

THE UNIVERSITY OF TOLEDO'S

# PATH TO EXCELLENCE:

STRATEGIC PLAN 2017-2022



THE UNIVERSITY OF  
**TOLEDO**  
1872





## Dear Members of the UT Community:

After nearly a year of work, it is with great pleasure that I present to you The University of Toledo Strategic Plan for 2017-2022. This plan, developed by a committee of 21 people representing multiple stakeholder groups in our community, maps out our priorities as a university over the next five years. It was developed with the input of more than 1,000 stakeholders who provided feedback, exchanged ideas and debated priorities.

In a community as diverse as ours — with the breadth of our academic offerings, our strengths and weaknesses, and the demographics of our students and faculty — it is no small feat to narrow down hundreds of great ideas to five main priorities. We made a concerted effort to be as inclusive as possible in creating this plan, and as a result, we have a map to our future that I believe is truly representative of the University's many constituents.

Students are at the center of all that we do, which is why their success is the focus of our first strategic priority. Our commitment to strengthening and expanding our research is our second priority. The breadth and quality of our research is a distinguishing factor for The University of Toledo.

Attracting and retaining top talent in our faculty and staff is critical to our success, so that is our third priority. Captured in our fourth priority is financial stability and sustainability, a hallmark of every great university. And, strengthening our brand and reputation completes the list. In today's highly competitive educational space, reputation matters more than ever.

We all know that the risk with strategic plans is that they end up on someone's bookshelf. We have worked too hard to let that happen. To ensure we achieve the goals set out in this plan, we have identified detailed metrics and ownership to accompany each goal. We will regularly monitor our success using a dashboard, which also will help to guide or redirect efforts when needed. We are asking units to develop complementary strategic plans aligned with this one so that we are all building on this plan and moving the University forward.

As I look at this plan, I can envision the future of UT. With the steadfast support of our highly dedicated faculty, staff, students, alumni and community, we will continue to strengthen our exceptional University and the contribution we make to the region and the world.

I want to thank all of our many constituents for their input and collaboration in producing this plan. Together, we will pave a new way forward for current and future generations of students.

A handwritten signature in black ink that reads "Sharon L. Gaber". The signature is fluid and cursive.

Sharon L. Gaber  
*President*

# THE UNIVERSITY OF TOLEDO'S **PATH TO EXCELLENCE: STRATEGIC PLAN 2017-2022**

The University of Toledo Strategic Plan provides a road map for UT to follow for the next five years as it approaches its 150th anniversary in 2022. This plan was developed over the academic year with the input of more than 1,000 stakeholders, from students to the Board of Trustees. We held more than 150 sessions with faculty, staff, students and the public.

As the plan evolved, so did our thinking. We learned about the University. We identified strengths and opportunities. We learned what was working and where improvement was needed. We even revised our mission, vision and values to better reflect the narrative we were hearing. It was truly a grass roots effort.

This plan complements several other plans already developed in recent years at UT: The Strategic Plan for Diversity and Inclusion, which seeks to raise awareness of the benefits of diversity and to enhance diversity in all of our constituent groups; the Multiple-Campus Master Plan, which builds on the beauty of our current campuses to upgrade and enhance our facilities, and the Strategic Enrollment Plan, which aims to attract students with a passion to succeed at UT.

With our fundamentals now covered, our challenge is to execute on our plans. We have identified metrics for each of the desired outcomes in our Strategic Plan, and have named the unit or leader responsible for each outcome's success. All of our colleges and functions are working on ways to operationalize this plan, and they will be held accountable.

Funding for the initiatives outlined in this plan is contingent on the strategic reallocation of existing resources. We don't have new money to put toward this change so we have to reprioritize. We are excited to have this plan as our roadmap, and we are racing toward our sesquicentennial with great passion and enthusiasm.

## **MISSION**

The University of Toledo is a national, public, research university where students obtain a world-class education and become part of a diverse community of leaders committed to improving the human condition in the region and the world.

## **VISION**

The University of Toledo will be a nationally ranked, public, research university with internationally recognized expertise and exceptional strength in discovery, teaching, clinical practice and service.

## **VALUES**

Excellence

Student-centeredness

Research and Scholarship

Professionalism and Leadership

Diversity



# I. Student Success and Academic Excellence





## GOAL 1

### Improve undergraduate student success, retention and degree completion.

1. Implement a Retention and Completion Plan through a university-wide student success taskforce, per the UT Strategic Enrollment Plan.
2. Implement high-impact and evidence-based strategies to enhance student retention and persistence across all units, including student life, academic advising, mental health and academic colleges.
3. Strengthen the bond between curricular and co-curricular programs to enhance the quality of the UT educational experience, especially through establishment of a First-Year Experience Program, follow-up Second-Year Experience Program and transfer programs to complement the first-year experience.
4. Implement strategies outlined by the Strategic Plan for Diversity and Inclusion as related to undergraduate student success.
5. Reduce the number of undergraduate degree programs that require more than 120 credit hours.

#### Outcomes

- Overall undergraduate first-year retention and six-year graduation rates
- Percent gap for first-year retention and six-year degree completion rate between minority students and majority students with similar preparation
- Student support as measured by the National Survey of Student Engagement score on “support for overall well-being”
- Reduction in the number of undergraduate degree programs that are more than 120 credit hours





## GOAL 2

### Improve graduate and professional student success through timely degree completion.

1. Create alternative degree pathways into and out of graduate and professional programs, both domestic and international.
2. Enhance the first-time success rate of professional students on board and licensure exams.
3. In accordance with the Academic Affiliation Agreement between the College of Medicine and Life Sciences and ProMedica, enhance training of medical students, residents and fellows, and retain quality health-care providers for northwest Ohio.
4. Enhance career development for all professional and graduate students.

#### Outcomes

- *Two-year graduation rate of full-time master's degree students*
- *Graduate and professional students' entrance exam scores*
- *Licensure and board pass rates*
- *Percent of graduating residents who enter practice in northwest Ohio*
- *Number of new residencies or fellowships available at ProMedica Toledo Hospital and ProMedica Toledo Children's Hospital*

## GOAL 3

### Prepare students for advanced academic studies and career success.

1. Improve the student learning experience for all students — undergraduate, graduate and professional — by documenting that each academic program and its specific program outcomes align with and achieve UT's Institutional Student Learning Outcomes.
2. Conduct data-driven formative and summative academic program reviews and assessments to improve existing programs, or establish new ones.





3. Grow the number of distance-learning courses and programs, and increase the number of these courses that meet Quality Matters standards.
4. Increase the number of undergraduate-to-graduate pipeline programs.
5. Increase experiential learning opportunities for undergraduate students.
6. Increase the undergraduate student placement rate.

### **Outcomes**

- *Program-level student learning outcomes, assessments and achievements aligned to UT's Institutional Student Learning Outcomes as documented in an annual review process*
- *Percentage of distance-learning courses that are Quality Matters-certified or meet Quality Matters standards*
- *Number of undergraduate-to-graduate pipeline programs*
- *Undergraduate participation rates in experiential learning*
- *Undergraduate student placement rate*





# II.

## Research, Scholarship and Creative Activities



## GOAL 1

### Achieve national recognition for research excellence.

1. Develop and implement a plan for national recognition in up to five areas of research excellence, building upon the University's unique faculty strengths, assets and centers to support research excellence and opportunities for growth and development.
2. Establish annual training/workshops for deans and department chairs (Academic Leadership Team) to develop and share strategies that best promote mentoring support and faculty research, scholarship and creative activities.

#### Outcomes

- *Implemented plan for two areas of excellence in biomedical and environmental sustainability research*
- *Additional areas of excellence to be identified, in collaboration with faculty, with plans for implementation*

## GOAL 2

### Increase the national prominence of faculty derived from their research, scholarship, and creative and performing arts activities.

1. Empower faculty and staff to increase their national prominence through enhanced support services, training and policies that foster an enriched environment.
2. Increase emphasis on faculty research, scholarship, productivity and excellence through the University, college and departmental merit, promotion and tenure guidelines and elaborations.
3. Customize faculty activity reporting software to collect information relating to the goals of the Strategic Plan.
4. Promote and enhance recognition of faculty research, scholarship and creative activities.
5. Increase the number of faculty publications in high-impact and high-profile journals, with program faculty identifying those journals relating to their disciplines.



6. Encourage faculty and staff to pursue and accept prestigious fellowships and leadership positions in national and international professional organizations, and participate in national research and scholarship committees or work groups by recognizing these efforts as professional activity.
7. Foster community engagement in research, creative activities and performing arts collaborations through an external community partner advisory board.

### Outcomes

- *UT's national ranking in research expenditures*
- *UT's ranking in public, research universities and development expenditures among Ohio's public universities*
- *Number of faculty publications in high-impact and high-profile journals identified by departments relating to their disciplines*
- *Number of faculty who are fellows of selected, national societies*
- *Number of faculty, staff and students participating in local research and community engagement activities*



## GOAL 3

### Reinvent and reinvest in research processes to improve productivity.

1. Invest strategically in faculty and academic programs to maintain, in the next evaluation cycle, UT's Carnegie Classification as a R2 Doctoral Research University and Research Doctoral: Comprehensive Programs with Medical/Veterinary School.
2. Enhance and foster interdisciplinary research by developing an annual UT Research Summit to increase internal collaboration and multidisciplinary efforts.
3. Improve research infrastructure, including instrumentation and research resources.
4. Increase the number of research professors at all levels (i.e., faculty members who are funded entirely on extramural funds), and develop policies and procedures to define roles and advancement paths.

### Outcomes

- *Carnegie Classification for research activity and graduate programs*
- *Investment in research support infrastructure*

# III.

## Faculty, Staff and Alumni







## GOAL 1

Foster a culture of excellence by supporting retention, career progression and high job satisfaction for staff.

1. Revise the UT job classification plan to align to human resource needs, map career advancement options and address succession needs for all colleges and units, across all campuses.
2. Revise and fully implement the mandatory annual review process based on best practices, including provision of appropriate training for supervisors in feedback methodology.
3. Analyze workforce needs and plan appropriately.

### Outcomes

- *Retention rate of non-faculty staff*

## GOAL 2

Foster a culture of excellence by supporting retention, promotion and high job satisfaction for faculty.

1. Establish University promotion and tenure guidelines, and align college and departmental elaborations to the University guidelines.
2. Enhance support and mentorship to all faculty in the promotion and tenure process to increase their professional reputations.
3. Make promoting and supporting faculty research an explicit expectation of dean and chair responsibilities, as well as part of their formal, annual performance evaluations.
4. Explore the establishment of separate research, teaching and service/outreach excellence tracks that provide pathways to full professor.



5. Formalize, through policies and guidelines, faculty tiers of research active, research intensive and research excellent to ensure that faculty will receive support, in the forms of resources and time allocation, to strengthen their competitiveness compared to peer institutions.
6. Recognize lecturers who make significant contributions to teaching, learning and student success.
7. Support career progression of non-tenure track faculty, including lecturers and adjunct faculty.

### Outcomes

- *Percent of full professors in the pool of full-time faculty*
- *Rate of tenure track assistant professors achieving tenure and promotion in seven years*
- *Average time spent as associate professor before progressing to full professor rank*

## GOAL 3

### Increase diversity among all employees.

1. Implement the Strategic Plan for Diversity and Inclusion to increase institutional diversity.
2. Develop and implement training in cultural competency, diversity and inclusion for all employees.

### Outcomes

- *Academic and administrative units having approved diversity hiring plans*
- *Percentage of employees participating in annual diversity training*

## GOAL 4

### Strengthen employee work-life balance, sense of community and pride in work.

1. Increase the employee experience of inclusiveness, equity and respect, as well as UT's engagement with the community by implementing strategies associated with the Strategic Plan for Diversity and Inclusion.





2. Focus institution-wide programming on creating a culture of wellness and work-life balance (e.g., Healthy U, flexible work schedules).
3. Develop initiatives to ensure that all employees feel safe in their working groups and environments.
4. Develop initiatives that improve a sense of cohesion and community across all of UT's campuses and centers, and increase UT's engagement with the community.
5. Recognize employees publicly and institutionally across a range of effectiveness and success areas, especially relating to contributions to campus service.
6. Engage all employees and managerial levels in all UT academic and administrative units in continuous quality improvement and best practices in pursuit of the highest order of excellence in student success, academics, research, health-care services and patient care.

### Outcomes

- *Overall work satisfaction average from a nationally normed campus assessment instrument*

## GOAL 5

### Engage alumni, friends and stakeholders meaningfully in the life of the University.

1. Identify and implement opportunities for alumni, friends and stakeholders to become involved in life at UT based on their areas and levels of interest.
2. Review existing and/or establish college- or department-specific engagement and development boards as a way to engage alumni and friends to improve programs.
3. Engage alumni, friends and stakeholders as mentors and resources for current students to learn about career options, pathways and important job success skills in given areas, and as speakers for current students and staff on the value and significance of UT curriculum and activities that contributed to their success.

### Outcomes

- *Number of alumni and friends involved annually in academic programs and co-curricular activities*



# IV.

## Fiscal Positioning and Infrastructure

An abstract graphic on the right side of the page. It features a large blue triangle pointing downwards, partially overlapping a white triangle pointing upwards. Below these, there are several overlapping, semi-transparent yellow hexagons that create a 3D effect, resembling a cluster of cubes or a complex geometric structure.



## GOAL 1

### Build a strong financial foundation.

1. Implement a budget model and process that allocates resources strategically in alignment with the priorities of the Strategic Plan, including a commitment to capital maintenance and improvement.
2. Move toward establishing performance incentives in academic and administrative operations.
3. Maintain a net income margin for The University of Toledo Medical Center (UTMC) that meets or exceeds expectations and provides sufficient funds for reinvestment to continue operating a successful hospital and ambulatory facilities.
4. Manage debt in accordance with University policy in support of strategic capital investments and improvements that are aligned with this Strategic Plan, the Multiple-Campus Master Plan and other executive priorities that support the core mission of the University.
5. Align pricing and discounting with peer institutions, while balancing financial viability, recruitment and student affordability.

#### Outcomes

- *Capital funding increase in the annual operating budget*
- *Net income margin and investment capital of UTMC*
- *Colleges meeting their agreed-upon contribution goals*
- *Key leverage ratios, as measured by annual Moody's ratios*

## GOAL 2

### Ensure adaptability, sustainability and fiscal health for academic programs.

1. Develop and implement, through consultation with the colleges, performance goals relating to the fiscal health of each college, including goals relating to enrollment, research grants and productivity and revenue-generating opportunities.





2. Establish goals and align resource allocation by program for appropriate student-to-faculty ratios; cost-per-credit hour; number of organized class sections per faculty FTE based on national peer data provided in national cost study reports.
3. Ensure budget allocations are transparent and predictable, moving toward establishing performance incentives in academic and administrative operations.

### Outcomes

- *Number of programs meeting their instructional efficiency goals (student-to-faculty ratios, cost-per-credit-hour, number of organized class sections per faculty FTE) based on national peer data*

## GOAL 3

### Increase revenue and operating efficiencies.

1. Grow UT enrollment.
2. Increase net tuition revenue through the implementation of the Strategic Enrollment Plan, including enrollment growth or reduced discounting.
3. Maximize UT's position in the State Share of Instruction (SSI) formula by increasing course and degree completion.
4. Increase revenue from the commercialization of research, cutting-edge medical discoveries and clinical practices through partnerships with industry.
5. Maximize operating efficiencies through implementation of findings from a comprehensive review of administrative functions, operational processes and indirect cost recovery.
6. Utilize the Division of Technology and Advanced Solutions to seek opportunities to generate external revenue or reduce/avoid cost through community college services, corporate relationships and academic content/products.





## Outcomes

- *Total UT enrollment*
- *Annual net revenue increase*
- *Percentage share of the state's SSI funding pool*
- *Revenue from commercialization of research and technology transfer*
- *Revenue generated or cost reduction/avoidance from technology services and products*
- *Cost savings from operating efficiencies*

## GOAL 4

### Improve UT's infrastructure.

1. Implement renovation and new construction projects proposed for the first five years of the Multiple-Campus Master Plan, contingent on available resources.
2. Improve technology infrastructure by implementing a technology strategic plan that transforms all software applications, technical infrastructure and cloud-based solutions to best serve academic, administrative, research and patient-care processes.
3. Provide a reliable, high-quality, integrated database that supplies common data for all reporting across the enterprise.
4. Enhance library resources to support research excellence.

## Outcomes

- *Completion of projects and initiatives proposed for the first five years of the Multiple-Campus Master Plan*
- *State funds invested annually into deferred maintenance projects*
- *Completion of a UT technology strategic plan*



**V.**

# Reputation and Engagement





## GOAL 1

### Improve and strengthen our national and international reputation, and improve ties at the local and regional levels.

1. Increase UT's position in U.S. News & World Report's top 100 public, national, research university ranking, as well as in other national and international ranking systems appropriate to graduate and professional schools.
2. Increase the national and international prominence of UT faculty, staff and administrators.
3. Explore the feasibility of a globalization strategy that will help increase UT's international reputation and improve its financial health.
4. Develop and implement a community engagement strategy, including an Office of Community Engagement, with appropriate staffing, database and resources funded through reallocation of existing University resources.
5. Establish UT's image as a first-choice destination for high-achieving students.
6. Monitor on-campus activities to maintain a safe environment for all students and employees.

#### Outcomes

- *UT's ranking in U.S. News & World Report among public, national universities*
- *Number of nationally ranked academic programs and departments*
- *Individual program ranking in U.S. News & World Report*
- *Average ACT score of incoming cohort of full-time undergraduate students*
- *UT's designation as a Carnegie Community Engaged Institution*
- *Percentage of students who feel safe on UT campuses as measured by the Campus Climate Survey*



## GOAL 2

### Design a unified branding and marketing process for national and international visibility and reputation-building.

1. Implement a communications and marketing plan to support the Strategic Plan and other UT planning documents.
2. Conduct and execute a brand study for UT and UT's health system.
3. Develop and implement standards to ensure consistent messaging for all UT materials and media.

#### Outcomes

- *Completion of UT branding process and development of consistent messaging*
- *Total favorable mentions in highly valued, national media outlets*
- *Exposure for UT academic programs and research, and UT athletics events*

## GOAL 3

### Grow the UT health-care system to better serve northwest Ohio.

1. Elevate Toledo, Ohio as an academic medical community.
2. Implement strategies designed to build on the clinical strengths of UT Physicians and UTMC, and enhance specialized services needed in the community.
3. Grow the reputation and visibility of health care provision in Toledo by UT faculty, health-care providers, residents and students through strategies specified in the Academic Affiliation Agreement, and the plan for the College of Medicine and Life Sciences.





## Outcomes

- *Center for Medicare and Medicaid Services (CMS) composite quality score*
- *Rating on question “how would you rate your hospital?” in the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS)*
- *Number of new patients*

## GOAL 4

### Increase philanthropy in support of the University’s strategic goals.

1. Maximize UT fundraising through implementation of national best practices in advancement and development, use of technology and education of UT faculty and administrators regarding friendraising and fundraising strategies, and defining explicit expectations related to dean and faculty fundraising.
2. Prioritize fundraising for scholarships to provide broad support for student success and affordability.
3. Increase new philanthropic giving in support of University initiatives as measured by the total amount of new gift commitments in a fiscal year.
4. Implement a comprehensive capital campaign with an appropriate goal based on analysis.

## Outcomes

- *Undergraduate alumni annual giving participation rate*
- *Total fundraising to support the University as measured by total gift amount*
- *Support provided from the UT Foundation to the University*
- *Planning and initiation of a comprehensive capital campaign*



## GOAL 5

### Increase promotion of the “Rocket” brand institutionally, locally, regionally and nationally via marketing and promotional efforts.

1. Compete consistently for Mid-American Conference (MAC) championships in all sport programs and strive for national competitiveness in football and men’s and women’s basketball.
2. Continue to be a MAC leader and further grow programs in terms of competitiveness, student-athlete academic achievement and event attendance/fan experience.
3. Recognize and promote the achievements of student-athlete alumni.
4. Enhance the UT brand and build employee self-identification/pride.

#### Outcomes

- *GPA ranking for student-athletes among all MAC institutions*
- *Fan attendance at UT sporting events*





# OUTCOMES AND RESPONSIBILITIES

OUTCOMES	BASELINE 2016	TARGET 2022	RESPONSIBILITY
<b>I. Student Success and Academic Excellence</b>			
<b>Goal 1: Improve undergraduate student success, retention and degree completion.</b>			
Overall undergraduate first-year retention rate	74%	80%	Provost, all colleges, SA, ODI, OMSS, CISP, SDS
Overall undergraduate six-year graduation rate	43%	50%	Provost, all colleges, SA, ODI, OMSS, CISP, SDS
Percent gap for first-year retention rate between minority students and majority students with similar preparation	5%	0%	Provost, all colleges, SA, ODI, OMSS, CISP, SDS
Percent gap for six-year graduation rate between minority students and majority students with similar preparation	7%	0%	Provost, all colleges, SA, ODI, OMSS, CISP, SDS
Student support as measured by the National Survey of Student Engagement score “support for overall well-being”	UT freshman rate: 2.8 out of 4.0	Exceed the Carnegie Classification mean of 3.0 out of 4.0	Provost, all colleges, SA, ODI, OMSS, CISP, SDS
Reduction in number of undergraduate degree programs that are more than 120 credit hours	4 programs at 120 credits	50% of programs at 120 credits	Provost, all colleges
<b>Goal 2: Improve graduate and professional student success through timely degree completion.</b>			
Two-year graduation rate of full-time master’s degree students	80%	82%	Provost, COGS, all colleges
Graduate and professional students’ entrance exam scores	LSAT: 150.7 MCAT: 29	LSAT 154 MCAT: 34.8	Provost, COGS, all colleges
Licensure and board pass rates	Weighted average rate: 87%	Weighted average rate: 94%	Provost, COGS, all colleges
Percent of graduating medical residents who enter practice in northwest Ohio	40%	60%	COMLS
Number of new residencies or fellowships available at ProMedica Toledo Hospital and ProMedica Toledo Children’s Hospital	15 residency and 12 fellowship programs	Increase by 8 in total	COMLS
<b>Goal 3: Prepare students for advanced academic studies and career success.</b>			
Program-level student learning outcomes, assessments and achievements aligned to UT’s Institutional Student Learning Outcomes as documented in an annual review process	0%	100%	Provost, all colleges, IR

OUTCOMES	BASELINE 2016	TARGET 2022	RESPONSIBILITY
Percentage of distance-learning courses that are Quality Matters-certified or meet Quality Matters standards	6% certified + 6% meeting standards	33% certified. All new and revised online courses meet QM standards.	Provost, all colleges, DL
Number of undergraduate-to-graduate pipeline programs	6	10	Provost, all colleges, COGS
Undergraduate participation rates in experiential learning	65%	80%	Provost, all colleges, CELCS
Undergraduate student placement rate	76%	85%	Provost, all colleges, CELCS

## II. Research, Scholarship and Creative Activities

### Goal 1: Achieve national recognition for research excellence.

Implement plan for two areas of excellence: biomedical and environmental sustainability research (spring 2018: implementation and investment plan, developed by the faculty, will be in place. 2022: implementation and investment plan will be 100% completed for its 5-year goal.)	0% completed	100% completed	R&SP, provost, president, appropriate deans and all colleges
Additional areas of excellence to be identified, in collaboration with faculty, with plans for implementation (spring 2018: additional areas of excellence developed by the faculty will be identified with master plans for implementation. 2022: implementation and investment plan will be 100% completed for its 5-year goal.)	0% completed	100% completed	R&SP, provost, president, appropriate deans and all colleges

### Goal 2: Increase the national prominence of faculty derived from their research, scholarship, and creative and performing arts activities.

UT's national ranking in research expenditures	190	160	R&SP, GR, COGS
UT's ranking in research and development expenditures among Ohio public universities	6th	3rd	R&SP, GR, COGS
Number of faculty publications in high-impact and high-profile journals, with program faculty identifying those journals relating to their disciplines	Baseline will be determined when faculty activity reporting software becomes operational in AY 2017-18	Goal to be determined after establishment of baseline	Provost, all colleges, R&SP, IR

OUTCOMES	BASELINE 2016	TARGET 2022	RESPONSIBILITY
Number of faculty who are fellows of selected national societies, hold leadership positions in national organizations or serve on national grant-review panels or study groups	Baseline will be determined when faculty activity reporting software becomes operational in AY 2017-18	Goal to be determined after establishment of baseline	Provost, all colleges, R&SP, IR
Number of faculty and staff participating in local research and community engagement activities	Baseline will be determined when faculty activity reporting software becomes operational in AY 2017-18	Goal to be determined after establishment of baseline	Provost, all colleges, R&SP, SA, CE

### Goal 3: Reinvent and reinvest in research processes to improve productivity.

Carnegie Classification for UT's research activity and graduate programs	R2 Doctoral Research University and Research Doctoral: Comprehensive Programs with Medical/Veterinary School	R2 Doctoral Research University and Research Doctoral: Comprehensive Programs with Medical/Veterinary School	President, provost, R&SP, GR, COGS, IR
Investment in research support infrastructure	Baseline will be determined after completion of assessment in summer 2017	Investment in research support infrastructure will be at the level of aspirational peers	R&SP, Comp, IT, F&A

## III. Faculty, Staff and Alumni

### Goal 1: Foster a culture of excellence by supporting retention, career progression and high job satisfaction for staff.

Retention rate of non-faculty staff	79.25%	83%	HR&TD
-------------------------------------	--------	-----	-------

### Goal 2: Foster a culture of excellence by supporting retention, promotion and high job satisfaction for faculty.

Percent of full professors in the pool of full-time faculty	25.4%	33%	Provost, all colleges
Rate of tenure-track assistant professors achieving tenure and promotion in seven years	78.6%	82%	Provost, all colleges
Average time spent as associate professor before progressing to full professor rank	7.1 years	6.8 years	Provost, all colleges

### Goal 3: Increase diversity among all employees.

Academic and administrative units having approved diversity hiring plans	0%	100%	HR&TD, ODI
--	----	------	------------

OUTCOMES	BASELINE 2016	TARGET 2022	RESPONSIBILITY
Percentage of employees participating in annual diversity training	0%	100%	HR&TD, ODI
<b>Goal 4: Strengthen employee work-life balance, sense of community and pride in work.</b>			
Overall work satisfaction average from a nationally normed campus assessment	Baseline will be determined when survey is initiated in AY 2017-18	Goal to be determined after establishment of baseline	President, provost, HR&TD
<b>Goal 5: Engage alumni, friends and stakeholders meaningfully in the life of the University.</b>			
Number of alumni and friends involved annually in academic programs and co-curricular activities	Baseline will be determined when database of alumni, friends' and stakeholders' involvement in UT becomes operational in AY 2017-18	Goal to be determined after establishment of baseline	Provost, all colleges, Alum
<b>IV. Fiscal Positioning and Infrastructure</b>			
<b>Goal 1: Build a strong financial foundation</b>			
Capital funding increase in the annual operating budget	0%	2% annually	F&A
Net income margin and investment capital of UTMC	0%	5% of net patient revenue	UTMC, F&A
Colleges meeting their agreed-upon contribution goals	0%	100%	Provost, all colleges, DEM, F&A
Key leverage ratios, as measured by annual Moody's ratios	Aa in both key leverage ratios	A in both key leverage ratios	F&A
<b>Goal 2: Ensure adaptability, sustainability and fiscal health for academic programs.</b>			
Number of programs meeting their instructional efficiency goals (student-to-faculty ratios, cost-per-credit-hour, number of organized class sections per faculty FTE) based on national peer data	Baseline will be established in AY 2017-18	80% of programs meet their established goals	Provost, all colleges, F&A, IR
<b>Goal 3: Increase revenue and operating efficiencies.</b>			
Total UT enrollment	20,648	22,000	Provost, all colleges, DEM, F&A
Annual net revenue increase	\$753.7 million	2% annually	F&A

OUTCOMES	BASELINE 2016	TARGET 2022	RESPONSIBILITY
Percentage share of the State Share of Instruction (SSI) funding pool	7.3%	Range within 0.5% of market share	Provost, all colleges, DEM, F&A
Revenue from commercialization of research and technology transfer	FY 2011-14: invention disclosure: 10.0, licenses: 2.2, license income: \$128,629, reimbursement rate: 56%, startups formed: 0.40	UT Technology Transfer will continue to be one of the top performers in Ohio in the areas of invention disclosure, licenses, license income, reimbursement rate and startups formed per \$10 million in research expenditures annually	F&A, R&SP, all colleges
Revenue generated or cost reduction/avoidance from technology services and products	\$1 million	20% growth annually	IT, F&A
Cost savings from operating efficiencies	Baseline will be determined after completion of assessment in AY 2017-18	Goal to be determined after establishment of baseline	F&A
<b>Goal 4: Improve UT's infrastructure.</b>			
Completion of projects and initiatives proposed for the first five years of the Multiple-Campus Master Plan	0%	100%	F&C
State funds invested annually into deferred maintenance projects	\$4.125 million	30% from state funds annually	F&A, F&C, GR
Completion of a UT technology strategic plan	0%	100%	IT
<b>V. Reputation and Engagement</b>			
<b>Goal 1: Improve and strengthen our national and international reputation, and improve ties at the local and regional levels.</b>			
UT's ranking in U.S. News & World Report among public, national universities	133	100	President, provost, all colleges, R&SP, MarCom, GR
Number of nationally ranked academic programs and departments	5	10	President, provost, all colleges, R&SP, MarCom



OUTCOMES	BASELINE 2016	TARGET 2022	RESPONSIBILITY
Individual program ranking in U.S. News & World Report	Medicine 88, Law 144, Doctor of Pharmacy 60, Doctor of Occupational Therapy 37, Graduate Education online 109	Goals to be set by individual colleges	President, Provost, all colleges, R&SP, MarCom
Average ACT score of incoming cohort of full-time undergraduate students	22.8	23.5	Provost, DEM, UA
UT's designation as a Carnegie Community Engaged Institution	Designation in place	Maintain designation through renewal process	President, provost, all colleges, CE, GR
Percentage of students who feel safe on UT campuses as measured by the Campus Climate Survey	83%	Increase by 2% annually	Provost, all colleges, SA, Counsel, CP
<b>Goal 2: Design a unified branding and marketing process for national and international visibility and reputation-building.</b>			
Completion of UT branding process and development of consistent messaging	0%	100%	VPA, MarCom
Total favorable mentions in highly valued, national media outlets	Baseline to be created in 2017	Increase by 5% annually	Provost, all colleges, R&SP, MarCom
Exposure for UT academic programs and research, and UT athletics events	Baseline to be created in 2017	Increase by 5% annually	Provost, all colleges, R&SP, Ath, MarCom
<b>Goal 3: Grow the UT health-care system to better serve northwest Ohio.</b>			
Center for Medicare and Medicaid Services (CMS) composite quality score	National mean is reported as 0	One standard deviation above the national mean	UTMC
Rating on question "how would you rate your hospital" in the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS)	69%	83%	UTMC
Number of new patients	35,049	Increase by 20%	UTMC, UTP
<b>Goal 4: Increase philanthropy in support of the University's strategic goals.</b>			
Undergraduate alumni annual giving participation rate	5.25%	8% with annual growth of 0.25%	VPA, UTF, Alum, Dev
Total fundraising to the University as measured by total gift amount	FY 2016 three-year moving average \$18.3 million	Increase by 5% annually over a three-year rolling average	VPA, UTF, Alum, Dev

OUTCOMES	BASELINE 2016	TARGET 2022	RESPONSIBILITY
Support provided from the UT Foundation to the University	FY 2016 five-year moving average \$14.75 million	Increase by 5% annually over the five-year moving average	VPA, UTF, Dev
Planning and initiation of a comprehensive capital campaign	0%	100%	President, provost, VPA, UTF, Alum, Dev, MarCom
<b>Goal 5: Increase promotion of the “Rocket” brand institutionally, locally, regionally and nationally via marketing and promotional efforts.</b>			
GPA ranking for student-athletes among all Mid-American Conference (MAC) institutions	Ranked 1st among MAC institutions with 3.202 GPA	Maintain 1st ranking among MAC institutions	Provost, all colleges, Ath
Fan attendance at UT sporting events	28,386 attendees to football, men’s and women’s basketball	Increase fan attendance by 2% annually	Ath

## Key

All Colleges	All academic colleges Arts and Letters; Business and Innovation; Judith Herb College of Education; Engineering; Graduate Studies; Health and Human Services; Honors; Law; Medicine and Life Sciences; Natural Sciences and Mathematics; Nursing; Pharmacy and Pharmaceutical Sciences; University College	DL	Distance Learning
Alum	Alumni Relations	F&A	Finance and Administration
Ath	Athletics	F&C	Facilities and Construction
CE	Community Engagement (to be created)	GC	General Counsel
CELCS	Center for Experiential Learning and Career Services	GR	Government Relations
CISP	Center for International Studies and Programs	HR&TA	Human Resources and Talent Development
COGS	College of Graduate Studies	IR	Institutional Research
COMLS	College of Medicine and Life Sciences	IT	Information Technology
Comp	Compliance	MarCom	Marketing and Communications
Counsel	Counseling Center	ODI	Office of Diversity and Inclusion
CP	Community Policing/Campus Police	OMSS	Office of Multicultural Student Success
DEM	Division of Enrollment Management	President	President
Dev	Development	Provost	Provost
		R&SP	Research and Sponsored Programs
		SA	Student Affairs
		SDS	Student Disability Services
		UA	Undergraduate Admission
		UTF	UT Foundation
		UTMC	University of Toledo Medical Center
		UTP	University of Toledo Physicians
		VPA	Vice President for Advancement





THE UNIVERSITY OF  
**TOLEDO**  
1872

[utoledo.edu](http://utoledo.edu)