

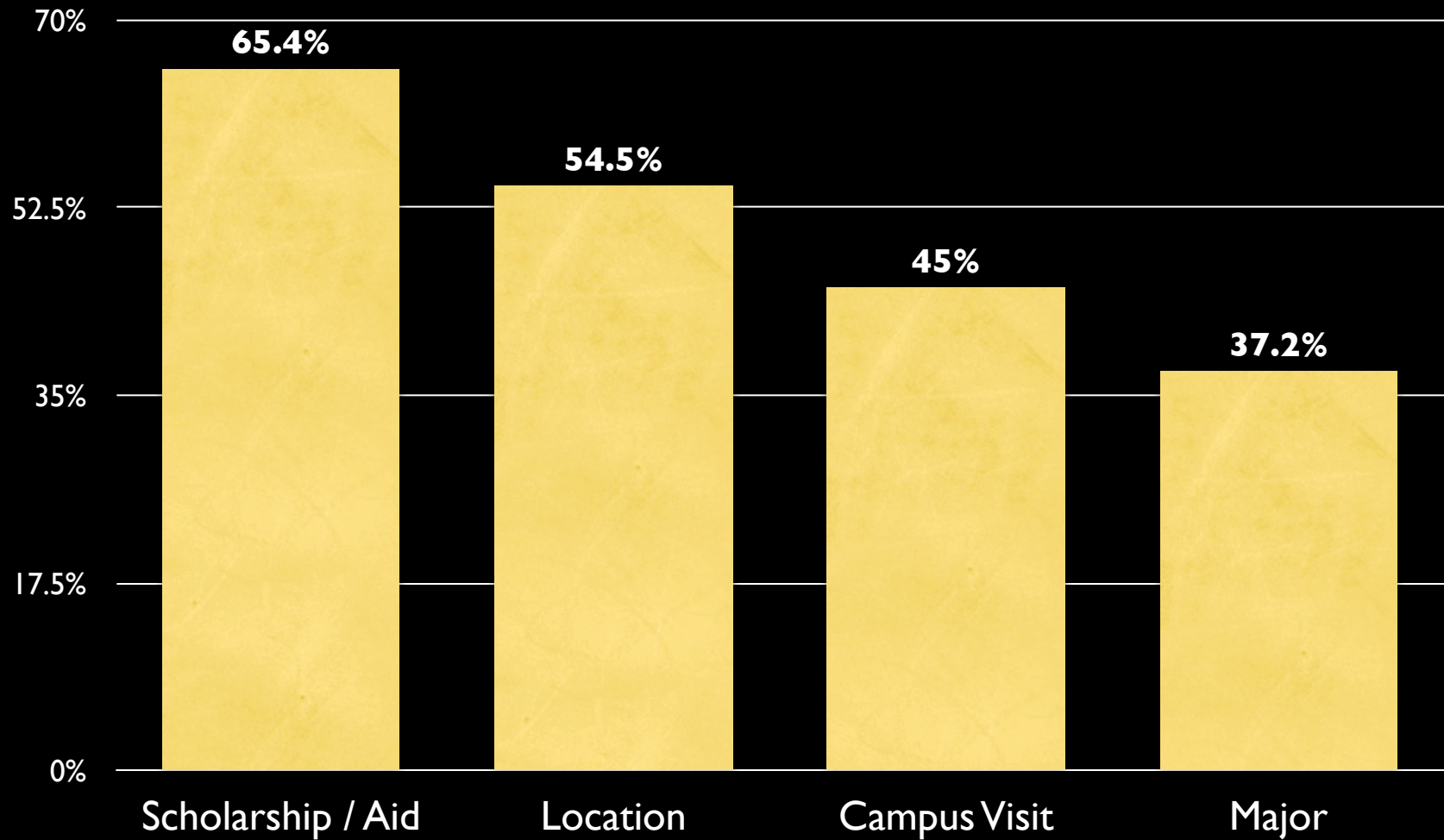


*Imagine.  
2017*

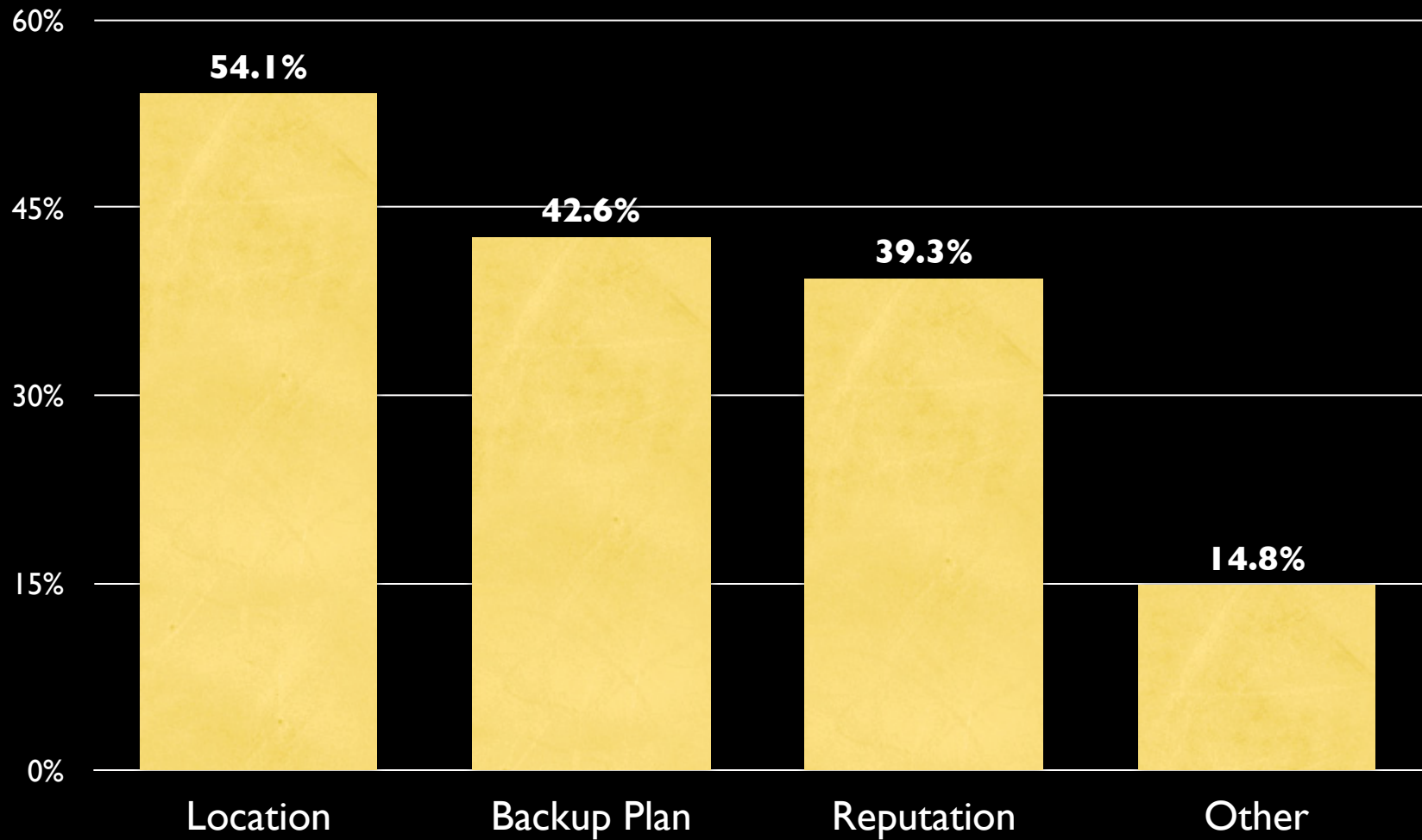
*Main Campus 5-Year Strategic Plan*

The mission of The University of Toledo is to improve the human condition; to enable student success in scholarship and in life; to advance knowledge through excellence in learning, discovery and engagement; and to serve as a diverse, public metropolitan research university.

# What led you to enroll at UT?



# Why didn't you come to UT?





July 22, 2011

## The Master's as the New Bachelor's

By LAURA PAPPANO

William Klein's story may sound familiar to his fellow graduates. After earning his bachelor's in history from the College at Brockport, he found himself living in his parents' Buffalo home, working the same \$7.25-an-hour waiter job he had in high school.

It wasn't that there weren't other jobs out there. It's that they all seemed to want more education. Even tutoring at a for-profit learning center or leading tours at a historic site required a master's. "It's pretty apparent that with the degree I have right now, there are not too many jobs I would want to commit to," Mr. Klein says.

So this fall, he will sharpen his marketability at Rutgers' new master's program in Jewish studies (think teaching, museums and fund-raising in the Jewish community). Jewish studies may not be the first thing that comes to mind as being the road to career advancement, and Mr. Klein is not sure exactly where the degree will lead him (he'd like to work for the Central Intelligence Agency in the Middle East). But he is sure of this: he needs a master's. Browse professional job listings and it's "bachelor's required, master's preferred."

Call it credential inflation. Once derided as the consolation prize for failing to finish a Ph.D. or just a way to kill time waiting out economic downturns, the master's is now the fastest-growing degree. The number awarded, about 657,000 in 2009, has more than doubled since the 1980s, and the rate of increase has quickened substantially in the last couple of years, says Debra W. Stewart, president of the Council of Graduate Schools. Nearly 2 in 25 people age 25 and over have a master's, about the same proportion that had a bachelor's or higher in 1960.

## BGSU to cut 100 faculty positions; move would eliminate nearly 11% of school's faculty this fall

BY MARK REITER  
BLADE STAFF WRITER



Bowling Green State University President Mary Ellen Mazey.

BOWLING GREEN — Nearly 11 percent of Bowling Green State University's faculty will be eliminated for the 2013 fall semester, the school announced Friday.

The reduction of 100 full-time jobs at the main campus and Firelands campus in Huron, Ohio, will be accomplished through attrition, retirements, and the expiration of some one-year teaching contracts, a BGSU spokesman said.

The college has 932 full-time faculty members on the campuses.



## INDUSTRY OUTLOOK

# US Higher Education Outlook Negative in 2013

Revenue Pressure on All Fronts Intensifies Need to Grapple with Traditional Cost Structure

For 2013, Moody's revises its outlook for the entire US higher education sector to negative, marking a shift to negative from stable for even the sector's market leading diversified colleges and universities. The outlook for the remaining majority of the sector remains negative, as it has been since 2009. The new sector-wide negative outlook reflects mounting pressure on all key university revenue sources, requiring bolder actions by university leaders to reduce costs and increase operating efficiency. As the economic growth languishes below previous benchmarks and the federal government seeks to reduce spending in key areas, even market leading universities with diversified revenues are facing diminished prospects for revenue growth. Universities have been restraining costs in response to the weak economic conditions since the 2008-09 financial crisis, but they have only recently begun examining the cost structure of their traditional business model.



# ~~Problem~~

1. Brand.
2. Undergraduate degree.
3. For-profits & MOOCs.
4. International education.
5. Under-prepared students.
6. Declining enrollments.
7. Faculty mix & career paths.
8. Funding & financial model.
9. Academic structures.
10. Morale.

# Solution

1. Enhanced honors college.
2. Experiential learning (Digerati).
3. UTXnet World Campus.
4. Hybrid & flipped classrooms (UTC).
5. YouCollege (Apple Higher Ed).
6. Pricing/aid & student-centeredness.
7. Professors of Practice.
8. \$36 million stepwise process.
9. New colleges & partnerships.
10. University Council.



*Joseph Scott*  
HONORS COLLEGE

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THE UNIVERSITY OF TOLEDO

 *Imagine.*  
2017

*A UT System of Higher Education*

**TEACHING**

**RESEARCH**

**SERVICE**



 *Imagine.*  
2017

ENGINEERING

MEDICINE

SCIENCE AND MATH

HEALTH SCIENCES

LAW

CRIMINAL JUSTICE &  
HUMAN SERVICES



PHARMACY

NURSING

BUSINESS

EDUCATION

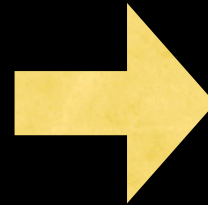
HUMANITIES &  
SOCIAL SCIENCES

COMMUNICATION

VISUAL AND PERFORMING ARTS



# Us-Centered University



# Student-Centered University



The **big splash** created by these 10 strategies is:

1. UT will have a nationally known and distinguished undergraduate honors college with large numbers of well-prepared students who earn their undergraduate degrees in three years and their advanced degrees in accelerated timeframes, which greatly enhances their chances of success in the job market.
2. UT will have grown its graduate and professional programs.
3. UT will have used new academic technologies and new pedagogies to improve learning and the career potential of all students. The overall student experience will be better.
4. UT will have lowered the cost of higher education and created a sustainable economic model that provides sufficient resources to ensure academic quality.



# Main Campus Road to Greatness



End Here

Great Outcomes  
(Graduation & Career Success)



**INTERNS  
WANTED**



**ACCOUNTABILITY  
IS WHAT MATTERS**



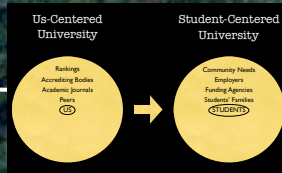
Learning Assessment  
(Measurement & Improvement)

Enabling Technology  
(Efficient Systems & Processes)

Expert Faculty & Staff  
(Teaching, Research & Service)

Experiential Learning  
(Internships and Much More!)

Student-Centeredness  
(Student Life & Services)



Great Teamwork  
(Skilled Leadership)

Start Here



Main Campus Strategic Plan  
(The Plan for Academic Distinction)



Beautiful Facilities  
(Orderly and Clean)



*Engaging the Present.*



*Creating the Future.*