THE UNIVERSITY OF TOLEDO'S

PATH TO EXCELLENCE:

STRATEGIC PLAN
2017-2022

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Context

The University of Toledo Strategic Plan (SP) provides a road map for UT to follow for the next five years to ensure successful growth and building towards a planned, long-term future.

- A planning committee comprised of 25 representatives from all areas of the UT community, including the Board of Trustees, guided the development of the plan.

- Input on the plan was collected through more than 150 meetings held by the Strategic Planning Committee with institutional sector groups, unit leaders and their teams, and the public through listening and sharing sessions, working groups and surveys.

- More than 1,000 individuals participated in meetings to provide input.

- University needs and issues arising from the SP process were first organized into a SWOT (strengths, weaknesses, opportunities, threats) analysis.

- Five major areas of focus emerged from the SWOT analysis and listening sessions, each with attendant goals, strategies and outcome targets.

- This plan links with and provides a comprehensive umbrella for other recent UT strategic planning endeavors, including the Strategic Enrollment Plan, Multiple-campus Master Plan, Economic Impact Study and Strategic Plan for Diversity and Inclusion. Individual key goals and performance indicators advanced in these plans are not repeated here, but are endorsed by this plan for their importance to UT.

- Throughout the planning process, there was a call for revision of UT's mission, vision and values to match the emerging themes and goals of the Strategic Plan. Specific input was collected through electronic survey regarding mission, vision and title from sharing sessions with the Strategic Planning Committee, Deans' Council and Executive Leadership Team, as well as with faculty, staff and students. This input was collected in late February and March 2017, and then folded into discussion by the SP Coordinating Committee with President Gaber and supported by creative input from the staff of University Marketing and Communications. The list of values was organized during the same period through a Delphi study that utilized panels of faculty, staff and students nominated from each college. The mission, vision and values have recently been reviewed by the Executive Leadership Team and Deans' Council. Thus, this presentation for public comment also includes revised mission, vision and values statements.

- The funding of initiatives identified in the Strategic Plan is contingent on the strategic reallocation of existing resources within the context of a transparent and predictable budget.

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

UT 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

Diversity

I.

Student Success and Academic Excellence

GOAL

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

1. Implement the 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 curriculum and co-curriculum to enhance the quality of the UT educational experience, especially through establishment of a First-Year Experience program, follow-on Second Year experience 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. Increase the number of 120-credit-hour undergraduate programs.

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 National Survey of Student Engagement score on "Support for overall well-being"*

- *Number of 120-credit-hour undergraduate programs*

GOAL

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

1. Implement the diversity and inclusion initiatives listed in the Strategic Plan for Diversity and Inclusion, as relates to graduate and professional students.

2. Create alternative degree pathways into and out of graduate and professional programs, both domestic and international.

3. Enhance first-time success rate of professional students on board and licensure exams.

4. 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.

5. Enhance professional and career development for all graduate students.

Outcomes

- *Two-year graduation rates of full-time master 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 Toledo Children's Hospital*

GOAL

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

1. Improve the undergraduate student learning experience by documenting that each academic program and its specific program outcomes align with and achieve UT's Institutional Student Learning Outcomes.

2. Use data in formative and summative academic program review and assessment to inform decisions to improve existing, or establish new, programs.

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 and opportunities for undergraduate students.

6. Increase undergraduate student placement rate.

7. Incorporate diversity education in the curriculum for all students.

Outcomes

- *Academic programs with student learning outcomes, assessments and achievements documented in their annual review process through a nationally standardized tool*

- *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*

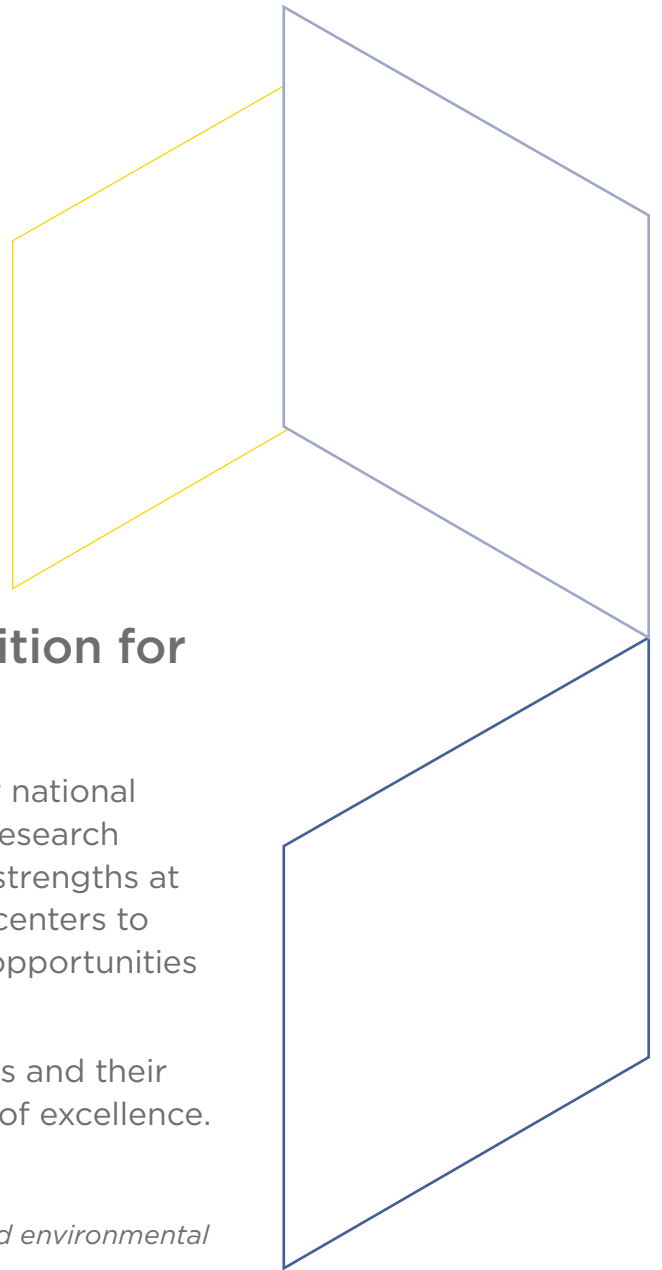- *Undergraduate student placement rate*

II.

Research, Scholarship and Creative Activities

GOAL

A. 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 faculty strengths at the University, unique assets and centers to support research excellence and opportunities for growth and development.

2. Improve graduate student qualities and their placement success in these areas of excellence.

Outcomes

- *Implemented plan for the biomedical and environmental sustainability areas*

- *Additional areas of excellence to be identified, in collaboration with faculty, with plans for implementation*
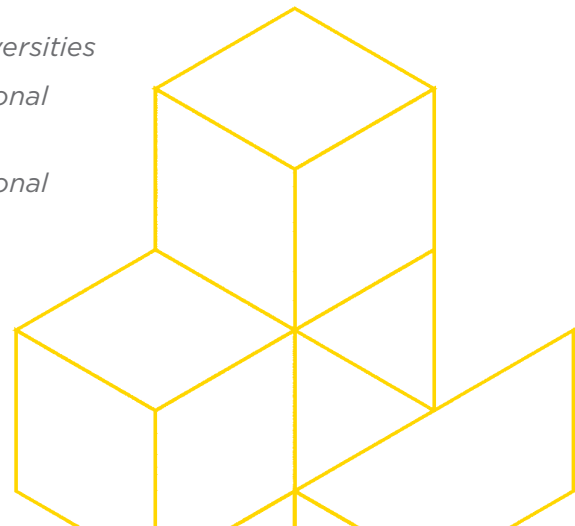
GOAL

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

1. Empower faculty and staff through enhanced support services, training and policies that foster an enriched environment to increase their national prominence.

2. Increase emphasis on research and scholarship excellence in the University, college, and departmental 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. 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.

Outcomes

- *UT's national ranking in research expenditures*
- *UT's ranking in public research universities and development expenditures among Ohio public universities*
- *Number of faculty publications in high-impact national and international journals*
- *Number of faculty who are fellows of selected national societies*

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

1. Invest strategically in faculty and academic programs to maintain UT's Carnegie Classification as R2 Doctoral Research University and Research Doctoral: Comprehensive Programs with Medical/Veterinary School in the next evaluation cycle.

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. Foster community engagement in research, creative activities and performing arts collaborations through an external community partner advisory board.

Outcomes

- *Carnegie Classification on research activity and graduate programs*
- *Investment in research support infrastructure*
- *Number of faculty, staff and students participating in local research and community engagement activities*

III.

Faculty, Staff and Alumni

GOAL

A. 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

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

1. Analyze workforce needs and plan appropriately.

2. Revise the classification plan to align to human resource needs, to map career advancement options and to address succession needs for all colleges and units, across all campuses.

3. Revise and fully implement the mandatory annual review process based on best practices, including provision of appropriate training for supervisors in feedback methodology.

Outcomes

- *Retention rate of non-faculty staff*

GOAL

C. 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 promotion and tenure process to increase their professional reputation.

3. Make promoting and supporting faculty research an explicit expectation of dean and chair responsibilities, and part of their formal annual performance evaluation.

4. Increase the number of faculty publications in high-impact-factor international journals.

5. Explore the establishment of separate research, teaching and service/outreach excellence tracks that provide pathways to full professor.

6. Formalize, through policies and guidelines, faculty tiers of research active, research intensive and research excellent to ensure that faculty will receive support, in the form of resources and time allocation, to strengthen their competitiveness compared to peer institutions.

7. Recognize lecturers who make significant contributions to teaching, learning and student success.

8. 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*

- *Progression of associate to full professor rank by average time spent in associate professor rank*
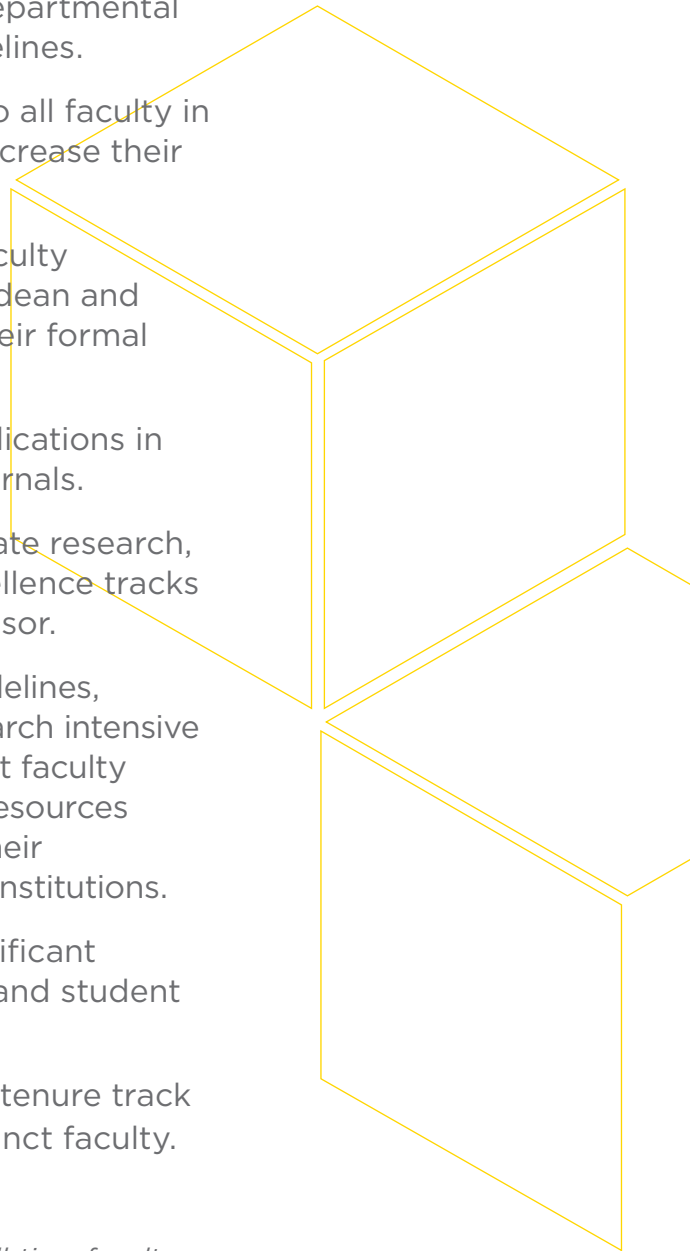
GOAL

D. Strengthen employee work/life balance, sense of community and pride in work.

1. Increase 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., HealthyU, 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

E. 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 to speak with 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

GOAL

A. 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 re-investment 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*
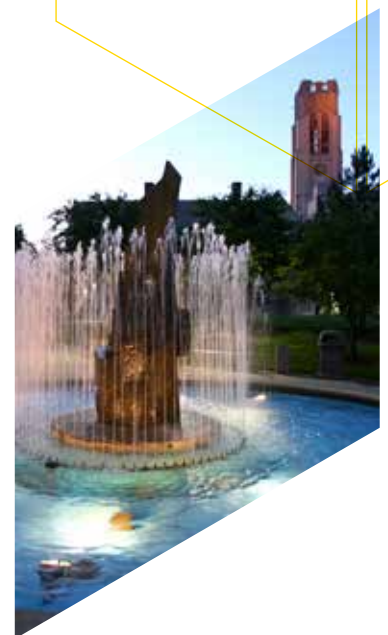
GOAL

B. **Ensure adaptability, sustainability and fiscal health for academic programs.**

1. Develop and implement performance goals relating to enrollment, research and revenue-generating opportunities for each of the colleges.

2. Establish goals 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; and align resource allocation with student-to-faculty ratio and cost-per-credit hours, based on national cost study reports.

3. Budget allocations are to be 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*
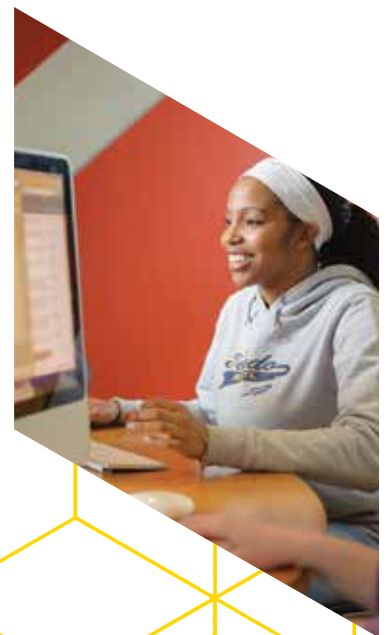
C. Increase revenue and operating efficiencies.

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 comprehensive review of administrative functions, operational processes and indirect cost recovery.

6. Utilize the Information Technology division 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*
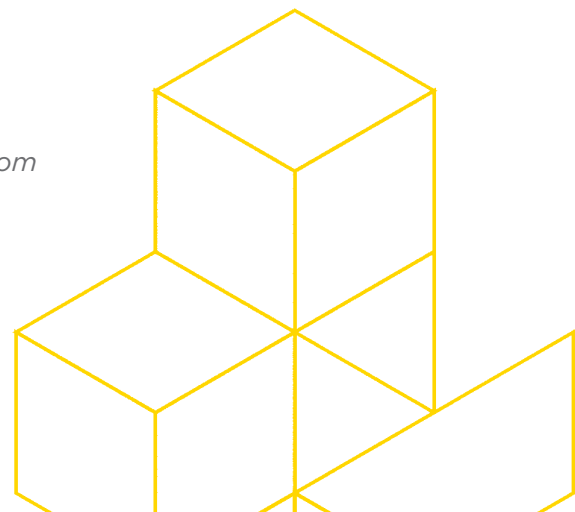
GOAL

D. 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 service 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 the UT Technology Strategic Plan*

V.

Reputation and Engagement

GOAL

A. Improve and strengthen our national and international reputation, and improve ties at the local and regional level.

1. Increase UT's presence in *U.S. News & World Report* in the top 100 public national research university ranking and in other national and international ranking systems appropriate to graduate and professional schools.

2. Increase the national prominence of UT faculty, staff and administrators.

3. Analyze the landscape for a globalization strategy.

4. Develop and implement a community engagement strategy, including an Office of Community Engagement, with appropriate staffing and resources funded through reallocation of existing University resources.

5. Monitor incidents on a continuous basis that threaten students' safety on campus and implement plans to address them.

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 campus as measured by the Campus Climate Survey*

GOAL

B. 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 consistent messaging*

- *Total favorable mentions in highly valued national media outlets*

- *Exposure for UT academic programs and research, and UT athletics events*
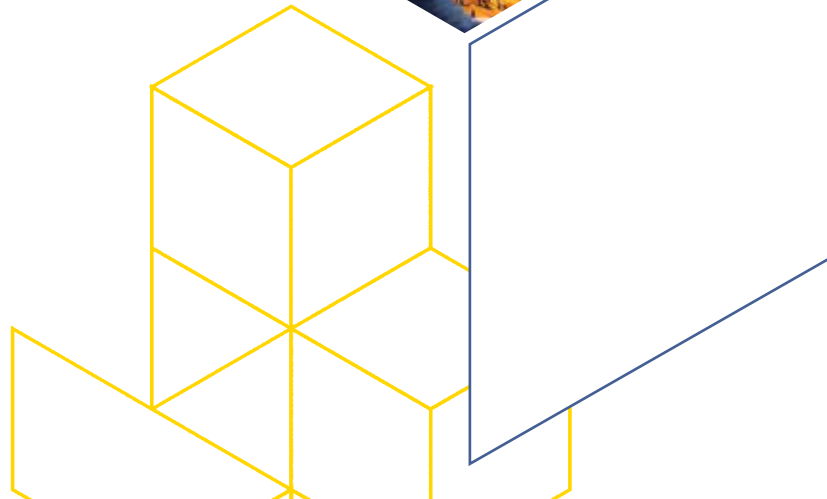
GOAL

C. Grow the reputation and visibility of health care in Toledo provided by UT physicians, health-care providers, residents and students.

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 College of Medicine and Life Sciences.

Outcomes

- *CMS composite quality score (Center for Medicare and Medicaid Services)*

- *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

D. 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 friend- and fund-raising strategies, and explicit expectation of dean and faculty responsibilities relative to fundraising.

2. Prioritize fundraising for scholarships to provide broad support for student success and affordability.

3. 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 dollar amount*
- *Planning and initiation of a comprehensive capital campaign*

GOAL

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

1. Continue to be a consistent academic and competitive leader in athletics, including attendance and fan experience, among all Mid-American Conference (MAC) institutions.

2. Recognize and promote the achievements of student-athlete alumni.

3. 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*
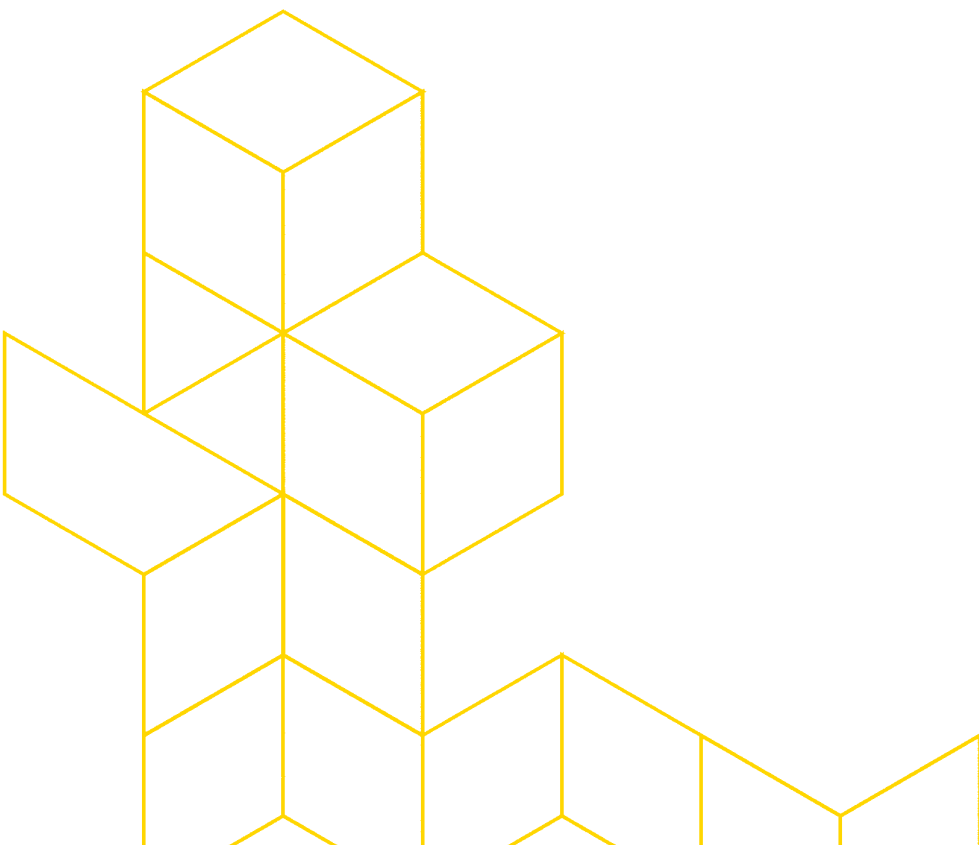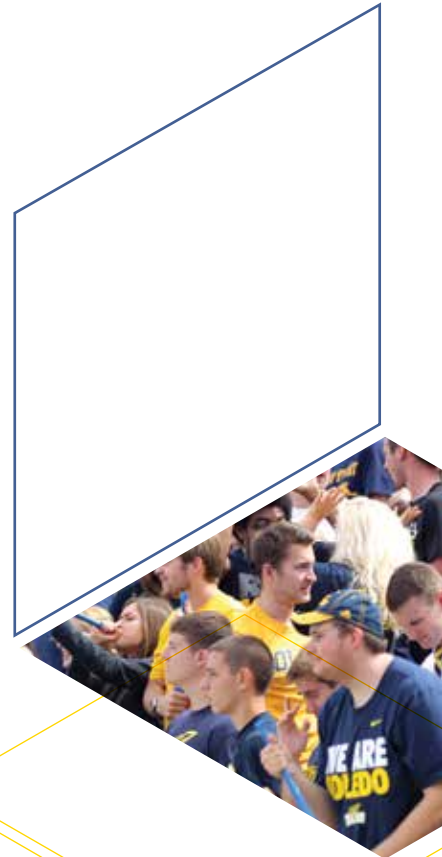
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