



# Directions *2011*

**The Strategic Plan of the University of Toledo**

# The Process

- Workgroups were formed and provided significant, informing contexts on UT's points of distinction, megatrends, the education revolution, outreach and engagement, health care access, land use, finance and an analysis of Directions 2007
- During the January 2010 Meeting of the Whole, the Strategic Plan Committee agreed to keep the six primary themes of undergraduate education, graduate and professional education, research and technology transfer, learning environment, health care access and deliver; and outreach and global engagement. and workgroups were established based on these themes and three implementation groups focusing on distinction, land use and finance were formed
- Directions 2011 would provide direction for a downside economy, align with the state strategic plan, include implementation strategies and metrics



# The Process

- From January 2010 through September 2010, the workgroups met monthly, developing goals, subgoals, implementation strategies and metrics that would become the final draft of Directions 2011
- The document began to develop connections between groups as subgoals and implementation strategies began to take shape
- Beginning in October 2010, the draft of Directions 2011 was honed into one voice and reviewed by Jamie Barlowe, Chuck Lehnert and Dr. Jacobs until a final draft was ready for review by the Ad Hoc Committee for Strategic Planning of the Board of Trustees
- In January 2011, the Ad Hoc Committee for Strategic Planning met and a motion was approved to forward Directions 2011 to the full Board of Trustees for discussion

# Stakeholder Input

**Extensive participation was invaluable in the development of Directions 2011 from stakeholders such as:**

- Trustees
- Senior Administration
- Faculty Senate Executive Committee
- Deans
- Faculty
- Students
- Staff
- Alumni
- Parents
- Community Members
- Government Leaders



# Meetings & Events

- Monthly “Meetings of the Whole”
- “Question of the Week” campaign
- Workgroup meetings
- Faculty Senate Executive Committee meetings
- Senior Leadership meetings
- Professional Staff Assoc. meetings
- Stakeholder Evaluation Sessions  
3 day event in May 2010
- Faculty Input & Evaluation meetings  
2 day event September 2011



# Transparency

The process was completely transparent:

- Website | [www.utoledo.edu/strategicplan](http://www.utoledo.edu/strategicplan)
- Videotaping “Meetings of the Whole”
- Facebook
- Twitter
- Epsilen
- UT News
- The Independent Collegian



Strategic Plan  
Website

FOLLOW US ON  
**epsilen**

# Strategic Documents

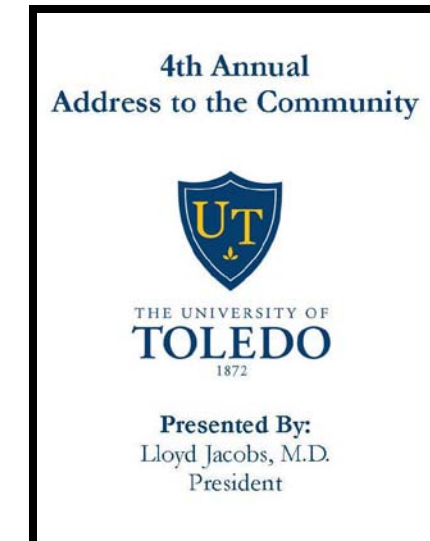
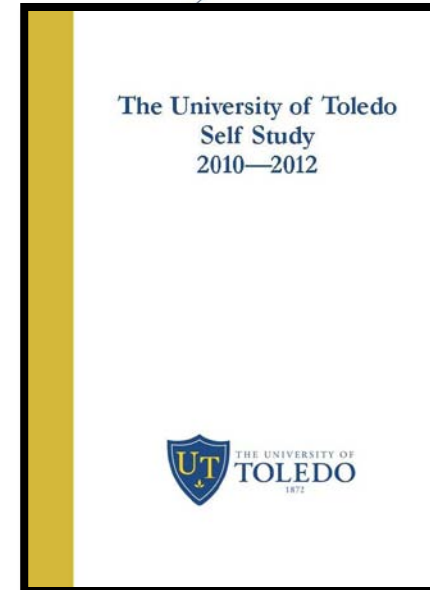
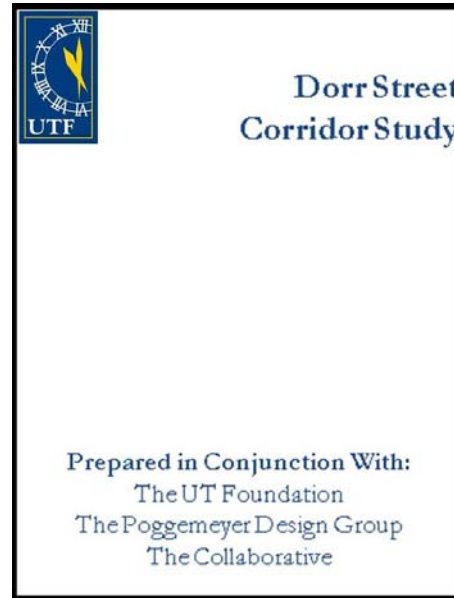
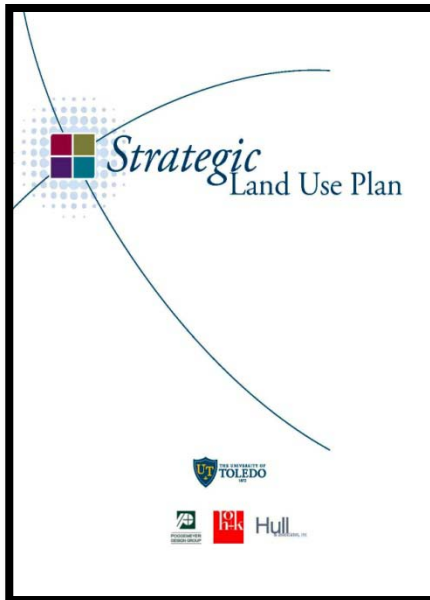
## Strategic Plan for Higher Education 2008-2017

Submitted by Eric D. Fingerhut,  
Chancellor, Ohio Board of Regents

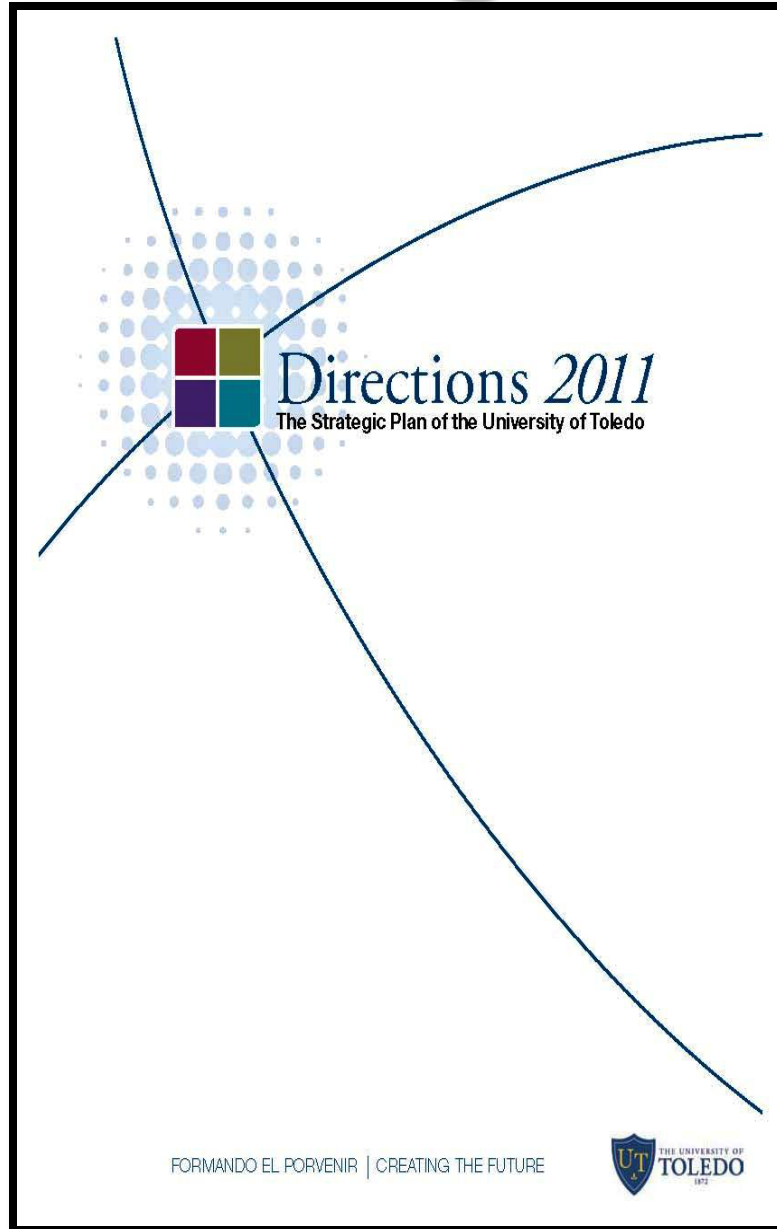


Ohio Board of Regents

For Executive Governor University Systems of Ohio  
Eric D. Fingerhut, Chancellor



# The Strategic Plan

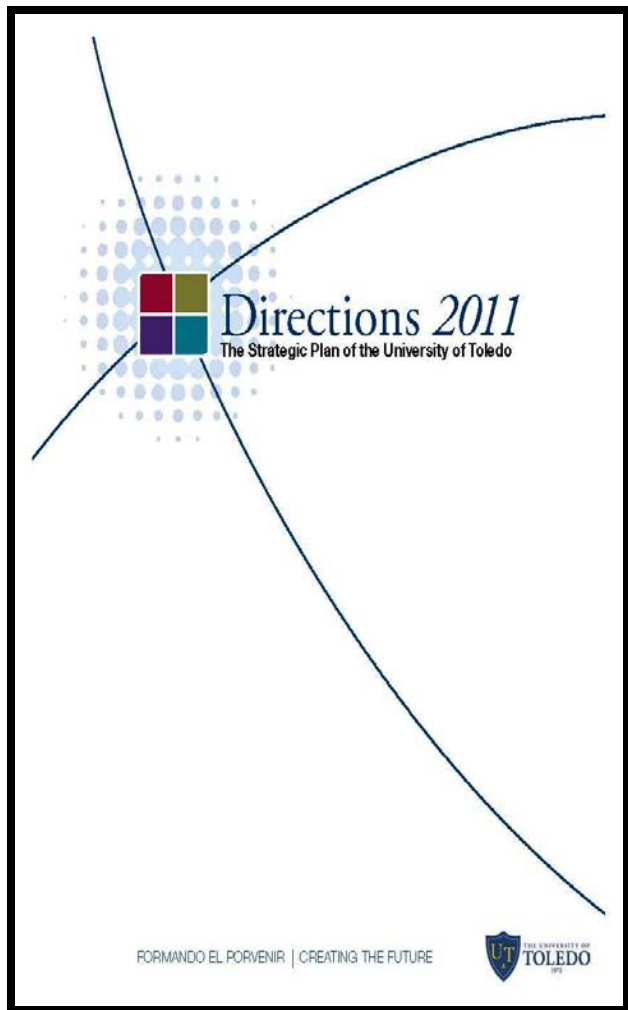


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# Goal 1:

## Undergraduate Academic Programs

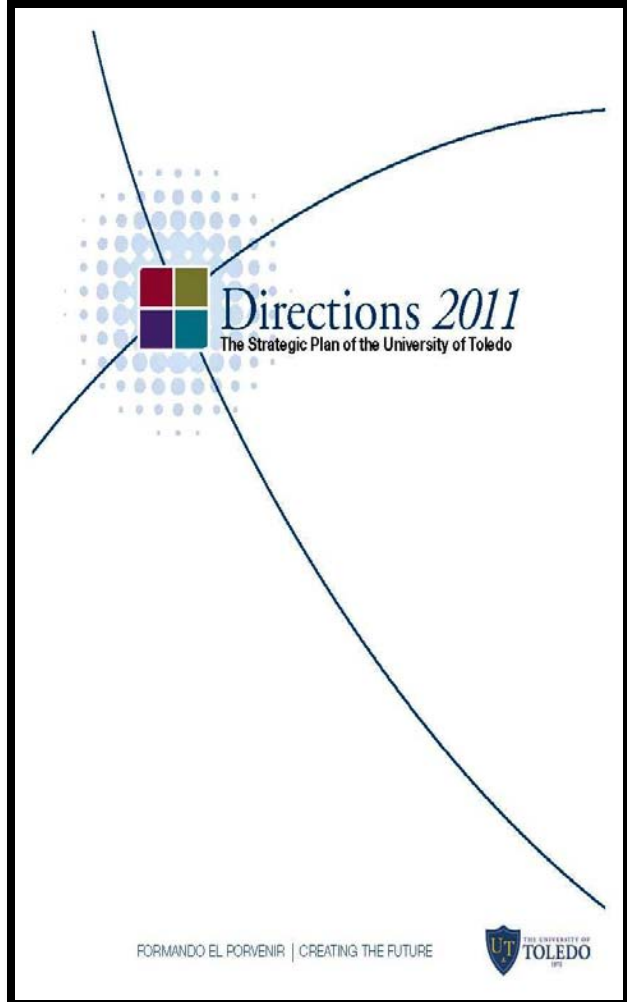


Our undergraduate academic programs will be regionally distinguished and highly ranked nationally. The undergraduate experience at UT will provide exceptional student centeredness and a learner-driven focus, which combine for a personally satisfying, professionally relevant and affordable education.

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- Includes subgoals focusing on learner-centeredness, STEMM, accessibility, affordability and enrollment
  - Metrics for each subgoal that target retention rates, STEMM and Liberal Arts integration, study abroad/away, student costs and admission standards

# Goal 2:

## Graduate & Professional Academic Programs

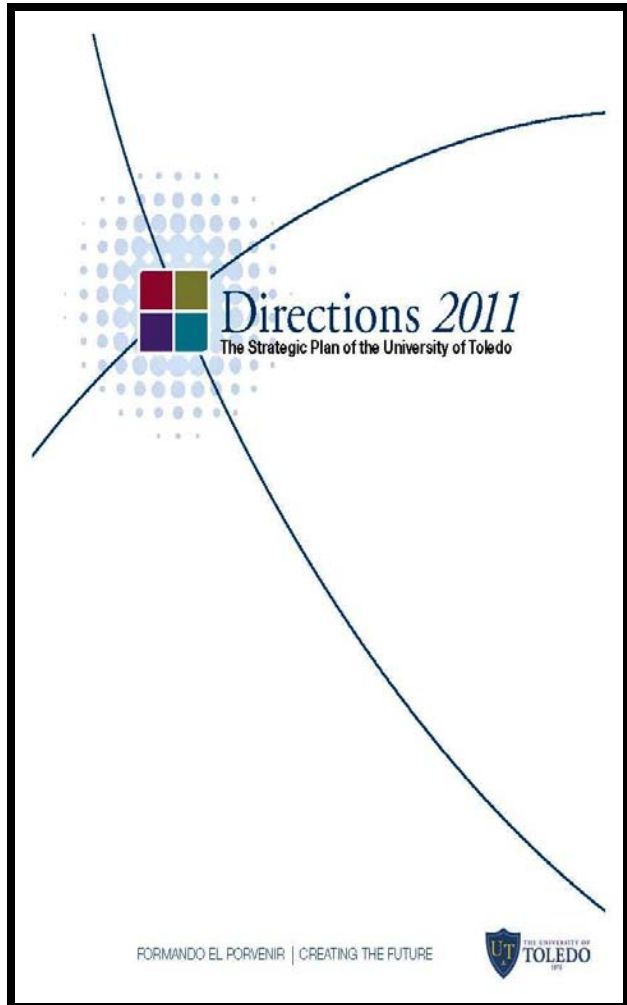


Our graduate and professional academic programs will be regionally relevant, nationally distinguished and highly ranked. These programs at UT will be known for high quality while maintaining accessibility, affordability and engagement. STEMM and professional programs will have high visibility.

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- Includes subgoals focusing on program quality, affordability, recruitment and economic leadership
  - Metrics for each subgoal that target degrees awarded, job placement, resources, competitiveness, student diversity and cooperative experience

# Goal 3:

## Research, Technology Transfer & Incubation

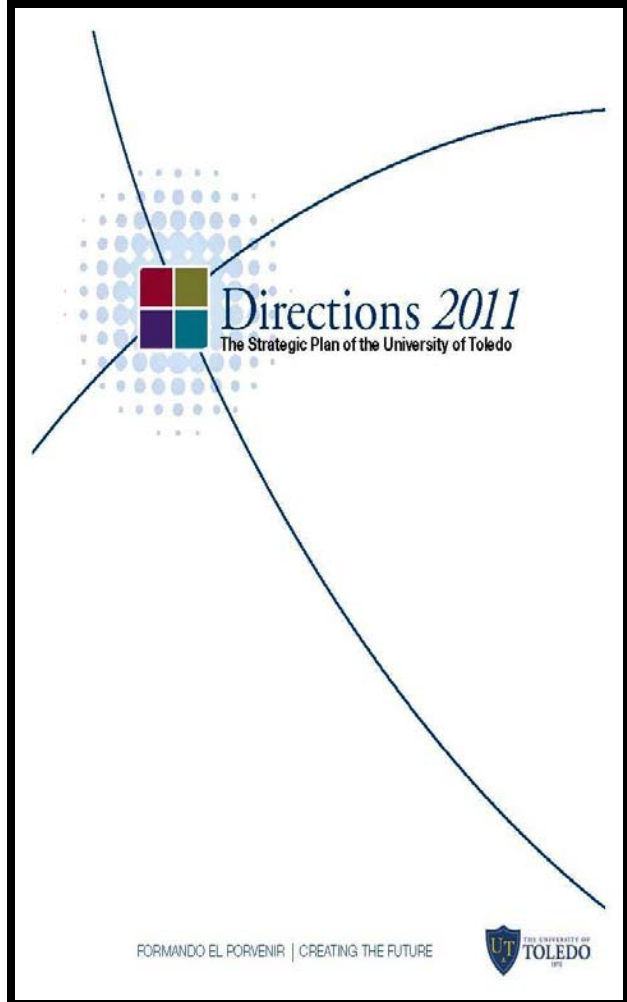


We will enhance UT's standing as a major metropolitan research university with internationally recognized areas of research, scholarship and creative activity.

- Includes subgoals focusing on the culture of research and scholarship, research ranking, collaboration, centers and institutes, technology transfer, incubation and research infrastructure
- Metrics for each subgoal that target faculty workload credit for research and scholarship, external research funding, federal research and development, research collaboration, external funding for centers and institutes, research and technology transfer ranking and laboratory infrastructure

# Goal 4:

## Learning Environment

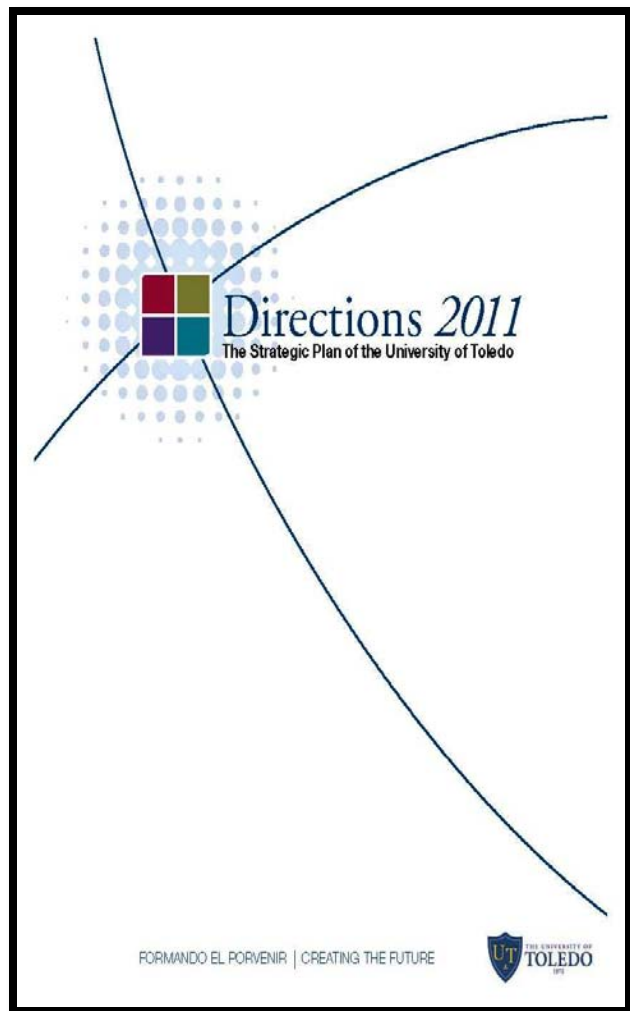


We will be distinguished for our learner-centered environment and for our relevant programs in a vibrant, safe and healthy environment that enhance the engagement of our UT community with our stakeholders.

- Includes subgoals focusing on the quality of programs and experiences, diversity, integration of academic and residential life, infrastructure, services the learning environment around the campus
- Metrics for each subgoal that target online education, blended courses, retention rates, living learning communities, technology, academic journey and the learning environment on and around campus

# Goal 5:

## Health Care Access & Delivery



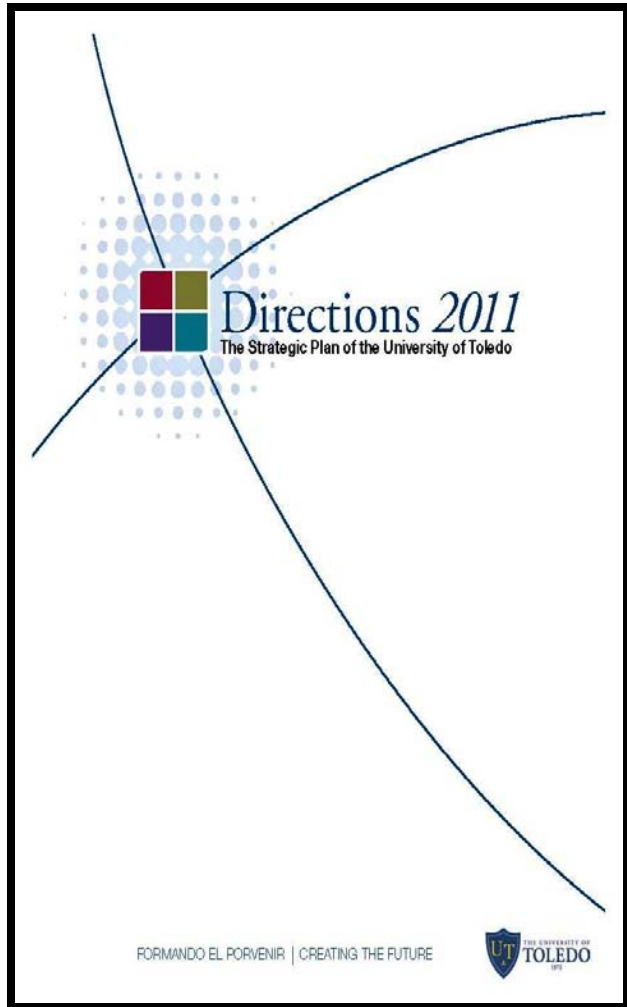
We will be a top-tier academic health care delivery system.

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- Includes subgoals focusing on quality personalized health care, academic and clinical affiliations, wellness, disease prevention and early diagnosis, state-of-art technology, expansion of our clinical base, health care reform, access, quality, graduate education and simulation programs
- Metrics for each subgoal that target enrollment in CDHP programs, number of graduates who stay in the area after graduation, area health index, paperless records, market share, compliance, residency opportunities and simulation center experience

# Goal 6:

## Outreach & Global Engagement



We will be distinguished for our community outreach and global engagement. We will be a key driver in the revitalization of the region's economy and quality of life.

- Includes subgoals focusing on the community and global outreach activities, professional development, continuing education, partnerships, economic development, K-12 education, global engagement and workforce development
- Metrics for each subgoal that targets service learning, continuing education/lifelong learning programs, internships, business creation, unemployment, assistance to TPS, global engagement and Centers of Excellence

*Directions 2011 represents the vision of hundreds of University stakeholders including faculty, staff, administrators, trustees and community members. Grounded in our University mission, vision and values, it will create the future for The University of Toledo and our regional, national and global communities.*

