in all that we do.

4.1. Objective: Advance and strengthen the role of the Undergraduate Research Office

4.1.A. Strategy: Increase connections with University Office of Research

Primary University strategy cross-reference: 4.1

Secondary University cross-reference: 1.2.1

Strategy Description

- The relationship between the University Office of Research and the Undergraduate Research Office will be strengthened.

4.1.A.1. Initiative: Coordinate URO Director responsibilities to address goals and objectives of the Office of Research

Primary University strategy cross-reference: __________________________

Secondary University cross-reference: __________________________

Initiative Description

- Expand the responsibilities of the URO Director to establish and maintain connections and collaborations with the Office of Research.

Metrics, Milestones and Resources

- Metrics – closer working relationship regular meetings and communications between the URP Director and Office of Research
- Milestones – by the end of Autumn 2010 responsibilities will be clearly outlined
- Resources – $12,000 for additional salary to fund increased percentage of responsibility, realign funds internally

- Description of support outside primary objective: N/A

4.2. Objective: Increase student, faculty, and sponsor awareness of undergraduate research

4.2.A. Strategy: Report research activities to the community

Primary University strategy cross-reference: 4.2.2
Secondary University cross reference: ______________________

Strategy Description

• Undergraduate research activities will be more widely reported to the community through expanded public relations vehicles

4.2.A.1. Initiative: Create a URO "blog" and redo URO web site so that it is more accessible and informative

Primary University cross reference: ___________ 4.2.2

Secondary University cross-reference: ______________________

Initiative Description

• An undergraduate research blog will be created and maintained in order for students to talk about their research activities and contributions. The URO website will be evaluated and expanded to provide more "on-time" reporting of student activities and contributions.

Metrics, Milestones and Resources

• Metrics – web site redone; blog established
• Milestones – blog and web site redone by Winter 2011
• Resources – $6000 for design and programming

• Description of support outside primary objective: N/A

4.2.B. Strategy: Provide opportunities and mentor students in order to increase the number of undergraduates who are able to be published

Primary University strategy cross-reference: ___________ 4.1.2

Secondary University cross reference: ___________ 2.3.3

Strategy Description

• We will work with internal and external constituents to create, expand, and otherwise illuminate opportunities for UG students to publish their research and creative work.

4.2.B.1. Initiative: Sponsor workshops for research paper writing for undergraduate students

Primary University cross reference: 4.1.2

Secondary University cross-reference: 2.3.3 or 2.3.2

Initiative Description
• Workshops will be conducted by Undergraduate Education and URO personnel and faculty mentors to teach students the process and procedures of writing papers and submitting them for publication

**Metrics, Milestones and Resources**

• **Metrics** – number of students attending workshops; workshops developed
• **Milestones** – workshops conducted each quarter beginning Autumn 2010
• **Resources** – $1000 of development costs per workshop; $500 per workshop x 3 each year

• **Description of support outside primary objective:** N/A
5. Goal: Outreach and Collaboration – We will increase outreach and collaboration through public and public-private partnerships that will enhance our impact on the quality of life for citizens of the state, country and world.

5.1. Objective: Align outreach and service priorities with academic areas of excellence

5.1.A. Strategy: Enhance Service Learning (SL) opportunities

Primary University strategy cross-reference: 5.1.1
Secondary University cross reference: 5.3.2; 5.2.1

Strategy Description

• The Office of Undergraduate Education will work closely with the Service-Learning Initiative (SLI) to identify new opportunities for student engagement in service activities that are connected with their academic programs

5.1.A.1. Initiative: Expand Service Learning course offerings

Primary University cross reference: 5.1.1
Secondary University cross-reference: 5.2.1

Initiative Description

• The Office of Undergraduate Education, in consultation with the SLI, will work with Colleges to establish courses that have the goals and objectives consistent with those established by the Arts and Sciences Committee on Curriculum and Instruction (CCI) for the General Education Curriculum

Metrics, Milestones and Resources

• Metrics – additional SL courses; number of students taking courses
• Milestones – 5 new courses by the end of FY11; additional 5 new courses by the end of FY12
• Resources – $6,500 seed funds for each course x 10 courses (from over-the-cap tuition funds)

5.1.A.3. Initiative: Add Service Learning formal partnerships

Primary University cross reference: 5.3.1
Secondary University cross-reference: 5.1.2

Initiative Description
• The Office of Undergraduate Education, in consultation with the SLI, will identify and establish connections with external stakeholders that are interested in and can benefit from formal partnerships with OSU in the context of Service Learning activities.

**Metrics, Milestones and Resources**

- **Metrics** – additional partnerships
- **Milestones** – 5 new partnerships by the end of FY11; 5 additional partnerships by the end of FY12
- **Resources** – $2000 expense fund; realign UE budget

### 5.2. Objective: Expand the University’s global/ international outreach and service

**5.2.A. Strategy: Develop student programs that promote international research, study abroad programs, and service learning**

*Primary University strategy cross-reference: 5.2.1*

*Secondary University cross reference: 2.3.1*

**Strategy Description**

- The Office of Undergraduate Education will work closely with the Office of International Affairs and with the Colleges to identify international programs and academic initiatives that will engage students with global study.

### 5.1.A.1. Initiative: Expand globally oriented courses, including cultural awareness and study abroad

*Primary University cross reference: 5.2.1*

*Secondary University cross-reference: 2.3.1*

**Initiative Description**

- Work with Colleges to establish new courses for study abroad, possibly connecting them with on-campus courses in previous term

**Metrics, Milestones and Resources**

- **Metrics** – additional study abroad oriented courses
- **Milestones** – 5 new courses in 2011; 5 additional courses in 2012
- **Resources** – $5000 seed funds for each course x 10 courses (from over-the-cap tuition funds)
6. Goal: Operational and Financial Soundness & Simplicity – We will establish operational and financial soundness along with simplicity in processes to ultimately be known for our robust financial position using transparent, simple, and flexible systems.

6.1. Objective: Improve our operating efficiency

6.1.A. Strategy: Achieve overall cost reductions and streamline administrative process through simplification

Primary University strategy cross-reference: 6.2.1

Secondary University cross reference: ________________

Strategy Description

• The Office of Undergraduate Education will evaluate the way we do business and will simplify and streamline by consolidating or discontinuing services and processes.

6.1.A.1. Initiative: Review operational processes to align with Central Services approach

Primary University cross reference: 6.2.1.2

Secondary University cross-reference: ________________

Initiative Description

• We will work with OAA financial and HR personnel to identify central services components, and will align our operations with those components

Metrics, Milestones and Resources

• Metrics – no overlap in processes; no redundancy in resources used
• Milestones – successful alignment by mid-FY11
• Resources – no new funding needed

6.1.A.2. Initiative: Review all initiatives and programs and discontinue anything that is no longer in line with University vision and goals

Primary University cross reference: 6.2.1.1

Secondary University cross-reference: ________________

Initiative Description
• All direct reports will provide process descriptions and map them to their strategic plan. We will identify all of those that don’t directly align and eliminate them.

**Metrics, Milestones and Resources**

• **Metrics** – all processes align with strategic plans; alignment with University goals
• **Milestones** – review processes and practices by the end of FY11;
• **Resources** – personnel time needed for review

**6.1.B. Strategy: Increase environmentally-conscious and sustainable practices**

Primary University strategy cross-reference: 6.2.2

Secondary University cross reference: ________________

**Strategy Description**

• The Office of Undergraduate Education will work to identify workflow and archiving processes that will result in a decrease in the amount of paper and other resources needed and retained.

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**6.1.B.1. Initiative: Distribute most meeting and informational materials by email or other electronic delivery means**

Primary University cross reference: 6.2.1.2

Secondary University cross-reference: ________________

**Initiative Description**

• Work with all relevant units and committees to establish and implement policies and procedures for the electronic delivery of materials

**Metrics, Milestones and Resources**

• **Metrics** – reduced printer usage; modified retention and archiving policies and procedures; increased electronic delivery of materials
• **Milestones** – 25% reduction in paper usage by the end of FY11; 50% reduction by FY12
• **Resources** – Personnel time for developing P&P

**Description of support outside primary objective:** N/A