



Strategic Plan

2020 - 2025

Center for Urban and Regional Analysis



THE OHIO STATE UNIVERSITY

COLLEGE OF ARTS AND SCIENCES

INTRODUCTION

Mission:

Our mission is to serve as a transdisciplinary research and outreach hub that specializes in geospatial science to better understand the issues and challenges facing cities and regions in Ohio and beyond. We serve as a bridge across academia, industry, the public sector and the community through basic and applied urban research, research-based undergraduate and graduate training, and outreach. A focus of CURA is the environmental, social and economic sustainability of cities and regions in an urbanized world.

Vision:

We will be among the leaders at the national and international levels in the application of GIS and geospatial science to urban and regional issues, and will be regarded as a local authority and trusted partner in this domain by Central Ohio stakeholders and community members.

Strategic Planning Objectives: Overarching

- Establish campus, community, national and international reputations as a preeminent center for urban scholarship and outreach, with an emphasis on urban geospatial science and Geographical Information Science (GIS)
- Establish research activities that span a wide range of urban issues and challenges to engage partners across the university and shape policy to benefit the community at large

Education and Career Development

- Build on our partnerships, research experience and experiential learning to strengthen Ohio State's standing in the area of urban scholarship, geospatial science and GIS

Outreach and Engagement

- Increase presence in the communities across Ohio to broaden the reach and impact of urban geospatial and GIScience in supporting stakeholders in their sustainability and equity goals

Research Support

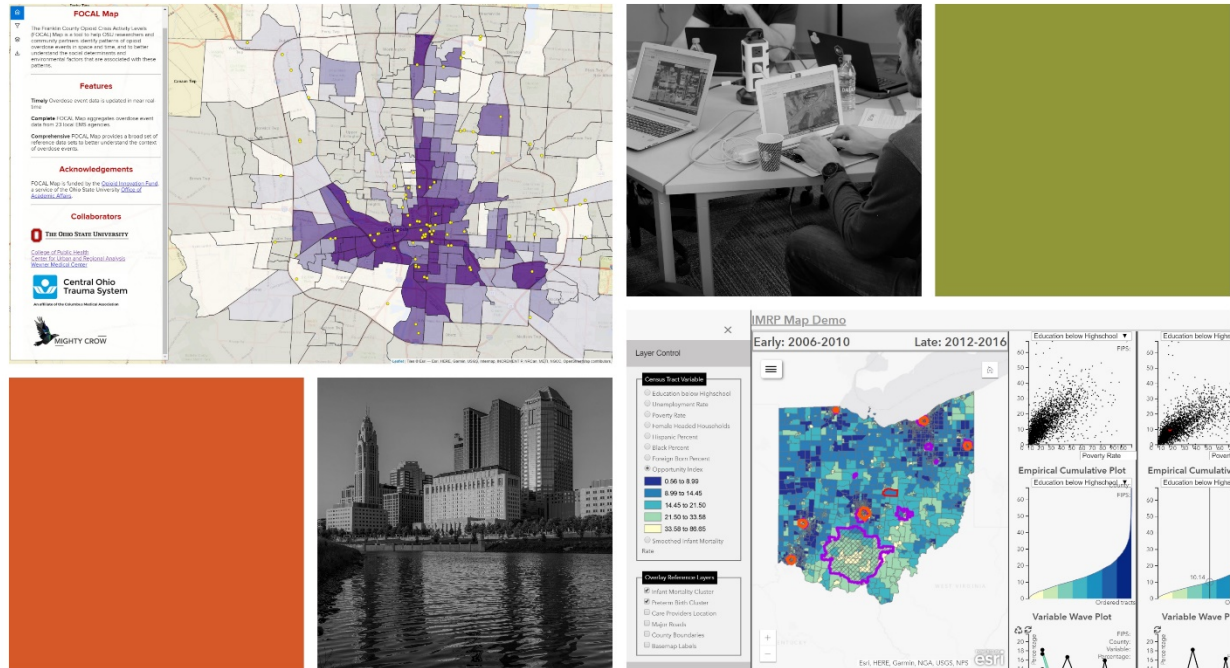
- Establish a network of investigators to pursue extramural funding opportunities

Capabilities and Infrastructure

- Strengthen infrastructure and capabilities for handling and analyzing large urban geospatial datasets, and conducting urban modeling and simulation

Diversity

- Engage a wider range of participants with diverse backgrounds and outlooks with respect to urban geospatial and GIScience



Background and Current Conditions

Increasing demands for geospatial science and GIS in urban scholarship and outreach

Campus - researchers are discovering that the ability to express their research outcomes through time and space. The ability to identify pattern through multiple dimensions, aids researchers in developing new avenues and outcomes that may not have been considered prior to GIS and geospatial data incorporation into their research. This increase in GIS uptake among researchers which makes research outcomes and deliverables more robust and engaging.

Nationally - GIS is becoming a growing trend in government agencies and municipalities across the country, aiding in city planning and resource allocation. GIS has a growing impact in policy decisions. The growing demand for GIS knowledgeable individuals in the public sector allows CURA to engage in research that has a direct effect on people's lives and our growing list of community partners demands a knowledge and expertise that only CURA can provide.

Internationally - GIS has become a vital part of policy creation and execution but it has also had an incredible impact on commercial logistics. The investment in GIS by commercial entities is a growing field globally and CURA is in a unique position to train students across multiple fields of study to use GIS in their own specific fields to enter the workforce with educational and practical tools that will enable them to surpass their peers in the workplace.

INTRODUCTION

Diversity

Culture, ethnicity and background are essential for the health, expansion, and sustainability of the GIScience community and the discipline. The demand for GIS and GIS talent is overwhelming and the demand currently outweighs the supply of properly trained employees. It is essential that CURA engage in the community to enlighten a new generation of individuals about the prospect of GIScience. The demand for talented individuals in the future, and the accessibility of GIScience software currently available will only make the viability and importance of CURA's presence in the community at large more pressing. With the increase of open source software, GIS can no longer be a profession for the elite. Individuals from a diverse background can bring new and exciting ideas for research and perspective. CURA needs to be at the forefront of this effort to expand GIS education. Especially in the areas where research and teaching are essential to the mission of any institution, CURA must ensure that the knowledge created and technicians produced are connected to our society on a fundamental level.

Distinguishing areas of strength

CURA has distinguished strengths that are connected to economic development, public health, public policy, urban sustainability, and environmental impacts. In developing these strengths, CURA has fostered partnerships across the university and with strategic community partners. Our current strengths and areas of research include:

- Urban Science
 - Sustainable Mobility
 - Travel Behavior
 - Social Equity
 - Health and Wellness
 - Housing
 - Food Security
- GIScience
 - Spatial Databases
 - Spatial data analytics and modeling
 - Moving objects analytics
 - Visualizations
 - Spatial decision support

Education and Career Development

1. Build on our partnerships, research experience and experiential learning to strengthen Ohio State's standing in the area of urban geospatial and GIScience research on the national stage

Goal 1

Build partnerships with other universities, engaging in GIS and Geospatial Research (target universities: University of Maryland, University of Minnesota, University of Michigan, Rice University, and New York University)

Strategy	Metric	Outcome
Engage with or exchange students across institutions	Exchange two students for six months or longer in the next five years	Engage students outside our current sphere with professional development and research experience
Engage with other institutions to build relationships, broadening CURA's presence on the national and international stage	Engage with five universities over the next five years	Elevate CURA's national and international profiles and reach

Goal 2

Build partnerships with state level policy makers

Strategy	Metric	Outcome
Include state level partners on advisory board	Add one/two state level policy makers on advisory board	Raise CURA's state level profile

2020-2024 GOALS AND STRATEGIES

2. Establish partners at the university to bring forward new research programs across varying disciplines engaging GIScience and GeoSpatial in a way that propels the research area and technique forward.

Goal 1

Build relationships with atypical programs and research areas to engage in interdisciplinary work

Strategy	Metric	Outcome
Engagement with ally departments, centers and institutes on campus	Minimum of five active engagements per year, including presentations, participation in events and committee/board membership	Raise CURA profile within university and build ongoing relationships with those researchers
Engage in research with PI's across varying disciplines	Submit three to five major research proposals in the next five years with investigators in diverse research areas	Engage and develop new areas of interdisciplinary research

Outreach and Engagement

1. Increase presence in the local community to broaden the reach and understanding of GIScience in their communities and education.

Goal 1

Increase level of awareness in local communities regarding GIScience

Strategy	Metric	Outcome
Engage in community outreach activities	Participate in three science related community outreach events per year over the next five years.	Increase awareness of CURA to the local community

Goal 2

Increase donor activity and engagement with center goals and research

Strategy	Metric	Outcome
Work with ASC Development to develop a donor profile and giving strategy	Complete giving strategy by end of year one	Provide roadmap for future giving and overarching research goals

2020-2024 GOALS AND STRATEGIES

2. Establish partnerships with community organizations and participate in more community centric agendas to enhance the public welfare at the local, state, and national levels.

Goal 1

Become a convener of regional data producers and customers to promote accessibility of comprehensive, high-quality regional data.

Strategy	Metric	Outcome
Engage with a regional or national-level network involved in urban research and data	<ul style="list-style-type: none">- Successfully become a partner in the National Neighborhood Indicators Partnership- Maintain annual membership as National Indicator representative for Columbus	Broaden research agenda for the center
Develop strategy with MORPC to provide top level technical support and data for community stakeholders	Create a memorandum of understanding between CURA and MORPC within two years	Create working partnership with MORPC and shared agendas

Research Support

1. Establish a network of investigators to pursue extramural funding opportunities.

Goal 1

Provide guidance to fundamental changes in the federal funding landscape to ensure long-term research goals, ensuring the relevance and impact of its research program

Strategy	Metric	Outcome
Establish a network of investigators	<ul style="list-style-type: none"> - Create top tier list of potential researchers and solicit participation by 12/31/19 - With created group, establish a plan for proposal submissions in the following year by 5/31/2020 	<ul style="list-style-type: none"> - Increase submissions to national funding agencies by 10% each year for the next five years. - Increase awards granted to the center by 5% per year over the next five years

Goal 2

Develop transdisciplinary research agendas, aligning and partnering with centers, university research foundation, and Arts and Sciences strategic research growth areas.

Strategy	Metric	Outcome
Invite individuals from a broad category of research areas onto the newly envisioned proposal group	Maintain at least 20% minimum of individuals with atypical research areas	<ul style="list-style-type: none"> - Broaden scope of research CURA is engaged in - Build network through all areas of the university community
Rotate individuals from a broad category or research areas each year onto CURA's advisory board	Maintain at least 5% minimum of individuals with atypical research areas	Diversify reach and research in which CURA engages

Capabilities and Infrastructure

1. Strengthen infrastructure and capabilities for handling and analyzing large urban geospatial datasets, and conducting urban modeling and simulation

Goal 1

Create a 100% FTE position in the Center that caters specifically to the research and educational requirements on campus surrounding a growing GIScience need.

Strategy	Metric	Outcome
Solicit partner for funding position outside of Arts and Sciences	Successfully hire one GIS Analyst/Researcher in the next five years.	Establish CURA as the GIS hub on campus

2. GIS Technical Support

Goal 1

Work with university community (OCIO, ASC Tech, Office of Research, College of Engineering) to propose a 100% FTE position at the university level to provide GIS technical support to campus researchers and students.

Strategy	Metric	Outcome
Work in conjunction with ASC Tech and Geography Department Chair to speak with other units on campus to facilitate the technical support agenda for GIS	Create strategy and list of units to approach for continued need of GIS technical support.	Create strategic plan with other units to provide a basic need that is currently not being serviced in the research and educational community.
Engage in conversations with other offices on campus to relay and promote technical support for GIS on campus	Successfully hire one GIS Technician at the OCIO/University level in the next 5 years	Provide software, licensing, and technical support to researchers and students to propel Geospatial research and education on campus

2020-2024 GOALS AND STRATEGIES

3. Working and Engagement Space

Goal 1

Relocate to space that more readily accommodates a growing group of researchers (faculty, graduate students, and undergraduates); this space should also be more accessible and accommodating to a growing number of outside partners

Strategy	Metric	Outcome
Relocate Center to more expansive and accommodating space	Relocate center operations in the next five years	Facilitates CURA growth and professionalism

Diversity

1. Change the culture and climate within the center by recruiting and retaining researchers, staff, and students that grow robust and integrated communities.

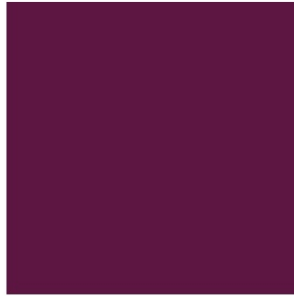
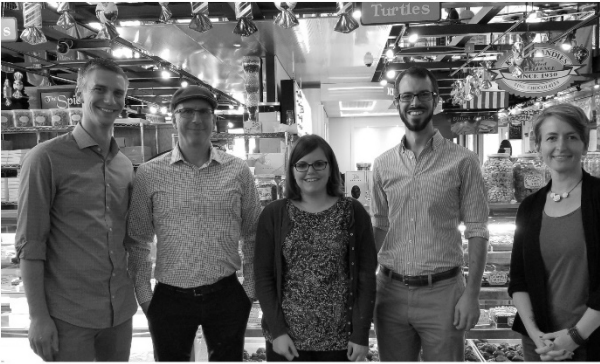
Goal 1

Increase the number of women and under-represented groups associated with and working for the center.

Strategy	Metric	Outcome
Recruit a more diverse range of undergraduate and graduate research associates	Successfully hire three graduate and five undergraduate students from underrepresented groups in the next five years.	<ul style="list-style-type: none">- Broaden skill set in CURA- Broaden life experience and perspective in research approaches- Be more representative of society at large.

Scorecard

	AY 2020- 2021	AY 2021- 2022	AY 2022- 2023	AY 2023- 2024	AY 2024- 2025
Education and Career Development					
Build Partnerships Across University					
Build Partnerships with State level policy makers					
Outreach and Advancement					
Increase Presence in Local Community					
Establish partnerships with community organizations					
Research					
Establish Proposal Group					
Facilities and Personnel					
GIS Research and Research Computing					
GIS Technician					
Office Space					
Diversity					
Recruiting and retaining diverse individuals					



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