



DIRECTIONS:
The University of Toledo

“We are what we repeatedly do. Excellence, then, is not an act, but a habit.”
(Aristotle, 384 - 322 B.C.)

Approved by the Board of Trustees 3/19/07

Directions: The University of Toledo

Table of Contents

Executive Strategic Planning Committee Membership	3
Mission Statement, Core Values and Vision	4
Preamble	5
Strategic Directions	
I. Undergraduate Directions	6
II. Graduate and Professional Directions.....	8
III. Research Directions	9
IV. Student-centeredness and Campus Directions	11
V. Health Care Access and Delivery Directions.....	12
VI. Outreach and Engagement Directions	13
Epilogue	14

Executive Strategic Planning Committee (ESPC)

Membership

Al Baker	LeRoy Pepion
Barbara Berebitsky	Penny Poplin Gosetti
John Barrett	Joseph Sawasky
Jacob Bieszczad	Joseph Shapiro
Curtis Black	Robert Sheehan
Carol Bresnahan	Vern Snyder
Lawrence Burns	Rick Stansley
Nicole Cassidy	Amy Steves
George Chapman	Olivia Summons
Lawrence Elmer	John Szuch
Max Funk	Joel Todd
Jeffrey Gold, Co-chair	Norma Tomlinson
Thomas Gutteridge, Co-chair	Margaret Traband
Stacy Hollopeter	George Tucker
Glenn Lipscomb	Joan Uhl Browne
William Logie	Kathy Vasquez
Patricia Metting	Mary Jo Waldock
Jeri Milstead	Lillian Walsh
Daniel Morissette	Steve Weathers
Michael O'Brien	Doug Wilkerson
Sue Ott Rowlands	Carter Wilson
Kaye Patten Wallace	

Acknowledgements

The Committee acknowledges with grateful appreciation the outstanding contributions of Nikki Russell and Sandy Whitman in providing extremely valuable support services throughout this process. We would also like to acknowledge with much gratitude Dr. David Adamany for sharing his experience, his time and his insights with the ESPC. We would like to recognize in particular the countless volunteer hours and leadership provided by our student members.



MISSION STATEMENT

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

CORE VALUES

- I. **Compassion, Professionalism and Respect:** Treat every individual with kindness, dignity and care; consider the thoughts and ideas of others inside and outside of the University with a strong commitment to exemplary personal and institutional altruism, accountability, integrity and honor.
- II. **Discovery, Learning and Communication:** Vigorously pursue and widely share new knowledge; expand the understanding of existing knowledge; develop the knowledge, skills and competencies of students, faculty, staff and the community while promoting a culture of lifelong learning.
- III. **Diversity, Integrity and Teamwork:** Create an environment that values and fosters diversity; earn the trust and commitment of colleagues and the communities served; provide a collaborative and supportive work environment, based upon stewardship and advocacy, that adheres to the highest ethical standard.
- IV. **Engagement, Outreach and Service:** Provide services that meet students' and regional needs and where possible exceed expectations; be a global resource and the partner of choice for education, individual development and health care, as well as a center of excellence for cultural, athletic and other events.
- V. **Excellence, Focus and Innovation:** Strive, individually and collectively, to achieve the highest level of focus, quality and pride in all endeavors; continuously improve operations; engage in reflective planning and innovative risk-taking in an environment of academic freedom and responsibility.
- VI. **Wellness, Healing and Safety:** Promote the physical and mental well-being and safety of others, including students, faculty and staff; provide the highest levels of health promotion, disease prevention, treatment and healing possible for those in need within the community and around the world.

VISION

The University of Toledo is a transformative force for the world. As such, The University of Toledo will become a thriving student-centered, community-engaged, comprehensive research university known for its strong liberal arts core and multiple nationally ranked professional colleges, and distinguished by exceptional strength in science and technology.

PREAMBLE

On July 1, 2006, The University of Toledo and the Medical University of Ohio merged to become one new institution. In August of 2006, a large and diverse group of faculty, administrators, students, trustees and community members were brought together as the Executive Strategic Planning Committee to develop a strategic plan for our new university. In response to the committee's request, a "straw" strategic document was prepared by President Jacobs to stimulate discussion and create further thoughts about the University's future. As the work progressed, several draft documents were circulated for discussion, within the committee and the university community as a whole. By late fall 2006, the committee had created a draft of the strategic plan.

The University of Toledo's Strategic Plan is titled Directions: The University of Toledo. *Direction*, as a word or concept, carries many meanings, several of which are pertinent to the strategic planning process. From an institutional perspective, *direction* speaks to the way in which an organization moves; the way in which an organization develops. An institution with *direction* is one with a definite vision or purpose. In the arts, *direction* refers to the creation of an imaginative elaboration of a piece of music or a dramatic text. Faculty of a university provide *direction* to facilitate student learning. Directions: The University of Toledo specifies goals designed to move the University forward and to define the institution as an excellent, financially-sound, stable entity that is strategically poised for growth. The breadth of this document embraces the comprehensive nature of the University – the arts as well as the sciences, the abstract as well as the applied, the creative as well as the prescriptive – and thereby weaves together the fabric of the institution.

Our undergraduate enrollment should expand with a growth target that reflects available capacity, student demand and state funding policies. The Directions document calls for The University of Toledo to invest its resources in graduate programs that achieve wide recognition and economic self-sufficiency. The plan calls for the University: to remain true to its mission as a metropolitan research university; to understand its historical strengths; and to identify and capitalize on new opportunities arising from the merger and other factors. At the same time, the institution must respond to the changing demographics of students (e.g., increases in returning adults and other non-traditional groups), the labor market needs in and beyond the northwest Ohio region, the opportunities and challenges presented by our expanding global context, and the obligation to engage its community in the areas of health, economic vitality, education, culture, and social issues.

The University of Toledo must build upon current and future strengths as it continues on a journey of ever-increasing excellence. These strengths include establishing and expanding distinctive collaborative projects and endeavors with local and regional businesses, governmental agencies, PK-12 educational systems, other universities and colleges, and healthcare organizations. These partnerships will span the areas of education, research and community-based service. The University will strongly embrace and further develop a widely diverse environment.

The Directions document proposes six broad objectives and related strategies, the order of which is not intended to reflect prioritization. Each of these strategies and broad objectives is considered important to the success of the University.

STRATEGIC DIRECTIONS

- I. **The undergraduate academic programs at UT will be regionally distinguished and highly ranked nationally. The undergraduate experience will provide exceptional student-centeredness and a consumer-driven focus, which combine to ensure a personally satisfying and professionally relevant education.**

The University will pursue the following strategies to attain this goal:

1. Develop policies and align resources to increase the undergraduate population to at least 20,000 students, with enrollments that match labor market needs and student demands, consistent with high quality and financial viability.
2. Develop and implement innovative ways to integrate the knowledge and skills of STEM² (Science, Technology, Engineering, Mathematics and Medicine, as defined by federal and state legislatures) and related disciplines with liberal arts and broader humanistic traditions.
3. Strengthen the general education curriculum to emphasize university-level skill proficiency and a shared core experience. We will also enhance the relevance of the core to professional, science and technology programs.
4. Implement innovative ways to integrate science and technology literacy throughout the curriculum as a pathway to full societal participation.
5. Strengthen relationships between students and faculty through an increased commitment to student-centeredness.
6. Develop selected degree-completion and certificate programs, both for transfer students and for nontraditional students, based on a careful analysis of regional economic needs and in collaboration with employers and two-year institutions.
7. Engage students across all academic disciplines in student-centered learning and provide meaningful opportunities to work with faculty mentors in conducting, presenting, and publishing scholarly, creative and scientific research.
8. Employ the principles of engaged adult learning throughout the undergraduate programs.
9. Establish college-specific selective admission standards in all colleges and innovative admission criteria where appropriate. We will establish a portal of entry and an educational process for students not meeting selective admission standards. The University also will support undecided students, those in individualized programs, and students with majors spanning multiple academic units.

10. Develop a reputation for successful programs, cultures and tools supporting the lifelong learning of our students, faculty, staff and alumni through effective and accessible advising, exemplary mentorship and advanced information services.
11. Advance the scope and effectiveness of our distance learning and educational information technology. We will develop cutting-edge electronic communities for undergraduate student learning and research.
12. Build on areas of excellence across disciplines to develop startling interdisciplinary collaborations and synergies leading to new innovative programs and majors.
13. Enhance student success and retention activities, including programs for supplemental instruction, tutoring, living and learning communities, first-year experience, and mentoring by peers, faculty and the community.
14. Increase opportunities for service learning, co-ops, internships, international and other real world experiences across all disciplines.
15. Expand the utilization of clinical/professional faculty in appropriate undergraduate disciplines focusing on the combination of teaching, applied research and community engagement.

II. The graduate and professional academic programs at UT will be widely distinguished and highly ranked nationally. These programs will gain prominence for being exceptionally student-centered, consumer-driven, and career-focused with particular recognition for science, technology and professional studies.

The University will pursue the following strategies to attain this goal:

1. Develop policies and align resources to increase the reputation of and enrollment in graduate and professional programs based upon quality and a careful analysis of investment return and market demand.
2. Expand existing and add new graduate level programs in STEM² areas, professional schools and other academic disciplines that demonstrate the ability to grow and be self-sustaining through enrollment and/or external funding.
3. Engage faculty and students in a thriving entrepreneurial environment.
4. Integrate the University and the community to an unprecedented degree by seeking real world experiences and mentorship. Refine and strengthen relationships with regional, national and global institutions to align and strengthen educational objectives and outcomes.
5. Develop a strong student-centered infrastructure that will attract graduate students of the highest caliber, through such means as graduate research and teaching assistantships, postdoctoral fellowships, scholarships and grants.
6. Strengthen internal alignment between undergraduate, graduate and professional programs. Our undergraduate programs will be seen by current and prospective students as a preferred portal to our graduate and professional degrees.
7. Achieve pre-eminence through the sponsorship of high-profile conferences and events, as well as through leadership in professional organizations and scholarly publications.
8. Employ the principles of successful adult learning throughout the graduate degree and professional career programs.
9. Advance the scope and effectiveness of our distance learning and educational information technology. We will develop cutting-edge electronic communities for graduate student learning and research.
10. Expand the utilization of clinical/professional faculty in appropriate graduate disciplines focusing on the combination of teaching, applied research and community engagement.

III. **We will be highly distinguished and ranked internationally as a leader in research and intellectual property transfer focusing on seven (7) strategically selected thematic areas across multiple academic units.**

The University will pursue the following strategies to attain this goal:

1. Invest in the following areas of research excellence:
 - a. **Environmental Impacts on Health**, focusing on the interaction between human activity and the environment, especially the impacts on life and wellness, through an assessment of geographical information, the source and disposition of pollutants, human physiology, economic sustainability, technologies and related factors.
 - b. **Energy Sustainability and Conservation**, focusing on the development of renewable energy sources, such as solar cells and biofuels, as well as the creation of advanced materials and infrastructure, enhanced intermodal transportation networks, and urban planning.
 - c. **Translational Interfaces of Health Sciences, Engineering and Clinical Care**, focusing on cell signaling and other basic processes as applied to disease prevention and treatment. We will align this research with the clinical focus areas of cancer, cardiovascular disease, transplantation, immunology, degenerative neurological conditions, musculoskeletal diseases and trauma.
 - d. **Public Engagement, Regional Economic Revitalization and Global Competitiveness**, focusing on applied research critical to a highly engaged metropolitan university and developing enhanced mechanisms for accessing policy development and decision making authorities.
 - e. **Science and Technology Education**, focusing on transformational PK-12 educational programs emphasizing scientific literacy and career preparation, based on benchmarked outcomes research.
 - f. **Health Care Delivery Systems**, focusing on the revitalization, technology advances and management leadership of health care delivery systems.
 - g. **Search for Origins**, focusing on the origin and development of life and the universe, and the related scientific, cosmological, philosophical, anthropological, cultural and religious theories.
2. Emphasize relevant basic science and translational aspects of research in each specific area and work closely with the intellectual property and technology transfer efforts of the institution.

3. Institute procedures for the ongoing review of additional areas of strategic research focus. The above list of research foci may be modified over time based upon objective indicators of excellence, including sources of extramural support.
4. Recruit and retain self-motivated and productive faculty members, staff and students, emphasizing these selected areas of research.
5. Develop and align the programs of our academic units to support optimally these areas of research excellence.
6. Encourage and develop interdisciplinary institutes and centers to support optimally and enhance identified areas of research excellence within a global context.

IV. We will be distinguished for our student-centeredness and for our vibrant programs and environment that enhance the sense of community on our campuses and in the surrounding areas.

The University will pursue the following strategies to attain this goal:

1. Provide high quality programs and services to meet the educational, recreational, cultural and social needs of all of our students, faculty and staff.
2. Realize the strength and distinction to be derived from diversity in all its dimensions. We will recruit, retain and celebrate a diverse university community as an integral part of our journey of excellence and the enrichment of our university life.
3. Create and sustain a student-centered learning environment that provides quality classroom and laboratory space and cutting-edge campus technology.
4. Provide a full spectrum of innovative student services in a customer-oriented environment to promote recruitment, retention, graduation and career success of all of our student populations.
5. Integrate academic and residential life to provide opportunities for students to be connected, involved and engaged in a safe, supportive and environmentally sustainable global community.
6. Create a “University Town” environment on and surrounding our campuses.
7. Strengthen the cooperation and communication between the University and the surrounding neighborhoods built on a principle of mutual respect.

V. **We will be recognized for our high quality clinical enterprise and as a transformational force in the ongoing evolution of regional and national health care delivery systems. The clinical enterprise will remain an integral part of our academic mission and our fiscal well-being.**

The University will pursue the following strategies to attain this goal:

1. Develop a consumer-driven vision of health care that concentrates on access, wellness, disease prevention and successful aging. We will exemplify this vision with products and services available to our employees, students and community.
2. Expand and mature our educational, research and clinical relationships with the regional clinical practices, community pharmacy settings and affiliated hospital systems so that our clinical educational programs continue to grow in quantity and quality while being protected and nurtured in the regional health care delivery system.
3. Develop a focus in the health care professional colleges and an emphasis throughout the institution on wellness and disease prevention, in addition to early stage disease detection and management. Employ this focus to optimize and coordinate the health care of our employees, families and students along a clearly defined wellness-based strategy.
4. Develop and utilize state-of-the-art and highly innovative information technology to enhance the delivery of health care while expanding patient safety, quality of care, confidentiality and autonomy.
5. Expand substantially the out-patient clinical base of the health care access system, including significant growth in satellite ambulatory locations, medication management and delivery, and regional health care professional partnerships, and become an industry leader in innovative risk management strategies.
6. Selectively grow in-patient clinical services related to the featured academic strategic tracks, including space, staff, equipment and resources. We will provide exemplary integrated space for graduate and undergraduate health education and clinical research programs.
7. Enhance the quality of and access to student and employee health care for our University and others in the region. This care will be highly patient centered, with near-instantaneous service provision, follow-up and communication, and managed with concierge-like services.
8. Improve the quality, increase the quantity and enhance the diversity of graduate medical educational opportunities in our health care system and in the region. We will expand the recruitment and retention of our graduates into the broad spectrum of our graduate medical education programs. These programs will become exemplars for quality and competency-based accreditation standards.

VI. We will provide leadership in the rejuvenation of the economy of northwest Ohio, and will expand our community outreach and global engagement.

The University will pursue the following strategies to attain this goal:

1. Implement an exemplary technology transfer pathway to move our discoveries into the marketplace, seeking academic, legislative, philanthropic, and corporate support to accomplish this goal.
2. Develop, lead, and actively participate in a science and technology corridor, defined as both the location and mechanism for licensure, incubation, acceleration, and commercialization of discoveries, with multiple partnerships and other strategic relationships that reinforce our leadership position.
3. Enhance our role in business attraction, entrepreneurship, and the development of technology-based, globally competitive enterprises.
4. Become a leader in the revitalization of our community through knowledge-sharing partnerships to improve the region's economic, educational, health, cultural and civic quality of life.
5. Strengthen our commitment to and involvement with our PK-12 educational partners to ensure that all students achieve the basic skills necessary for success in higher education and lifelong learning.
6. Create a culture that promotes active lifelong learning for professional leadership, civic engagement and personal success.
7. Provide convenient, workplace-relevant, professional development and continuing educational opportunities.
8. Expand community access to our rich intellectual, cultural and intercollegiate athletic opportunities.
9. Champion the development of a "University Town District" in the areas adjacent to the Main Campus that integrates university, community and private partnerships as appropriate.
10. Align university research, workforce development and engagement efforts with the community in the following *UT Signature Areas*:
 - a. Advanced Materials
 - b. Biosciences and Health Care
 - c. Advanced Engineering and Manufacturing
 - d. Alternative and Advanced Energy
 - e. Logistics and Distribution

EPILOGUE

The University will pursue these strategic objectives, each of which is identified as a pathway to increasing our visibility and distinguishing us as a premier research and teaching university, as well as a world-class clinical enterprise. Our academic programs, research and outreach will achieve regional, national and global prominence and high ranking consistent with the stated Directions.

This Directions document focuses on excellence as a way to position The University of Toledo as a top-tier comprehensive research institution with profound strengths in science and technology. We acknowledge the pursuit of excellence as an evolutionary journey. Therefore, this document is intended to be a living plan: one that is continually reviewed; assessed for effectiveness and relevance; and modified as appropriate. The University of Toledo commits itself to the identification of appropriate assessment metrics, acquisition of outcomes data, and a process of ongoing outcome-oriented, strategic self-examination.

In executing this Directions document, the University will exercise the highest degree of fiscal responsibility. These strategic initiatives and their associated financial wellness may require the adoption of innovative risk assessment and management strategies that expand the University's capabilities through experience and reduce our overall costs. These strategies must be implemented in conjunction with ongoing self-examination. In so doing, we will create industry-leading risk management policies and procedures that continue to improve safety and reduce liabilities.

The University will develop a process and implementation timeline for this Directions document, including alignment with college, support and auxiliary unit strategic plans, development of specific action items and the creation of implementation plans. This process will include the utilization of existing strategic committees and organizational groups and the development of new groups, as necessary. Further, we will utilize a model of shared governance to realize our vision and to achieve the strategic objectives outlined in this document. We will also promote individual self-esteem and institutional pride through collaboration and open communication.

The University of Toledo is committed to lifelong learning, continuous improvement and the professional development of our students and alumni. Accordingly, the University will be a driving force in regional health, economic growth, translational research, and undergraduate, graduate and professional education within the context of a widely diverse institution. We will seek to improve the human condition and, in so doing, fulfill our obligations to the State of Ohio, our community, our students and ourselves.