

The Ostrom Workshop

*A research center of the Office of the Vice Provost for Research
Indiana University Bloomington*

STRATEGIC PLAN

2015–2018

MISSION: To build upon the theme of **governance** to understand and address major societal problems.

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PROVOST'S CHARGE

This strategic plan responds to the following four-part charge given to Professor Lee J. Alston upon his appointment as Director of the Ostrom Workshop on August 6, 2014.

1. To build upon the intellectual legacy of the Ostrom Workshop to develop new areas of study that preserve and enhance our reputation for **research excellence**;
2. To establish programs and mechanisms to enable long-term **financial sustainability**;
3. To develop strategic priorities aligned with **IUB's Bicentennial Strategic Plan**, including active participation in Grand Challenges Initiatives; and
4. To make the Ostrom Workshop the **focal point for research that benefits all social sciences** on campus.

PLANNING PROCESS

This strategic plan marks the culmination of an eight-month process that began in early Fall 2014. The planning process relied on two pillars for successful completion. First, to jump start this process, a new Strategic Planning Committee (SPC) was created to assist the new Director with evaluations of current standing, definition of future priorities, and a strategy to report to the Ostrom Workshop community in early spring 2015. The composition of this committee was deliberately meant to represent a variety of research approaches and disciplines, including both current affiliates as well as other faculty interested in joining the Ostrom Workshop (see page 29 for SPC roster).

Second, and in coordination with OVPR, the Ostrom Workshop hired Addie Backlund, a New York-based independent consultant with ample experience advising nonprofit organizations with needs to manage organizational change and develop financial capacity. Her role in this process was to assist the Director and SPC, gather relevant information, and make specific recommendations for required organizational restructuring that would implement the short-term priorities presented in this document while also enabling long-term financial sustainability.

Key activities and milestones of this planning process include:

- *Identifying a wide range of potential sources of information:* The SPC Committee produced a list of 81 individuals both here at IUB and elsewhere who were identified as stakeholders or experts who could comment on current needs and/or future opportunities for the Ostrom Workshop.
- *Confidential interviews and information gathering:* Between November 2014 and January 2015, our consultant conducted individual interviews with all identified sources of information. Interviewed parties included affiliated and non-affiliated faculty members, staff, academic deans, OVPR, and external scholars.
- *Organizational outreach:* Throughout fall and early spring terms, Director Lee J. Alston had individual meetings with various departmental heads and campus administrators to identify needs and opportunities that could inform the strategic planning process.
- *Town hall meeting and internal consultation:* On February 23, 2015, Director Lee J. Alston and consultant organized a town hall meeting that was open to both campus participants as well as external audiences

via live streaming. A preliminary report on the strategic plan was presented there, and also shared separately with the Workshop Advisory Council (WAC), in order to get feedback for final revisions.

- *Final revision period:* Following the town hall meeting, a new draft was prepared and circulated in early April among SPC members (including the Chair of the WAC) and OVPR. In early May, we prepared another draft with a new section on facilities (see pages 21–26) at the request of OVPR. SPC member Eduardo Brondizio, in his position as Chair of WAC, shared this final draft with all WAC members asking for comments. The final version presented here includes the collective feedback of SPC, WAC, and OVPR.

RENEWED MISSION

This planning process has clarified and simplified the mission of the Ostrom Workshop, which can be succinctly summarized as follows: **to build upon the theme of governance to understand and address major societal problems.**

Governance consists of the formal and informal rules that shape human behavior. Both the origins and rich intellectual trajectory of the Ostrom Workshop are infused with the notion of governance in various forms and across several domains of study. For instance, Vincent Ostrom’s pioneering studies on metropolitan governance along with Lin Ostrom’s empirical work on polycentricity and local public economies focused on national problems. Later, Lin’s extended studies on common-pool resources added both global dimension and a focus on self-governance. Indeed, toward the end of her career, Lin Ostrom was awarded the Nobel Prize in Economic Sciences “for her analysis of economic **governance**, especially the commons” (our emphasis added). The Ostroms’ persistent search to better understand the diversity of formal and informal rules that shape human behavior was also driven by a keen interest to better understand policy implications with practical solutions to **societal problems**, which explains the latter part of our renewed and simplified mission statement. Although this strategic plan focuses on the immediate future, it is our hope that the strategies we pursue in the next three years will enable a long history of achievements for the Ostrom Workshop that continually honors the memory of its founders, Vincent and Elinor Ostrom. In particular, we expect to:

- continue to be identified as a major player in governance circles;
- get novel ideas into the hands of those making important decisions and be recognized for the real-life applications of its work;
- have visibility and linkages locally, nationally, internationally, and be readily recognized as one of the leading social science research centers in the world; and
- become an IUB campus asset for faculty and students at IUB and elsewhere who will want to become involved with the Ostrom Workshop because the quality of its work is excellent.

LONG-TERM GOALS

Our overall metrics for the success of this strategic plan are:

- sustainable sources of external funding;
- high-quality research and publications; and
- national and international academic reputation.

OUTLINE OF STRATEGIC PRIORITIES FOR 2015–2018

We respond to the Provost’s charge with **six strategic priorities** that are summarized here along with the requirements that they satisfy.

STRATEGIC PRIORITIES	REQUIREMENTS			
	Research Excellence	Financial Sustainability	IUB Campus Priorities	Focal Point for Social Sciences
1 Enhanced Scope of Scholarly Collaborations Reach out proactively to engage scholars across the IUB campus and around the world in order to stimulate broad, dynamic scholarly collaborations.	√	√	√	√
2 Governance Research Programs Continue to pursue interdisciplinary research through a portfolio of research programs that will share a thematic focus on governance. Governance consists of the formal and informal rules that shape behavior.	√	√	√	√
3 Broader Impacts and Policy Relevance Promote research that translates into practical solutions to societal problems and develop strategies to communicate that knowledge to the general public, practitioners, and policymakers.	√	√	√	√
4 Enhanced Educational Offerings Coordinate efforts with various campus units to enhance recruitment and placement of graduate students, and develop new educational opportunities for targeted undergraduate admits and off-campus audiences.	√	√	√	
5 Build Upon Its Intellectual Legacy Preserve and build upon the intellectual legacy of Vincent and Elinor Ostrom and carry this legacy into its future.	√		√	√
6 Upgraded Facilities Renovate selected space for short-term research needs, revamp academic houses for long-term research activities, and develop a blueprint for new space to accommodate future growth.	√	√	√	√

We see enhanced scholarly collaborations and governance programs as our two highest priorities. We have already increased the number of collaborations across campus and will continue to add 1–2 new IUB partners per year. We will also seek collaborations with research units outside of IUB. In the next three years, we plan to have three governance programs and their directors in place and active.

Each strategic priority involves a specific set of actions, which are explained in the following pages. A summary of critical requirements involving the support of other campus units, a detailed timeline, and a roster of SPC members conclude this plan.

1 ENHANCED SCOPE OF SCHOLARLY COLLABORATIONS

Reach out proactively to engage scholars across the IUB campus and around the world in order to stimulate broad, dynamic scholarly collaborations.

ACTION 1.1 (AWARENESS AND PARTICIPATION): Regularly inform the IUB campus about ongoing research activities and opportunities to connect with the Ostrom Workshop.

Implementation

Adopt a three-pronged outreach strategy based on the following regular activities:

- Host gatherings or “unveilings” of this strategic plan for faculty and students in various departments and schools who have not been involved in the past.
- Host an annual meeting with Senior Administration that brings together department heads to discuss our interdisciplinary activities.
- Facilitate new collaborations among IUB faculty, while rebuilding and reinvigorating existing and dormant research relationships based on committed affiliated faculty members.

Metrics

- Numbers of reached disciplines and individual scholars.
- Numbers of scholars who express interest in collaborations.
- Numbers of proposals developed and awards received.

Contribution to our Strategic Goals and IUB Campus Priorities

- This action will enable us to become the focal point for social science scholars.
- This action contributes to the IUB Bicentennial Strategic Plan Priority #2 (A Community of Scholars).

ACTION 1.2 (CAMPUS PARTNERSHIPS): Establish partnerships with other campus units to enable synergistic collaborations that advance the respective missions of the Ostrom Workshop and IUB.

Implementation

- Follow up with departments reached with Action 1.1 in order to identify and define long-term collaborative opportunities.
- Proactively identify existing campus initiatives that can benefit from our own strategic priorities.

Metrics

- Number of new collaborative agreements at the departmental level.
- Number and scope of supported school-wide or campus-wide initiatives.

Contribution to our Strategic Goals and IUB Campus Priorities

- This action contributes to the IUB Bicentennial Strategic Plan Priorities #2 (A Community of Scholars) and #3 (Catalyzing Research).
- This action contributes to the Provost’s Office ongoing initiatives to support research and the professional development of Associate Professors.

ACTION I.3 (RESEARCH MANAGEMENT SUPPORT): Provide incentives for individual faculty members to seek external funding through the Ostrom Workshop.

Implementation

- Work with academic deans to enable incentives for IUB faculty involvement, such as course buyouts.
- In collaboration with Proposal Development Services (PDS), provide scientific advice and feedback on grant proposal narratives.
- Provide research management support to faculty members with funded proposals.
- Work with academic deans and OVPR to establish formal guidelines for ICR credit across units.

Metrics

- Number of incentive packages for selected faculty members.
- Number, scope, and funding amounts of grants run through the Ostrom Workshop.

Contribution to our Strategic Goals and IUB Campus Priorities

- This action contributes to the long-term financial sustainability of the Ostrom Workshop.
- This action contributes to the IUB Bicentennial Strategic Plan Priorities #2 (A Community of Scholars) and #3 (Catalyzing Research).

ACTION I.4 (WORKSHOP AFFILIATED FACULTY): Develop a cadre of on- and off-campus Workshop Affiliated Faculty (WAF) to stimulate local, national, and global collaborations.

Implementation

- Work with academic deans to enable incentives for IUB faculty involvement, such as course buyouts.
- Provide state-of-the art grant writing and management support for affiliated faculty.
- Work with academic deans and OVPR to establish formal guidelines for ICR credit across units.

Metrics

- Number of incentive packages for selected faculty members.
- Number, scope, and nature of grants run through the Ostrom Workshop.

Contribution to our Strategic Goals and IUB Campus Priorities

- This action contributes to the long-term financial sustainability of the Ostrom Workshop.
- This action will enable us to become the focal point for social science scholars.
- This action contributes to the IUB Bicentennial Strategic Plan Priorities #2 (A Community of Scholars) and #5 (A Global University).

ACTION I.5 (VISITING SCHOLARS PROGRAM): Reorient current Visiting Scholars Program to directly support ongoing program activities and enable long-term collaborations.

Implementation

- Proactively identify collaborators from other national and international universities.
- Provide mentorship for visiting scholars at an early stage of professional development.

Metrics

- Number of visiting scholars.
- Number of local projects supported by visiting scholars.
- Visitors' publications and other scholarly contributions.

Contribution to our Strategic Goals and IUB Campus Priorities

- This action contributes to the research excellence and long-term financial sustainability of the Ostrom Workshop.
- This action contributes to the IUB Bicentennial Strategic Plan Priorities #2 (A Community of Scholars) and #5 (A Global University).

PREPARATION AND EARLY MILESTONES

During AY 2014–2015, Director Lee J. Alston conducted a first outreach effort with several cognate departments and schools to identify potential opportunities for collaborations. Individual meetings with departmental heads included the disciplines of Anthropology, Economics, Geography, Political Science, and Sociology. Additional meetings included four academic deans from the College of Arts and Sciences, the Maurer School of Law, the School of Global and International Studies, and the School of Public and Environmental Affairs. Alston also reached out to the School of Public Health, and a research center at the Kelley School of Business.

Outreach efforts to these and other campus centers have already produced four collaborative agreements that will be implemented shortly to support our goals and ongoing campus initiatives:

- We are partnering with the **Indiana University Network Science Institute (IUNI)** to develop new research opportunities to enhance the scope of IUNI's *Social Network Science Hub* and our research programs, respectively. To that effect, we will incorporate in our 2016 and 2017 annual faculty award competition seed money for up to two faculty grants that result into either external funding or reputable publications.
- We are partnering with the **Institute for Advanced Studies (IAS)** to support associate professors in the social sciences through establishment of a *Joint IAS/Ostrom Workshop Fellowship* to begin in AY 2016–2017. We also intend to organize a *biannual conference with IAS cosponsorship*. A possible title for the first conference is “The Informal Sector across Time and Space: Lessons from History for Development,” which involves an additional partnership with Cornell University.
- We are partnering with the **Maurer School of Law** to co-organize a variety of *Speaker Series*, such as the endowed Harris Lecture, to bring to campus distinguished scholars who study the intersection of law and other social sciences.
- We are partnering with the **School of Global and International Studies (SGIS)** to develop a common communication strategy that leverages SGIS resources with a selected pool of Ostrom Workshop researchers with relevant expertise to *comment on current international affairs*.

ACTION TIMELINE

We show below our planned activities to plan and operationalize our proposed actions, all of which are meant to persist beyond the time frame of this strategic plan.

ACTIONS	AY 2014–15	Summer 2015	AY 2015–16	AY 2016–17	AY 2017–18
I.1 Awareness and Participation					
I.2 Campus Partnerships					
I.3 Grant Writing Support					
I.4 Workshop Affiliated Faculty					
I.5 Visiting Scholars Program					

Planning Phase

Operational Phase

In Fall 2015, we will start bringing in visiting scholars who can contribute to ongoing research projects and new grant proposals. Seven countries will be represented in next year’s cohort: Austria, Brazil, France, Germany, Ireland, Italy, and the United States.

CRITICAL REQUIREMENTS

This first strategic priority will greatly enhance the scale of both internal and external collaborations. In order to successfully implement our action plan in a timely fashion, we require both a sound incentive structure and various types of infrastructure.

Need	Key Partners
INCENTIVE STRUCTURE Memoranda of Understanding (MOU) for course buyouts and ICR incentives for individual scholars.	Provost’s Office OVPR Academic Deans
PHYSICAL INFRASTRUCTURE Remodel and reconfigure current space for short-term needs. Additional space for on- and off-campus collaborators.	Provost’s Office OVPR University Architect’s Office
ORGANIZATIONAL INFRASTRUCTURE Hire staff to enhance scale of promised grant writing support and/or utilize the services of the OVPR Proposal Development Services.	OVPR PDS
TECHNOLOGICAL INFRASTRUCTURE Develop an IT plan to readily meet technology needs for scientific collaborations.	UITs Research Technologies and OVPIT

We provide on page 27 a summary of all critical requirements and required campus collaborations, and our planning and implementation timeline to meet those needs.

2 GOVERNANCE RESEARCH PROGRAMS

Continue to pursue interdisciplinary research through a portfolio of research programs that will share a thematic focus on governance. Governance consists of the formal and informal rules that shape behavior.

ACTION 2.1 (REORGANIZATION AND PARTICIPATION GUIDELINES): Build an organizational structure and participation guidelines to create and support an extensive portfolio of research programs under the theme of governance.

Implementation

- A reorganized internal structure with program directors who will be responsible for enabling and supporting a portfolio of related research projects carried out by affiliated faculty, visiting scholars, and students.
- Integration of extant and emerging working groups under matching research programs.
- Appointment of an Associate Director to assist with planning and implementation tasks as required by the Director.
- A permanent Internal Board of Directors comprised of current program directors and the Director and Associate Director. Until we establish our first two programs in AY 2015–2016, OVPR will appoint an interim board that includes Interim Vice Provost for Research Rick Van Kooten (see page 29 for more details).
- Identification and fulfillment of additional staffing needs, including a Director of Development.

Metrics

- Hiring of required personnel.
- Participation guidelines for Director and researchers to align expectations and ensure accountability.
- A plan to manage the life cycle of research programs, including clear criteria to create and terminate programs.
- New proposals and grant awards.

Contribution to our Strategic Goals and IUB Campus Priorities

- This action contributes to our financial sustainability.
- This action contributes to IUB Bicentennial Strategic Plan Priority #3 (Catalyzing Research).

ACTION 2.2 (EXTERNAL BOARDS): Establish external boards to solicit scientific advice to remain on the frontier of research and to facilitate fund-raising to support new programs.

Implementation

- In a collaboration between the Director and OVPR, an *External Board of Advisors* will be selected and appointed by OVPR. These *Advisors* will be academic experts in the social sciences, business, and law.
- In a collaboration between the Director and OVPR, an *External Board of Visitors* will be selected and then appointed by OVPR. These *Visitors* will be IUB alumni and non-alumni who are current or former business and government leaders with strong interests and capacity to make major gifts and stimulate giving from others.
- Hold periodic meetings and a communication plan to maintain among external boards current knowledge of our activities.

Metrics

- Intellectual reputation of individual advisors and their respective universities.
- Scientific advice on first wave of research programs.
- Professional reputation and network of individual visitors.
- Number and amount of direct or facilitated gifts by External Board of Visitors.
- New research programs enabled by philanthropic efforts.

Contribution to our Strategic Goals and IUB Campus Priorities

- This action contributes to our research excellence and financial sustainability.
- This action contributes to IUB Bicentennial Strategic Plan Priority #3 (Catalyzing Research).

ACTION 2.3 (ESTABLISH RESEARCH PROGRAMS): Within the first year, we will establish two programs on *Natural Resources and Economic, Legal, and Political Development*, both of which build upon the intellectual legacy of the Ostros and the Ostrom Workshop. The portfolio will be gradually expanded to other areas starting in AY 2017–2018. Possible programmatic extensions include: Information and Innovation, Financial Organizations, International Organizations, Public Health, and Education.

Implementation

- The Director, in consultation with academic deans, will recruit program directors who may be IUB faculty or external scholars.
- Program directors will develop a comprehensive plan to enable research excellence and financial sustainability in their area.
- Program directors will establish and maintain contact with foundations, government agencies, and multi-lateral organizations to identify funding opportunities.
- The Internal Board will consult with External Board of Advisors to identify domains with high scientific and external funding potential.
- Continue to pursue synergistic collaborations with other on- and off-campus units that can lead to distinct research programs.
- Offer research awards to both faculty and graduate students to encourage more widespread campus participation in research programs.

Metrics

- Number of research teams and grant proposals under each program.
- Disciplinary reach within each program.
- An increasing number of first-rate publications and tracked citations.
- Receipt of significant sources of external funding.

Contribution to our Strategic Goals and IUB Campus Priorities

- This action contributes to our research excellence and financial sustainability.
- This action contributes to IUB Bicentennial Strategic Plan Priority #3 (Catalyzing Research).

PREPARATION: GUIDING PRINCIPLES FOR RESEARCH PROGRAMS

As research programs will constitute the core of the Ostrom Workshop, it is imperative that new program directors have directives that will facilitate a quick formulation of detailed research program plans. To that effect, Director Lee J. Alston has developed in consultations with scholars across campus, including affiliated faculty, the following guidelines for the establishment and functioning of research programs.

1. The development of new program areas will take into consideration the big questions of the day and issues that loom into the future, and where the Ostrom Workshop may have a comparative advantage.
 - a. The life cycle of research programs will be determined by periodic evaluation of contributions to the overall mission and strategic priorities of the Ostrom Workshop.
 - b. Although financial sustainability is a long-term goal, the amount of grants generated by each program will not be the criterion to terminate programs. We do expect all programs to actively seek funding, but understand that they can contribute to other strategic priorities.
2. Research programs do not define a particular research agenda; individual projects and unique collaborations add up to “governance of” in a specific program area or areas.
 - a. The Workshop will strive for depth within each program area by engaging a critical mass of researchers—students as well as professionals—to work under each program area.
 - b. Individual projects define a research goal by asking a substantive question.
3. Program directors will coordinate activities under each program area and will be accountable for recruiting participants, organizing research teams, securing grants, mentoring students, and initiating joint publications.
4. The participation of on- and off-campus Workshop Affiliated Faculty can be coordinated through one or more programs.
 - a. Researchers may work alone or be members of interdisciplinary teams.
 - b. Current “working groups”—to be known as “research teams” from now on—will need to coordinate their activities with one or multiple program directors.
 - c. Research collaborations can take place at IUB and elsewhere.

ACTION TIMELINE

We are fortunate to have an intellectual legacy that allows us to establish two programs that can readily incorporate currently affiliated faculty and graduate students in accordance with the above guidelines. We anticipate having these two programs in place by the end of AY 2015–2016. We will be recruiting external board members to have complete boards as soon as possible.

ACTIONS	AY 2014–15	Summer 2015	AY 2015–16	AY 2016–17	AY 2017–18
2.1 Reorganization and Participation Guidelines					
2.2 External Boards					
2.3 Establish Research Programs					

Planning Phase

Operational Phase

CRITICAL REQUIREMENTS

This second strategic priority supports the long-term vision of the Ostrom Workshop to create and nurture a research agenda that enables financial sustainability in the long run.

Need	Key Partners
INCENTIVE STRUCTURE Memoranda of Understanding (MOU) for course buyouts and/or other internal incentives for IUB faculty.	Provost’s Office OVPR Academic Deans
RECRUITMENT Required incentives to attract five external scholars who can either become program directors or otherwise contribute toward creating a critical mass in new program areas.	OVPR Academic Deans Departmental Heads
ORGANIZATIONAL INFRASTRUCTURE Hire Associate Director. Hire staff to assist with expected increase in grants and development activities.	OVPR

3 BROADER IMPACTS AND POLICY RELEVANCE

Promote research that translates into practical solutions to societal problems and develop strategies to communicate that knowledge to the general public, practitioners, and policymakers.

ACTION 3.1 (MAINTAIN GLOBAL REPUTATION): Launch activities that promote and expand our role as a global hub for interdisciplinary governance research.

Implementation

- Encourage on- and off-campus faculty and students on-site participation in our weekly colloquium.
- Develop a technological solution to integrate remote participants into local colloquium discussions.
- Create appealing, topic-based opportunities for the general public to learn about our work.
- Develop strategies to utilize our global network of affiliated faculty for promotional and educational purposes.

Metrics

- Numbers and disciplinary scope of colloquium participants.
- Reputation of external colloquium participants.
- Number and nature of learning opportunities for the general public.
- Number of promotional and educational activities by off-campus affiliated faculty.

Contribution to our Strategic Goals and IUB Campus Priorities

- This action contributes to our research excellence.
- This action contributes to the IUB Bicentennial Strategic Plan Priority #5 (A Global University).

ACTION 3.2 (REBRANDING AND MARKETING PLAN): Develop infrastructure and new visual identity to boost our external visibility.

Implementation

- Modernize, refresh, and enhance the distribution reach of current newsletter.
- A state-of-the-art web presence with a new visual design, diverse multimedia content, social media engagement, multiplatform and mobile interfaces, and usage data analytics.
- Develop new marketing materials and methods for various general audiences.
- Develop marketing strategies to facilitate fund-raising efforts.
- Establish guidelines to promote and authorize use of the Ostrom Workshop brand.

Metrics

- Number and scope of activities with broader impacts.
- Established contacts with key policy actors.
- Number of policy-related materials targeted at the general public.

Contribution to our Strategic Goals and IUB Campus Priorities

- This action contributes to our research excellence.

ACTION 3.3 (ESTABLISH POLICY RELEVANCE): Enable and communicate broader impacts that solve specific societal problems.

Implementation

- Research programs will be required to have an explicit broader impacts statement in either research activities or dissemination of research results.
- Develop a communication strategy to disseminate research results to the general public and other key policy actors, including practitioners and policymakers.

Metrics

- Number and scope of outreach activities that communicate broader impacts.
- Established contacts with key policy actors.
- Number of policy-related materials targeted at the general public.

Contribution to our Strategic Goals and IUB Campus Priorities

- This action contributes to our research excellence.
- This action contributes to the IUB Bicentennial Strategic Plan Priorities #7 (Building a Prosperous and Innovative Indiana) and #5 (A Global University).

PREPARATION

Instead of a traditional talk, we have restored in spring 2015 the original format of the weekly colloquium in its founding years as a community-building and interactive forum that offers feedback on work in progress. As all participants are required to read colloquium papers in advance, this format will help us develop a reputation as a setting that offers excellent feedback to advance governance research.

Although we have recently begun streaming our colloquium presentations, existing technology does not allow remote viewers to participate. We will be exploring new technologies to enable these off-campus participants to offer feedback and interact with the rest of the group here in Bloomington.

We also hope to partner soon with the School of Global and International Studies (SGIS) and OVPR for outreach efforts that help us better establish a global presence and policy relevance.

ACTION TIMELINE

We show below our activities to plan and operationalize our proposed actions, all of which are meant to persist beyond the time frame of this strategic plan.

ACTIONS	AY 2014-15	Summer 2015	AY 2015-16	AY 2016-17	AY 2017-18
3.1 Maintain Global Reputation					
3.2 Rebranding and Marketing Plan					
3.3 Establish Policy Relevance					

Planning Phase
Operational Phase

CRITICAL REQUIREMENTS

This third strategic priority takes the Ostrom Workshop outside of IUB. Successful implementation will require an organization-wide revamped communications strategy and regular collaborations with other campus units.

Need	Key Partners
<p>ORGANIZATIONAL INFRASTRUCTURE</p> <p>IT support staff.</p>	<p>OVPR</p>
<p>TECHNOLOGICAL INFRASTRUCTURE</p> <p>Develop an IT plan to enable remote participation. Develop a web-based strategy to communicate and engage with the general public and other key stakeholders.</p>	<p>UITS Research Technologies and OVPIT</p>

4 ENHANCED EDUCATIONAL OFFERINGS

Coordinate efforts with various campus units to enhance recruitment and placement of graduate students, and develop new educational opportunities for targeted undergraduate admits and off-campus audiences.

ACTION 4.1 (GRADUATE RECRUITMENT AND PLACEMENT): Recruit the best graduate students to support programmatic research activities, and provide professional development opportunities to enhance graduate placement.

Implementation

- Establish partnerships with campus units to assist with the recruitment of selected graduate students.
- Assign faculty mentors to all funded graduate students.
- Coordinate efforts with various campus units to offer professional development sessions for placement purposes.

Metrics

- Number of funded and mentored graduate students.
- Number and nature of graduate placements.

Contribution to our Strategic Goals and IUB Campus Priorities

- This action will enable us to become the focal point for social science scholars.
- This action contributes to the IUB Bicentennial Strategic Plan Priorities #1 (A Commitment to Student Success) and #3 (Catalyzing Research).

ACTION 4.2 (UNDERGRADUATE OPPORTUNITIES): Provide educational and research activities to selected undergraduate students.

Implementation

- Coordinate efforts with other campus units, such as the Undergraduate Admissions Office and Hutton Honors College, to recruit and provide research opportunities to selected admits.
- Establish a fellowship program for undergraduate students who would be known as Ostrom Undergraduate Fellows.
- Make graduate coursework and training opportunities available to selected undergraduates.

Metrics

- Number of Ostrom Fellows.
- Number of projects with undergraduate research assistance.
- Theses, publications, and other related works produced by undergraduate students.
- Undergraduate enrollment in graduate courses sponsored by the Ostrom Workshop.

Contribution to our Strategic Goals and IUB Campus Priorities

- This action will enable us to become the focal point for social science scholars and students.
- This action contributes to the IUB Bicentennial Strategic Plan Priority #1 (A Commitment to Student Success).

ACTION 4.3 (JOINT COURSEWORK): Develop a long-term plan to offer wider range of courses and educational opportunities for graduate students.

Implementation

- Develop more jointly offered courses between the Ostrom Workshop and various campus units.
- Develop for-credit mini-courses that relate to one or multiple research programs.

Metrics

- Number and disciplinary scope of jointly offered courses.
- Numbers of mini-courses and corresponding participants.

Contribution to our Strategic Goals and IUB Campus Priorities

- This action will contribute to our research excellence.
- This action will contribute to the IUB Bicentennial Strategic Plan Priorities #1 (A Commitment to Student Success) and #3 (Catalyzing Research).

ACTION TIMELINE

We have already started outreach and coordination efforts with several directors of graduate studies. During the AY 2014–2015 admissions cycle, we offered graduate fellowships that served to recruit new doctoral students in Anthropology, Economics, Geography, and Political Science. We will continue these graduate recruitment activities in the next three years. On the undergraduate front, we expect to have a set of undergraduate opportunities, including the selection of the first group of Ostrom Undergraduate Fellows, in place for fall 2016.

ACTIONS	AY 2014–15	Summer 2015	AY 2015–16	AY 2016–17	AY 2017–18
4.1 Graduate Recruitment and Placement					
4.2 Undergraduate Opportunities					
4.3 Joint Coursework					

Planning Phase
Operational Phase

CRITICAL REQUIREMENTS

We will need to provide mechanisms to identify and incentivize instructors to teach a wider variety of graduate courses. We will also need to establish guidelines for research program directors to readily accommodate undergraduate researchers, and align such opportunities with other existing mechanisms such as the Hutton Honors College Undergraduate Research Grants Program and the Annual IUB Undergraduate Research Symposium.

Need	Key Partners
<p>INCENTIVE STRUCTURE</p> <p>Memoranda of Understanding (MOU) for cross-registration, teaching loads, and tuition revenue sharing among cooperating units.</p>	<p>Academic Deans Departmental Heads</p>
<p>PHYSICAL INFRASTRUCTURE</p> <p>Remodel and reconfigure current space for teaching and training activities. Remodel and reconfigure current space for short- and long-term visitors.</p>	<p>Provost’s Office University Architect’s Office OVPR</p>
<p>TECHNOLOGICAL INFRASTRUCTURE</p> <p>Develop an IT plan to incorporate new teaching technologies. Develop a computing infrastructure for visiting scholars.</p>	<p>UITs Research Technologies and OVPIT Center for Innovative Teaching and Learning</p>

5 BUILD UPON ITS INTELLECTUAL LEGACY

Preserve and build upon the intellectual legacy of Vincent and Elinor Ostrom and carry this legacy into its future.

ACTION 5.1 (ANNUAL OSTROM MEMORIAL LECTURE): Offer a public lecture for a general audience and provide opportunities for people to learn more about the Ostrom Workshop.

Implementation

- Recruit one distinguished scholar annually to present the Ostrom Memorial Lecture.
- Develop a week-long program of events and activities around the Ostrom Memorial Lecture in order to facilitate direct interactions with faculty, graduate students, and local community members.

Metrics

- Intellectual reputation of guest speakers.
- Attendance numbers for the Ostrom Memorial Lecture.
- Attendance numbers for supporting events and activities.

Contribution to our Strategic Goals and IUB Campus Priorities

- This action will enable us to become the focal point for social science scholars.

ACTION 5.2 (Y673 SEMINAR AND MINI-CONFERENCE): Continue to offer courses that teach the intellectual trajectory of the Ostrom Workshop.

Implementation

- A seminar (Y673) on institutional analysis to be offered each fall semester.
- End-of-semester mini-conferences where faculty members discuss papers by graduate students.

Metrics

- Enrollment in Y673.
- Numbers of mini-conference papers and attendees.
- Number of mini-conference papers that result in publications, grant proposals, or dissertation projects.

Contribution to

- This action will enable us to become the focal point for social science scholars.
- This action contributes to IUB Bicentennial Strategic Plan Priority #3 (Catalyzing Research).

ACTION 5.3 (STUDENT FELLOWSHIPS): Support the training of excellent undergraduate and graduate students whose achievements will honor the memory of Vincent and Elinor Ostrom.

Implementation

- Identify and support a select group of graduate students to be known as Ostrom Graduate Fellows. These fellows will be required to attend the weekly colloquium and take at least one semester of Y673.

- Identify and support a select group of undergraduate students to be known as Ostrom Undergraduate Fellows. These fellows will be required to attend the weekly colloquium and, when possible, take one semester of Y673.

Metrics

- Number of Ostrom Graduate Fellows.
- Publications and other accomplishments of Ostrom Graduate Fellows.
- Number of Ostrom Undergraduate Fellows.
- Publications and other accomplishments of Ostrom Undergraduate Fellows.

Contribution to our Strategic Goals and IUB Campus Priorities

- This action will enable us to become the focal point for social science scholars.
- This action contributes to the IUB Bicentennial Strategic Plan Priority # I (A Commitment to Student Success).

ACTION 5.4 (LEGACY COMMITTEE): An ad hoc *Vincent and Elinor Ostrom Legacy Committee* of self-selecting staff, affiliated faculty, and students will be responsible for completing projects related to the preservation of the Ostrom legacy.

Implementation

- Archive and preserve key historical Ostrom Workshop photographs and memorabilia.
- Consolidate and preserve historical Ostrom Workshop databases.
- Complete additional projects as commissioned by the Director and Internal Board of Directors.

Metrics

- Numbers of preserved photographs and memorabilia.
- Numbers of preserved historical databases.

Contribution to our Strategic Goals and IUB Campus Priorities

- This action allows us to document and communicate our research excellence to a general audience.

ACTION 5.5 (INFORMATION MANAGEMENT REASSESSMENT): Survey to reappraise and reformat data and information management responsibility to better handle the increased needs.

Implementation

- Our library and IT staff will develop and carry out a new information management strategy to address production, presentation, and maintenance issues.
- Development of research databases and social media.
- Continuing support and sustainability of the Digital Library of the Commons (DLC) and the existing library catalog to ensure that these are readily available to the general public.

Metrics

- A plan to manage current and new information.
- Usage statistics of general access to the DLC, library catalog, and other materials as they become available.

Contribution to our Strategic Goals and IUB Campus Priorities

- This action allows us to better document and communicate our research excellence to a general audience.

PREPARATION

The first annual Vincent and Elinor Ostrom Memorial Lecture was held in February 2015. Our distinguished speaker was Professor Barry Weingast of Stanford University who spoke on the topic of “The Violence Trap” that affects many developing societies. This event, which was hosted by the IU Maurer School of Law, brought together faculty and graduate students from various departments and professional schools. Additional talks and meetings were scheduled to allow Professor Weingast to interact with Ostrom Workshop faculty and students.

ACTION TIMELINE

This priority can be readily implemented by using existing procedures to organize the Ostrom Memorial Lecture, and recruiting faculty members to teach the Y673 seminar. The new Associate Director will oversee the fellowship application process.

ACTIONS	AY 2014-15	Summer 2015	AY 2015-16	AY 2016-17	AY 2017-18
5.1 Annual Ostrom Memorial Lecture					
5.2 Y673 Seminar and Mini-Conference					
5.3 Student Fellowships					
5.4 Legacy Committee					
5.5 Information Management Reassessment					

Planning Phase
Operational Phase

CRITICAL REQUIREMENTS

We will need to identify a group of volunteers for the ad hoc committee in order to prioritize digitization and preservation tasks over the next three years. This committee will need a variety of technological tools that will be developed as needs arise.

Need	Key Partners
<p>TECHNOLOGICAL INFRASTRUCTURE</p> <p>Develop an IT plan to meet digitization and preservation needs of Ad Hoc Legacy Committee.</p>	<p>UITS Research Technologies and OVPIT</p>

6 UPGRADED FACILITIES

Renovate selected space for short-term research needs, revamp academic houses for long-term research activities, and develop a blueprint for new space to accommodate future growth.

ACTION 6.1 (UPGRADES TO PARK I): Improve common areas in our main building, such as our kitchen, and upgrade other basic infrastructure, such as restrooms and office space.

Implementation

- Renovate existing kitchen to serve as the central dining space for all our facilities.
- Upgrade restrooms.
- Renovate offices for staff and visiting scholars.
- Remove walls for selected adjacent offices to create open workspaces.
- Installation of energy-efficient windows.

Metrics

- Numbers of upgrade and renovation projects.
- Number of people served by upgrades and renovations.

Contribution to our Strategic Goals and IUB Campus Priorities

- This action will enable us to become the focal point for social science scholars.
- This action contributes to our financial sustainability.
- This action contributes to the IUB Bicentennial Strategic Plan Priorities #2 (A Community of Scholars) and #3 (Catalyzing Research).

ACTION 6.2 (IMPROVED ACCESS TO PARK I): Enable campus community and visitors to readily access colloquium presentations and library resources in our main administrative building.

Implementation

- Move third-floor library to first floor.
- Ramp upgrades.

Metrics

- List of actual improvements.
- Library use.
- Attendance at research colloquium.

Contribution to our Strategic Goals and IUB Campus Priorities

- This action allows us to document and communicate our research excellence to a general audience.
- This action will enable us to become the focal point for social science scholars.
- This action contributes to the IUB Bicentennial Strategic Plan Priority #2 (A Community of Scholars).

ACTION 6.3 (INITIAL NEEDS ASSESSMENT FOR MAJOR RENOVATIONS): With assistance from the University Architect's Office, assess the structural integrity of selected buildings and develop a detailed project plan and budget for successful completion of temporary and permanent upgrades to Park 2–4 buildings.

Implementation

- Verify structural integrity of Park 4 building.
- Develop blueprints and project plans for required upgrades and renovations.

Metrics

- Structural engineering reports.
- Project plans and required contracts for summer 2015 upgrades (Action 6.4 below) to be completed before start of fall 2015 term.
- Architectural drawings, project plans, and required contracts to start the first of three required academic house upgrades (Action 6.5, page 23).

Contribution to our Strategic Goals and IUB Campus Priorities

- This action will enable us to become the focal point for social science scholars.
- This action contributes to our financial sustainability.
- This action contributes to the IUB Bicentennial Strategic Plan Priorities #2 (A Community of Scholars) and #3 (Catalyzing Research).

ACTION 6.4 (TEMPORARY REPAIRS FOR PARK 2 AND PARK 4): Fix and renovate existing space in summer 2015 to meet short-term demand for office space until these houses can be permanently reconfigured for long-term research needs.

Implementation

- Upgrade restrooms.
- Installation of energy-efficient windows.
- Fix plumbing system and gutters.
- Interior painting.
- New furniture for offices and carrels for graduate assistants.

Metrics

- List of actual improvements.
- Number of people served by upgrades and renovations.

Contribution to our Strategic Goals and IUB Campus Priorities

- This action will enable us to become the focal point for social science scholars.
- This action contributes to our financial sustainability.
- This action contributes to the IUB Bicentennial Strategic Plan Priorities #2 (A Community of Scholars) and #3 (Catalyzing Research).

ACTION 6.5 (PERMANENT RENOVATION OF PARK 3): Repair and renovate Park 3 building to permanently house our first two research programs with an ideal space configuration that facilitates collaborative research.

Implementation

- Reconfigure first floor with a program-centric design that includes (a) adequate offices and individual workspaces for program directors, visiting scholars, and graduate students; and (b) multipurpose common workspaces for research teams and other collaborations.
- Fix currently unfinished second floor to emulate new design for first floor.

Metrics

- Timely completion of upgrades to accommodate by fall 2016 all personnel associated with the Program on Natural Resources and the Program on Economic, Legal, and Political Development.
- A demonstrable “model” building that serves as a replicable blueprint for subsequent research program space development.
- Numbers of local and visiting scholars who use facilities on a regular basis.
- Numbers of graduate and undergraduate students who use facilities on a regular basis.
- Full ADA compliance.

Contribution to our Strategic Goals and IUB Campus Priorities

- This action will enable us to become the focal point for social science scholars.
- This action contributes to our financial sustainability.
- This action contributes to the IUB Bicentennial Strategic Plan Priorities #2 (A Community of Scholars) and #3 (Catalyzing Research).

ACTION 6.6 (PERMANENT RENOVATION OF PARK 2): Repair and renovate a second building to permanently house 1–2 new research programs.

Implementation

- Relocate Park 2 users to available space in upgraded Park 3 building (if users belong to first two new programs) or Park 4 building (for other purposes).
- Replicate program-centric design on first and second floors.

Metrics

- Timely completion of upgrades to accommodate all personnel associated with (up to two) new research programs slated to start in fall 2017.
- Numbers of local and visiting scholars who use facilities on a regular basis.
- Numbers of graduate and undergraduate students who use facilities on a regular basis.
- Full ADA compliance.

Contribution to our Strategic Goals and IUB Campus Priorities

- This action will enable us to become the focal point for social science scholars.
- This action contributes to our financial sustainability.
- This action contributes to the IUB Bicentennial Strategic Plan Priorities #2 (A Community of Scholars) and #3 (Catalyzing Research).

ACTION 6.7 (PERMANENT RENOVATION OF PARK 4): Repair and renovate a third building to permanently house one new research program.

Implementation

- Relocate Park 4 users to available space in upgraded Park 2 and 3 buildings (according to research program affiliations).
- Replicate program-centric design on first and second floors.

Metrics

- Timely completion of upgrades to accommodate all personnel associated with (up to one) research program slated to start in fall 2018. As this is the smallest of our three secondary houses, it is not possible to accommodate one program per floor.
- Numbers of local and visiting scholars who use facilities on a regular basis.
- Numbers of graduate and undergraduate students who use facilities on a regular basis.
- Full ADA compliance.

Contribution to our Strategic Goals and IUB Campus Priorities

- This action will enable us to become the focal point for social science scholars.
- This action contributes to our financial sustainability.
- This action contributes to the IUB Bicentennial Strategic Plan Priorities #2 (A Community of Scholars) and #3 (Catalyzing Research).

ACTION 6.8 (NEEDS ASSESSMENT FOR FUTURE GROWTH): Develop a long-term facilities strategic plan to procure and finance new space for expected increases in the number of research programs.

Implementation

- Needs assessments and consultations with University Architect's Office.
- Consultation with Senior Administration and External Board of Visitors to formulate a Development Plan for required fund-raising.

Metrics

- Projected space needs.
- Projected financial requirements.
- List of potential donors along with a fund-raising timeline.

Contribution to our Strategic Goals and IUB Campus Priorities

- This action will enable us to become the focal point for social science scholars.
- This action contributes to our financial sustainability.
- This action contributes to the IUB Bicentennial Strategic Plan Priorities #2 (A Community of Scholars) and #3 (Catalyzing Research).

PREPARATION

We have four buildings, which fall under the category of Academic Houses and are maintained by IU Real Estate. Being older houses, each building has its own unique characteristics, floor plan, and maintenance issues. The most functional of our academic houses is Park 1 (513 N. Park), which serves as our administrative center, and also includes two large multipurpose rooms that double as classrooms, our only fully functional kitchen, a small conference room, and the library. Other houses provide office space for researchers and students.

We completed in spring 2015 a draft report of upgrade and repair needs for all buildings, and have started conversations with the University Architect’s Office to complete Actions 6.1 and 6.2 on a timely basis. We also completed an inventory of available office space and how it was used during AY 2014–2015. The diagram below, which shows our four academic houses on Park Avenue, summarizes our main findings.

Building Name	Current Function	Office Use*	Problem Areas	Short-term upgrades	Long-term upgrades
Park 3	Faculty & Student Offices	33%	2nd floor unfinished Non-functional kitchen Basement flooding Plumbing Gutter system Low quality water		Full ADA compliance Complete renovations
Park 2	Faculty & Student Offices	20%	Small restroom		Full ADA compliance Complete renovations
Park 1	Staff, Faculty & Student Offices Meeting rooms Library (3rd floor) Kitchen	65%	Windows Inadequate Office Space	Renovations: kitchen, restrooms selected offices Accessibility: Move library to 1st floor Ramp upgrades	Full ADA compliance Teaching space (lost to library relocation)
Park 4	Faculty & Student offices	43%	Questionable structural integrity Non-functional restroom Damaged windows Plumbing Moist basement Non-functional kitchen		Full ADA compliance Complete renovations

* Rounded percentage based on the ratio of users with assigned office space who actually used facilities on a regular basis.

Our analysis revealed not only the poor state of our facilities but also fairly low regular use by most scholars and students with current office assignments. Given an anticipated higher demand for office space at the same time that future renovation projects will make some facilities temporary unavailable, it was clear that we needed a long-term policy to avoid unused space. Looking forward, we also realized a need to allocate space strictly on the basis of expected contributions to the strategic priorities listed in this document. To that effect, we have devised a new policy to start in AY 2015–2016 that prioritizes the research activities of new programs (and concomitant scholarly collaborations). In order of priority, and subject to available facilities in any given year, we will provide adequate space to (1) program directors, (2) visiting scholars, (3) research assistants, and (4) IUB affiliated faculty (these have the least need because they already have campus offices provided by home departments).

ACTION TIMELINE

Our proposed actions fall into two distinct categories. First, we have urgent short-term repairs and renovations to enable normal operations starting in fall 2015, with enough space to adequately house all our incoming scholars. Second, we have a staggered set of annual renovation projects to ensure that we have enough reserve capacity to keep our programs running, albeit under very tight space scenarios.

ACTIONS	AY 2014–15	Summer 2015	AY 2015–16	AY 2016–17	AY 2017–18
6.1 Upgrades to Park I					
6.2 Improved Access to Park I					
6.3 Needs Assessment for Major Renovations					
6.4 Temporary Repairs for Park 2 and Park 4					
6.5 Complete Renovation of Park 3					
6.6 Complete Renovation of Park 2					
6.7 Permanent Renovation of Park 4					
6.8 Needs Assessment for Future Growth					

Planning Phase
Operational Phase

We have not planned for a full renovation of Park I during the next three years because this would effectively shut down our operations. Under Action 6.8, however, we will have plans and cost estimates for permanent upgrades to the main building, including a search for temporary space while those upgrades take place.

CRITICAL REQUIREMENTS

The current state of our facilities limits our ability to fully implement all our proposed strategic priorities. For instance, without ample meeting space, we cannot enable many scholarly collaborations (Priority 1); without adequate office space and collaborative workspaces, our research programs (Priority 2) cannot operate at full capacity; without multiple common spaces that can double as teaching areas, we will not be able to enhance educational offerings (Priority 3); and without necessary upgrades to our main building, we will be limited in our ability to archive and store historical information (Priority 5) and to house a state-of-the-art technological infrastructure for promotion and dissemination efforts (Priority 3).

Moreover, if our projections for new programs are realized (at a rate of two per year), then we anticipate running out of space by spring 2018—even with proposed upgrades and renovations to current facilities (Actions 6.1–6.2 and 6.4–6.7). Also, based on projected expenditures for a single project (kitchen renovation in Park I) and available resources, we do not anticipate having the financial ability to complete Actions 6.6–6.7 without major fund-raising efforts. Although we have resources to start Action 6.5, we are unsure if we have enough to complete it (depending on actual costs yet to be determined by the University Architect’s Office and IU Real Estate renovation guidelines).

Need	Key Partners
PHYSICAL INFRASTRUCTURE Timely completion of renovations for short-term needs. Timely completion of permanent renovations.	University Architect’s Office IU Real Estate OVPR
FINANCIAL RESOURCES Develop a financial plan to successfully meet current and future space needs.	University Architect’s Office (for cost estimates) OVPR, Provost’s Office, and External Board of Visitors (for fund-raising)

MASTER TIMELINE

	AY 2014-15	Summer 2015	AY 2015-16	AY 2016-17	AY 2017-18
ENHANCED SCOPE OF SCHOLARLY COLLABORATIONS					
1.1 Awareness and Participation					
1.2 Campus Partnerships					
1.3 Grant Writing Support					
1.4 Workshop Affiliated Faculty					
1.5 Visiting Scholars Program					
GOVERNANCE RESEARCH PROGRAMS					
2.1 Reorganization and Participation Guidelines					
2.2 External Boards					
2.3 Establish Research Programs					
BROADER IMPACTS AND POLICY RELEVANCE					
3.1 Maintain Global Reputation					
3.2 Rebranding and Marketing Plan					
3.3 Establish Policy Relevance					
ENHANCED EDUCATIONAL OPPORTUNITIES					
4.1 Graduate Recruitment and Placement					
4.2 Undergraduate Opportunities					
4.3 Joint Coursework					
BUILD UPON ITS INTELLECTUAL LEGACY					
5.1 Annual Ostrom Memorial Lecture					
5.2 Y673 Seminar and Mini-Conference					
5.3 Student Fellowships					
5.4 Legacy Committee					
5.5 Information Management Reassessment					
UPGRADED FACILITIES					
6.1 Upgrades to Park 1					
6.2 Improved Access to Park 1					
6.3 Needs Assessment for Major Renovations					
6.4 Temporary Repairs for Park 2 and Park 4					
6.5 Complete Renovation of Park 3					
6.6 Complete Renovation of Park 2					
6.7 Permanent Renovation of Park 4					
6.8 Needs Assessment for Future Growth					

Planning Phase

Operational Phase

SUMMARY OF CRITICAL REQUIREMENTS AND SOLUTIONS

A summary of common needs across strategic priorities is shown below, in order for us to approach relevant campus partners with a complete list of requirements. Different needs will require different strategies. For instance, physical space needs will be addressed gradually over time, with an initial focus on short-term needs. Other needs, such as incentives for program directors, involve specific agreements that will be negotiated on a case-by-case basis.

Strategic Priorities	Incentive Structures	Physical Infrastructure	Organizational Infrastructure	Technological Infrastructure
Enhanced Scope of Scholarly Collaborations	Course buyouts ICR agreements	Reconfigure current space Additional space	Grant writing Support staff	Research computing
Governance Research Programs	Course buyouts Financial incentives		Grants and development Support staff	
Broader Impacts and Policy Relevance			IT support staff	Revamped website Remote collaboration
Enhanced Educational Offerings	Cross-registrations Teaching loads Tuition revenue sharing	Teaching and training space Space for short- and long-term visitors		New teaching tools Research computing
Build Upon Its Intellectual Legacy				Digitization and storage technologies
Upgraded Facilities		Temporary upgrades Permanent renovations Full ADA compliance Fund-raising		

PREPARATION

Regarding incentive structures, Director Lee J. Alston has started conversations with various academic deans to facilitate the eventual recruitment of program directors.

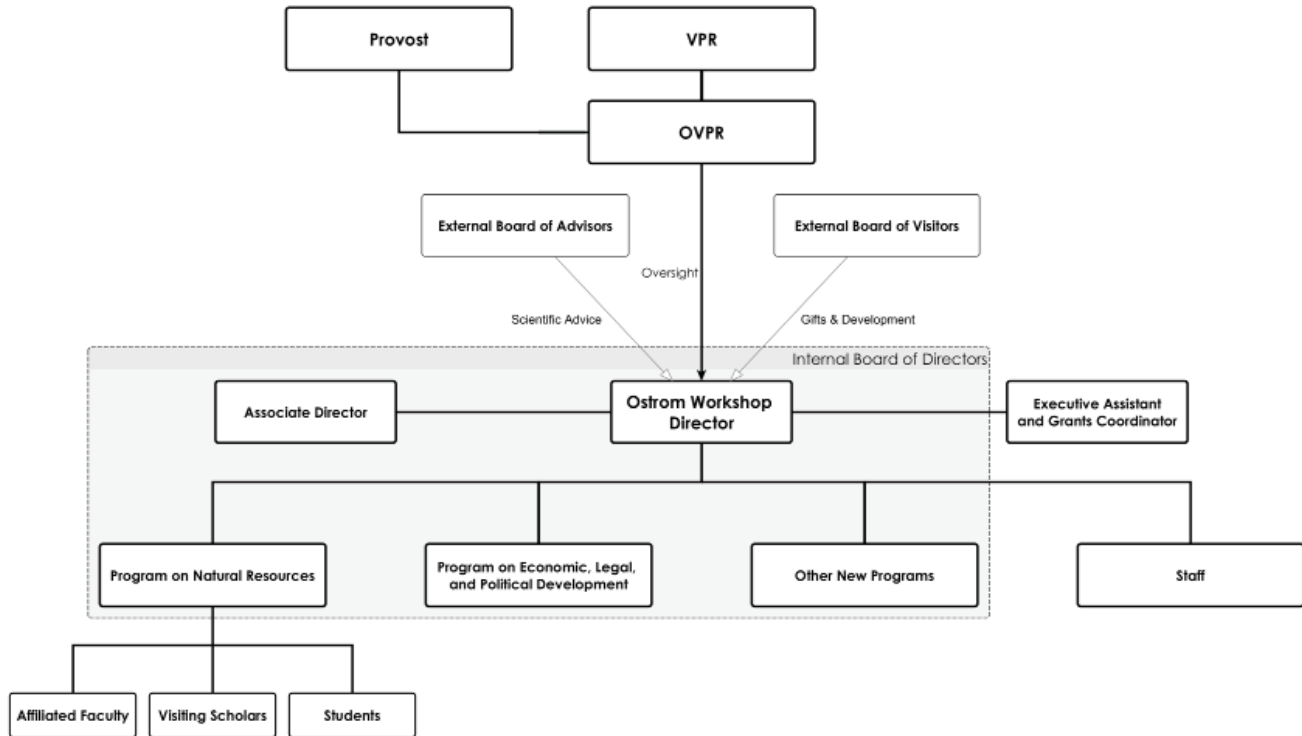
Regarding physical infrastructure, we are already developing a plan, in consultation with campus architects, to reconfigure space for short-term needs. Throughout the three-year time frame for this strategic plan, we will develop a long-term plan that is highly likely to require additional space to accommodate the scaling up of current research activities.

We made two appointments in April 2015 to start building up the required organizational structure to support our goals. First, an Executive Assistant (Allison Sturgeon) was hired to provide administrative support to the Director as well as grant support for external funding. Second, an Associate Director (Armando Razo) was hired to assist with the planning and implementation tasks presented in this strategic plan.

Finally, regarding technological infrastructure, we are completing a comprehensive needs assessment that will soon produce a detailed plan to upgrade existing technology and related needs in a timely fashion. For instance, it is our goal to produce a revamped website later this year.

NEW ORGANIZATIONAL STRUCTURE

The organizational chart below illustrates our new organizational structure, including two external boards and one internal board. Illustrated under the Program on Natural Resources is the internal structure that will be shared by all research programs.



Our proposed structure includes a permanent internal board composed of current program directors, along with the Director and Associate Director. However, the first two research programs will not be established until AY 2015–2016. In preparation for the eventual establishment of a permanent internal board, OVPR will appoint an interim internal board that will serve a fixed single term that expires at the end of December 2015. This term can be renewed at OVPR’s discretion if negotiations for new program directors extend beyond fall term.

This internal board will include the Interim Vice Provost for Research (Rick Van Kooten) and current Workshop leadership (Director and Associate Director). Three additional members have been selected by OVPR: Ken Richards from the Strategic Planning Committee (SPC), Eduardo Brondizio from SPC and the Workshop Advisory Council (WAC), and Jimmy Walker, a previous Director. Drawing from previous leadership, this interim board provides organizational continuity as we transition into our new organizational structure and start implementing our strategic priorities.

STRATEGIC PLANNING COMMITTEE

- LEE J. ALSTON, Ostrom Workshop and Department of Economics
- WILLIAM BIANCO, Department of Political Science
- EDUARDO BRONDIZIO, Department of Anthropology
- DAN COLE, Maurer School of Law and SPEA (until March 2015)
- BETH PLALE, School of Informatics and Computing
- KEN RICHARDS, SPEA and Maurer School of Law (Adjunct)

JUNE 10, 2015

THE OSTROM WORKSHOP

Indiana University
513 N. Park Avenue
Bloomington, IN 47408-3895

812-855-0441 phone
812-855-3150 fax
workshop@indiana.edu
ostromworkshop.indiana.edu



Ψ INDIANA UNIVERSITY
BLOOMINGTON