



THE UNIVERSITY OF  
**TOLEDO**





# University of Toledo Strategic Planning

Where we are in the process

February 2017



# Strategic Planning Committee

- Co-Chairs: Dr. Anthony Quinn and Dr. Laurie Dinnebeil
- Coordinating committee: Dr. Dinnebeil, Dr. Quinn, Dr. Andrew Hsu, Matt Schroeder
- 24 committee members with representation across the University, including trustees, administrators, faculty, staff, students and community



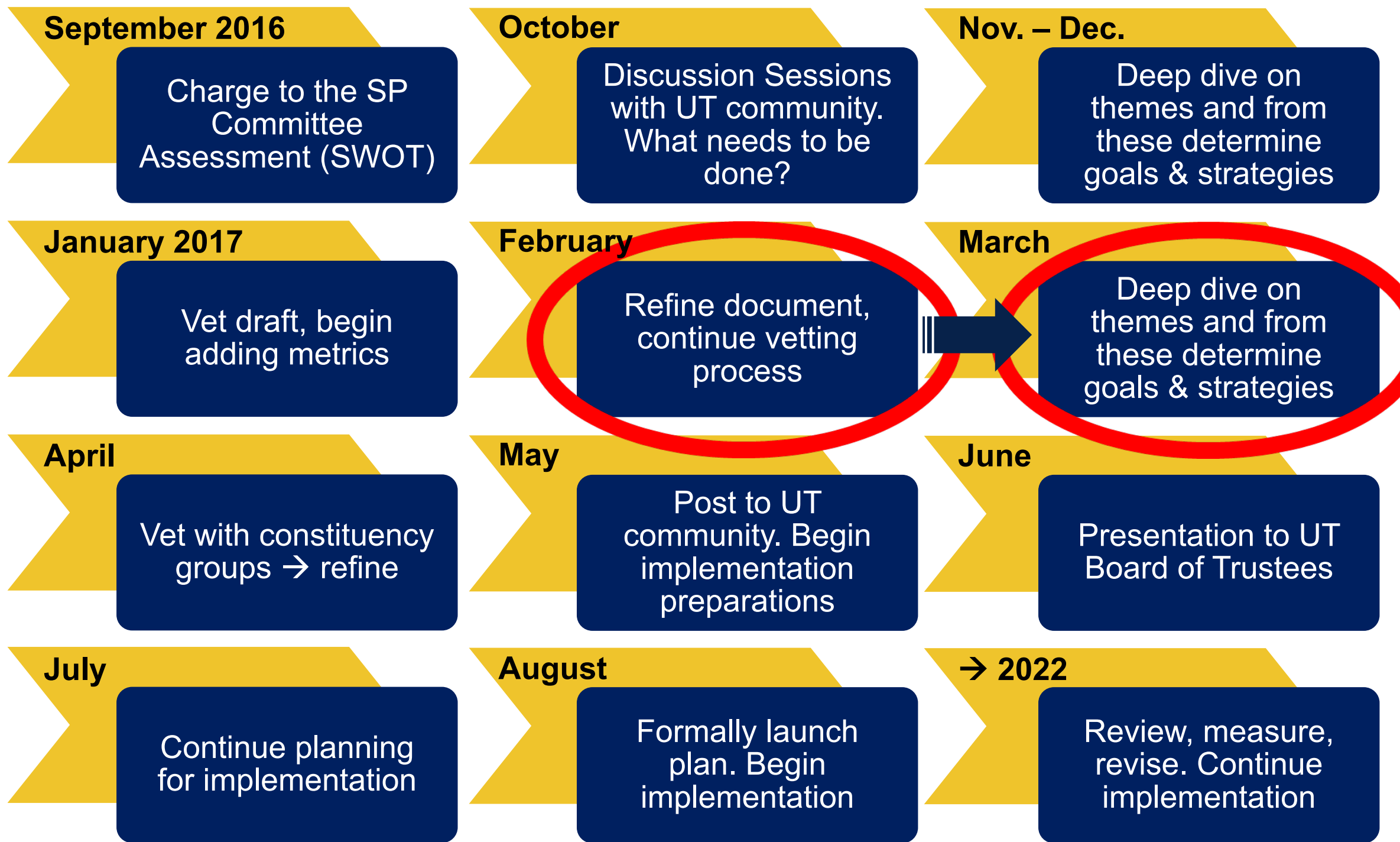
# What is the UT SP process?

- Grass roots, bottom-up
- Organic
- Iterative
- Feedback loops
- Comprehensive
- Institution-wide





# Where we are now



# Where are we in building the plan?

- **Mission, Vision, Values, Purpose**
- **Areas of Focus:** What is our focus?
- **Goals:** What are the big things to accomplish?
- **Strategies:** How are we going to get there?
- **Action Items:** (proposed now/refined in next weeks): What will we actually do?
- **Metrics:** (Performance Indicators): How will we measure progress?
- **Responsibility:** Who will be responsible for what?
- **Financials:** How will we fund our efforts?
- **Final Report:** How will we introduce the plan to the public?

STARTED

COMPLETED



# Evolving structure of UT Strategic Plan

## Areas of Focus

- Student Success and Academic Excellence
- Research, Scholarship and Creative Activities
- Faculty, Staff and Alumni
- Fiscal Positioning & Infrastructure
- Reputation and Engagement

## Cross-Cutting Themes

- Athletics
- Communications
- Community Engagement
- Diversity and Inclusion
- Fundraising
- Innovation
- Technology
- UT's Health System



# I. Student Success & Academic Excellence

## A. Improve undergraduate student success

1. Increase retention and academic success for all undergraduate students
2. Strengthen co-curricular activities to enhance the quality of the UT experience

## B. Increase graduate and professional student success

1. Increase retention and academic success for all graduate and professional students
2. Elevate engagement of graduate and professional students in scholarship, research and advanced creative endeavors





# I. Student Success & Academic Excellence

## C. Advance educational excellence and academic quality

1. Implement or enhance nationally proven high-impact educational practices
2. Establish Institutional Student Learning Outcomes that include integrative problem-solving, civic-, global-, applied-learning and specialized knowledge specific to majors
3. Prepare students for career and workforce success

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

1. Utilize academic review process outcomes to improve academic programs
2. Increase enrollment



# II. Research, Scholarship & Creative Activities

## A. Enhance UT's national position as a research institution

1. Achieve national recognition in 2-5 areas of research excellence
2. Establish high levels of expectations and empower faculty and staff to exceed these levels in research, scholarship and creative endeavors
3. Broaden the national prominence of faculty derived from their research, scholarship and creative and performing arts activities

## B. Improve support, infrastructure and partnerships

1. Reinvent research processes to improve productivity
2. Foster community engagement through research, creative activities and performing arts collaborations that have relevance locally, regionally and internationally



# III. Faculty, Staff and Alumni

**A. Increase diversity among all employees**

**B. Promote staff success on all campuses**

1. Ensure employee retention and high job satisfaction
2. Address employee work/life balance, sense of community and pride in work

**C. Promote faculty success on all campuses**

1. Foster a culture of excellence
2. Support retention and promotion of faculty and clinicians

**D. Engage alumni and friends more meaningfully in academic programs and co-curricular activities**





# IV. Fiscal Positioning & Infrastructure

## A. Build a strong financial foundation

1. Develop robust budget strategy and process
2. Increase revenue through targeted enrollment growth
3. Generate new revenue sources
4. Maximize UT's position in the State Share of Instruction formula
5. Optimize operating expenses
6. Improve the financial performance of the colleges
7. Upgrade capital investment and debt management
8. Align pricing and discounting with peer institutions



# IV. Fiscal Positioning & Infrastructure

## B. Improve UT's infrastructure

1. Implement UT's Campus Master Plan
2. Improve technology infrastructure

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# V. Reputation & Engagement

## A. Build UT's image of excellence

1. Improve and strengthen our national reputation
2. Design a unified branding and marketing process for national and international visibility and reputation-building
3. Strengthen community ties at the local and regional level
4. Grow the UT Health System to better serve Northwest Ohio
5. Improve international reputation and visibility

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

## C. Celebrate Athletics

1. Increase promotion of the "Rocket" brand institutionally, locally, regionally and nationally via marketing and promotional efforts
2. Enhance support for student-athletes

