



COLLEGE OF ARTS AND LETTERS
THE UNIVERSITY OF TOLEDO

STRATEGIC PLAN

THE UNIVERSITY OF TOLEDO
College of Arts and Letters

2017-2022



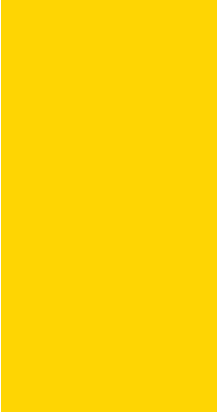
MISSION

The College of Arts and Letters leads liberal arts education and research at The University of Toledo. Its rich array of general education courses comprises an essential part of the curriculum for all students at the University. Through its numerous majors and professional programs, the college prepares undergraduate and graduate students to engage with complex challenges as adaptable, creative and active global citizens. Respecting tradition and fostering innovation, the college promotes diversity and inclusion, academic freedom and collaborative work within the University and with community and global partners.

VISION

The College of Arts and Letters at The University of Toledo, through its programs in visual and performing arts, humanities, social sciences, behavioral sciences and interdisciplinary studies, seeks to foster lifelong learning, professional success, leadership, global competency, multicultural understanding and responsible citizenship. Across all of its disciplines, the college develops the foundational skills of analysis (both qualitative and quantitative), communication, logic, critical thinking, aesthetic awareness, ethical engagement, creativity and advanced problem solving, as well as specialized skills and expertise that support students' chosen career paths. College faculty teach with passion, engage in exciting research that is locally, nationally, and internationally relevant, actively practice their arts and serve students as dedicated academic advisers and professional mentors.

The college serves as the intellectual and creative public face of the University to the community, showcasing student and faculty in performances, presentations, lectures, workshops and exhibits, as well as hosting visiting researchers, professionals, scholars, artists, musicians and public figures from around the world who are leaders and innovators in their fields. This rich, interdisciplinary mix of extra-classroom events and activities opens windows to the world and to the future.





VALUES

We are a community of lifelong learners committed to the goals of the college and the University. Our core values, those values that inform all that we do and aspire to as the College of Arts and Letters, are:

INTEGRITY

INNOVATION

ENGAGEMENT

DIVERSITY

EXCELLENCE

GOALS

1. Student Success and Academic Excellence

The College of Arts and Letters is committed to providing students with a world-class education where we ensure that every student has the opportunity, support and necessary resources to succeed both in and outside of the classroom. We are committed to serving the mission of the University through our general education programs that provide the critical-thinking skills necessary for students' continued success and excellence in their major fields of study.

Our goals for the next five years are:

- Increase our college retention rates and graduation rates.
- Increase the number and diversity of students pursuing graduate and professional degrees.
- Increase student participation in study abroad programs.
- Increase student participation in undergraduate research.
- Expand opportunities for community engagement through internships and service.
- Maintain and improve graduate education.

2. Research, Scholarship and Creative Activities

The College of Arts and Letters has exceptional faculty engaged in nationally and internationally recognized research, scholarship and creative activities. We believe that faculty who are actively engaged in their disciplines through research and creative work are central to our ability to deliver a high-quality and enriching educational experience for our students.

Our goals for the next five years are:

- Increase the visibility and reputation of faculty research, scholarship and creative activities.
- Increase the promotion of faculty research, scholarship and creative activities both within the University and amongst our national peers.
- Increase support for faculty research, scholarship and creative activities.
- Strengthen opportunities for interdisciplinary research, scholarly and creative work.
- Strengthen faculty engagement in undergraduate research.



GOALS

3. Faculty and Staff

The College of Arts and Letters is deeply committed to nurturing and supporting an environment that respects the rich diversity of our students, staff and faculty. We recognize that we are best able to accomplish our goals when we have a culture committed to recruiting and retaining talented faculty and staff that represent the mosaic of excellence found in our state, nation and the world.

Our goals for the next five years are:

- Develop and communicate clear and effective processes for the recruitment and hiring of faculty and staff.
- Increase the diversity of our faculty.
- Foster and support an environment of mutual respect and collegiality.
- Develop both formal and informal mechanisms to document and celebrate the accomplishments of staff and faculty.
- Develop rich opportunities for ongoing professional development and training for faculty and staff.
- Develop a strategic hiring plan that meets the needs of our students.
- Increase the ratio of tenure-track faculty to lecturers.

4. Fiscal Positioning and Infrastructure

The College of Arts and Letters is committed to a sustainable future built on the best practices in fiscal management and the delivery of a high-quality, world-class education. We also understand the fiscal challenges facing higher education in the 21st Century and are committed to the effective and responsible utilization of our resources.

Our goals for the next five years are:

- Develop incentives for innovative and efficient use of resources in our college.
- Expand our external funding support.
- Diversify and increase college enrollment through a strategic focus on serving the educational needs of non-traditional students, international students and graduate students.
- Strengthen opportunities for interdisciplinary research, scholarly and creative work.
- Strengthen faculty engagement in undergraduate research.

5. Reputation and Engagement

The College of Arts and Letters will expand its reputation as an exemplary and innovative liberal arts college, both regionally and nationally.

Our goals for the next five years are:

- Increase the number of regional and national conferences held on our campus.
- Increase engagement with the local community.
- Develop creative and effective strategies to communicate the story of our college and the value of a liberal arts foundation in higher education.





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