

# CHANGING THE STUDENT EXPERIENCE



2011-2012 STRATEGIC PLAN OF ACTION  
President's Senior Leadership Team

## An Executive Summary... And A New Pledge

The fundamental objective addressed in the Student Experience Strategic Plan 2011 is to create a distinctive, nationally recognized student experience by realigning the university culture and climate. This student-centered, engaging academic environment will be achieved by focusing on improving overall retention rates, increasing enrollment and recruitment of higher-achieving students. Student service improvement and development along with institutional transparency will be key factors in this journey.

The core focus will be to cultivate interdepartmental relationships with the aim of enmeshing faculty and staff into a new pledge. This pledge is not just to Ohioans. It is not just to Americans. It is a pledge to anyone in search of knowledge and a better life. This pledge will be to uphold our mission to “...improve the human condition” through learning, support, and an inspiring educational environment. The realization of these objectives will promise our students that the cutting-edge education they receive at the University of Toledo will be matched with an unparalleled student experience.

Over the next three years we will transform our University in several manners. In the first year, we will focus on improving our academic and support services. Services currently provided will be evaluated against those utilized by top performing universities across the United States. We will embrace freshmen to our campus-community through exciting social and career opportunities. Partnerships with our deans, faculty, and most importantly our students will ensure that University of Toledo students feel fulfilled and prepared for their career choices. Providing academic support and quality will only be part of our first-year aims. We will work with our academic and support departments to foster community and business relationships for the purpose of strengthening student career opportunities.

The second year of action will continue the advancement of university best-practices. Students will view their academic advisors as partners in success extending far beyond the traditional duties of course selection, scheduling, and registration. The student-staff connection will be strengthened and we will engage them into helping us transform the University’s culture. They will succeed because we will identify and target populations at-risk of attrition, and ensure that we provide them with the tools for success. All UT students will graduate and know that we provided them with student experiences that will last their lifetimes.

By our third year, the programs we have fostered will be evaluated to gauge retention and recruitment improvement rates. We will continue our successful initiatives and look to other areas of improving the student experience in order to promote the University’s sustainability.

Transforming a university’s culture to one of student-centeredness has been the momentous mission of every great institution. Since 1872, The University of Toledo has striven to be such an institution. Today, a new way of doing business emerges. One less faculty and staff-focused, and more student-centered. This is our new pledge, and it is only measured by the care we give to our students and a promise that when they leave our campus employers will look upon them with distinction because they attended The University of Toledo.

# *Our mission...*

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.

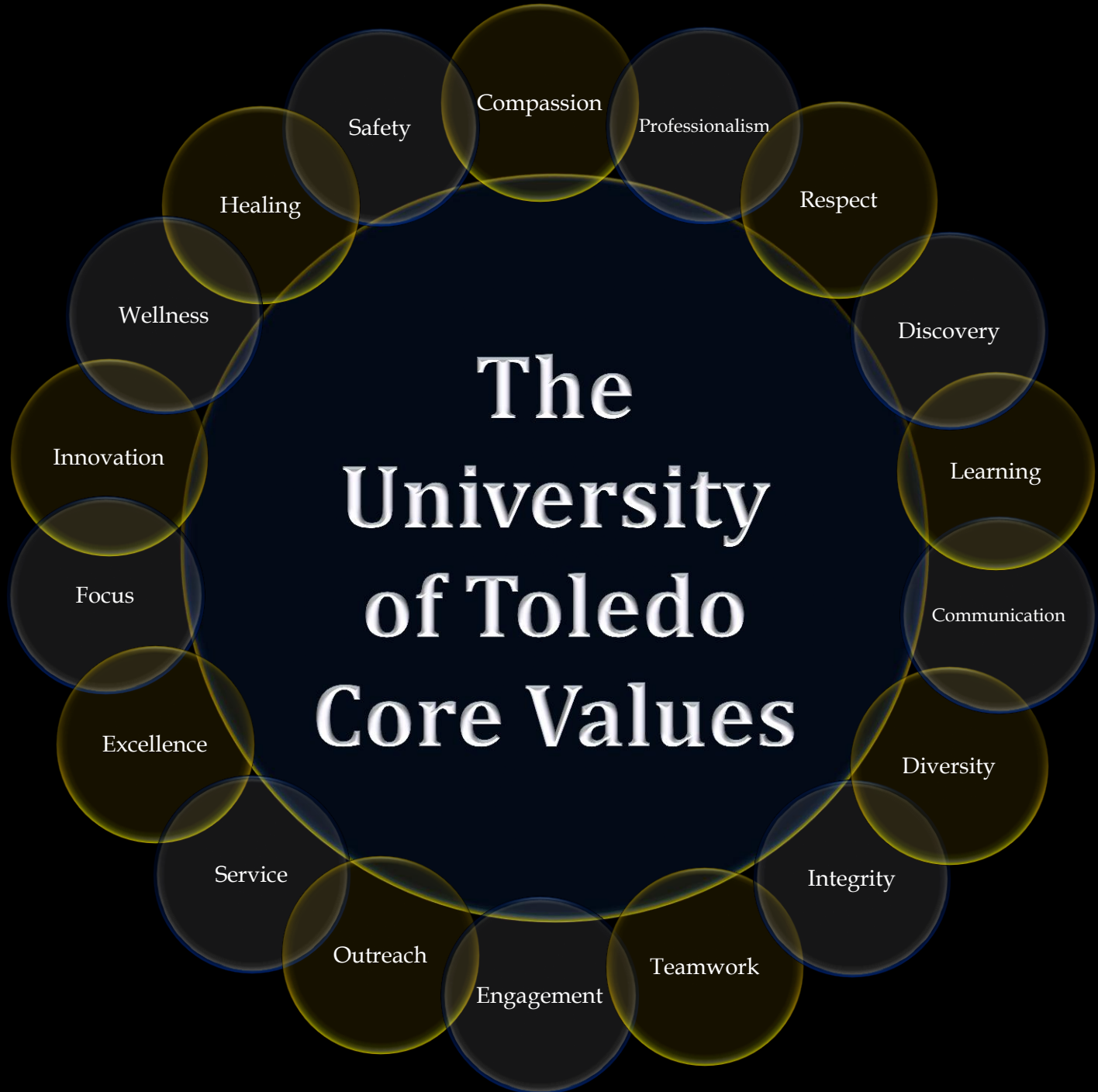


## *Our Vision:*

*The University Of Toledo is a transformative force for the world. As such, the University 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.*



# The University of Toledo Core Values

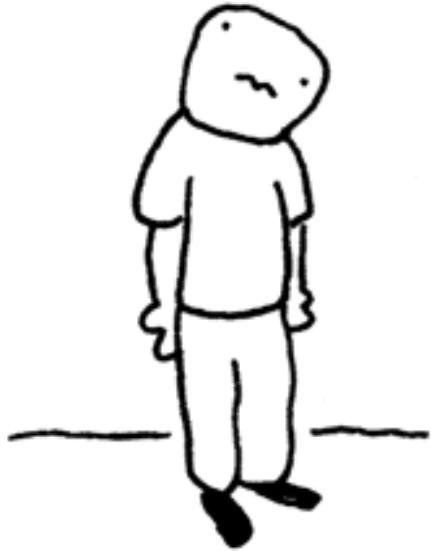


CHANGE



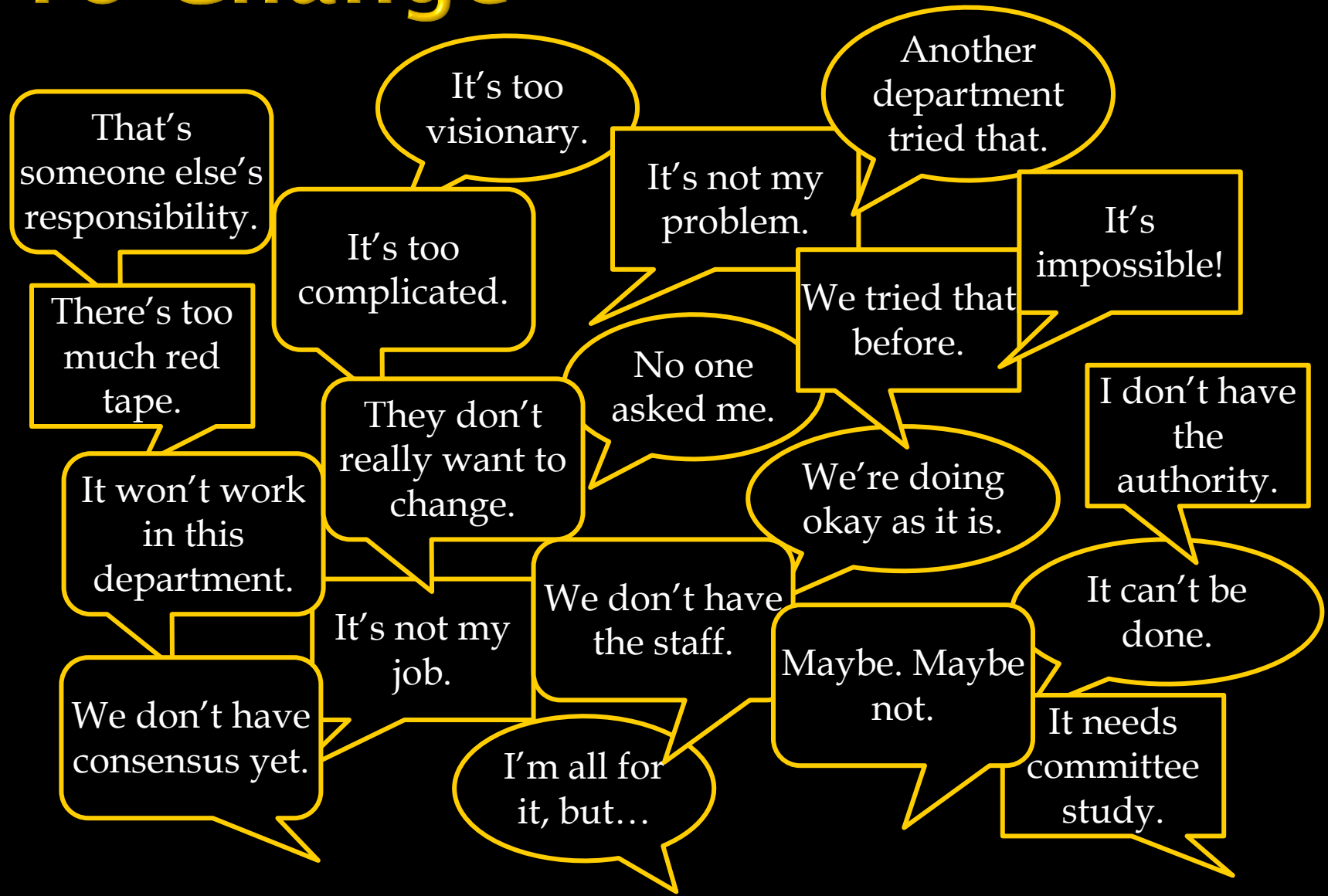
**ZURICH**<sup>®</sup>

*Because change happenz*<sup>SM</sup>



When asked "would you rather work for change, or just complain?" 81% of the respondents replied, "Do i have to pick? This is hard."

# A Million Reasons Not To Change



# Top Reasons To Embrace Change

To Be The  
Best

# Top Reasons To Embrace Change

A World  
Class  
Student-  
Centered  
University



# Top Reasons To Embrace Change

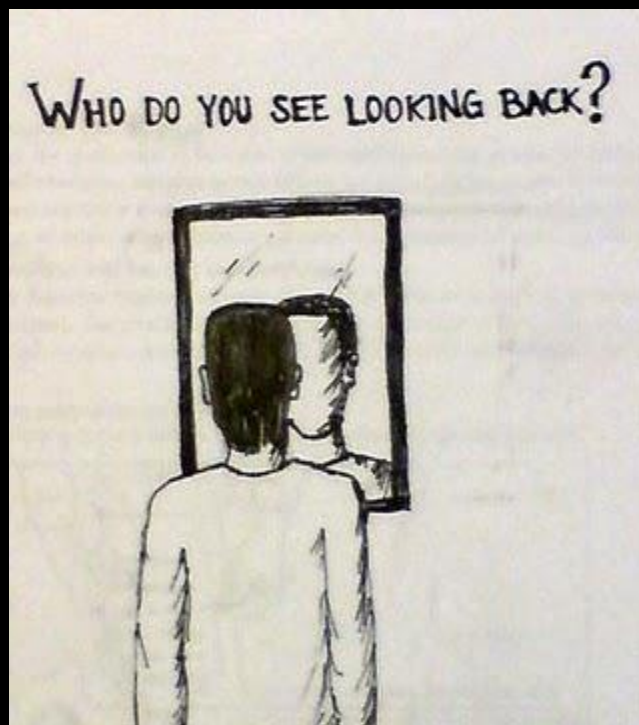
Because  
Change  
Happenz  
Anyway

# Taking A Look In The Mirror

## UT<sup>1</sup>

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- 64.5% 1<sup>st</sup> Year Retention Rate
- 45.1% 6-Year Graduation Rate (2004 Cohort = 2,945 students)
- Approx. Cost = \$18,536 (Current)



## NATIONAL AVERAGE

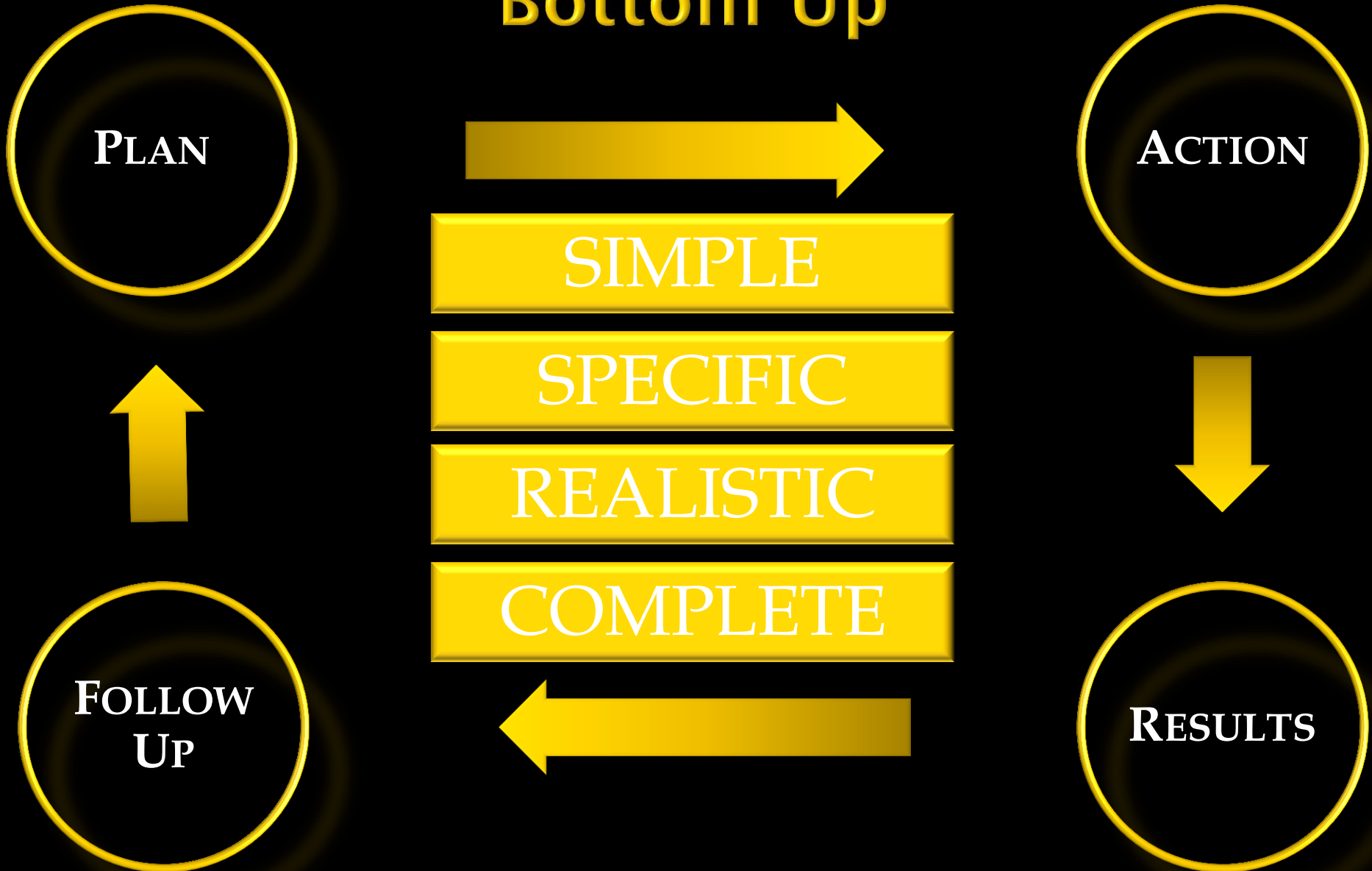
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- 75.8% 1<sup>st</sup> Year Retention Rate<sup>2</sup>
- 55.5% 6-Year Graduation Rate<sup>3</sup>
- Average Cost = \$14,256 (2008-09, Public 4-yr)<sup>4</sup>

**There Is Light At The  
End Of The Tunnel...**



# Our Strategy: Top Down, Bottom Up



# What Are The Measureable Goals?

## DIRECTIONS 2011

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- 80% Retention Rate
- 65% 4-Year Graduation Rate
- Consistent enrollment of 20,000 Undergraduate Students

## CUSTOMER ASSESSMENT

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- Improved Student Satisfaction Measurement Scores (against valid benchmarks)
- Improved Parent Satisfaction Measurement Scores (against valid benchmarks)
- National Recognition by US News & World Report



## GOALS

Some folks set them and get them, early in life.

A bright sun is rising over a dark blue ocean. The sun is a large, glowing yellow and orange circle on the right side of the image. The sky is a deep blue with some light, wispy clouds. The water is dark blue with white foam from a wake in the bottom right corner. The text "A NEW DAY AT THE UNIVERSITY OF TOLEDO" is written in a bold, yellow, sans-serif font across the middle of the image, with a slight reflection below it.

**A NEW DAY AT THE UNIVERSITY OF TOLEDO**

# he Future

NEXT EXIT 

## *The Desired State of the UT Student-Centered Experience*

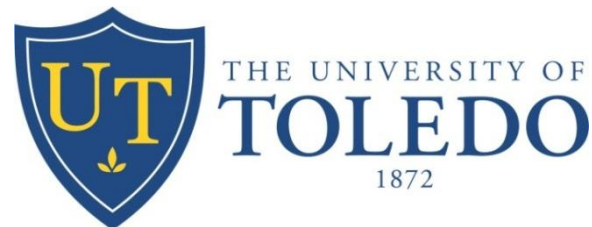
Create a distinctive, nationally recognized student experience by realigning the university culture and climate through student-centered priority focus areas which include:

Support Services, Academic Support, and Learning Environment



## *The Blueprint For Success*

- Transforming a university's culture to one of student-centeredness
- One less faculty and staff-focused, and more student-centered
- To promise that when they leave our campus employers will look upon them with distinction because they attended The University Of Toledo





**BUILDING THE HOUSE OF THE  
STUDENT EXPERIENCE**



# Are students really customers?

## Yes!

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- When they interact with the various service systems, they have consumer rights:
- Admissions
- Financial Aid
- Bursars
- Registration
- Academic Advising
- Food Services
- Library
- Safety/Security

## No!

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- When they have a larger responsibility and role as a student learner. They are not “buying” a degree or have the same status as a customer.

# 3 Key Focus Areas



Support  
Services



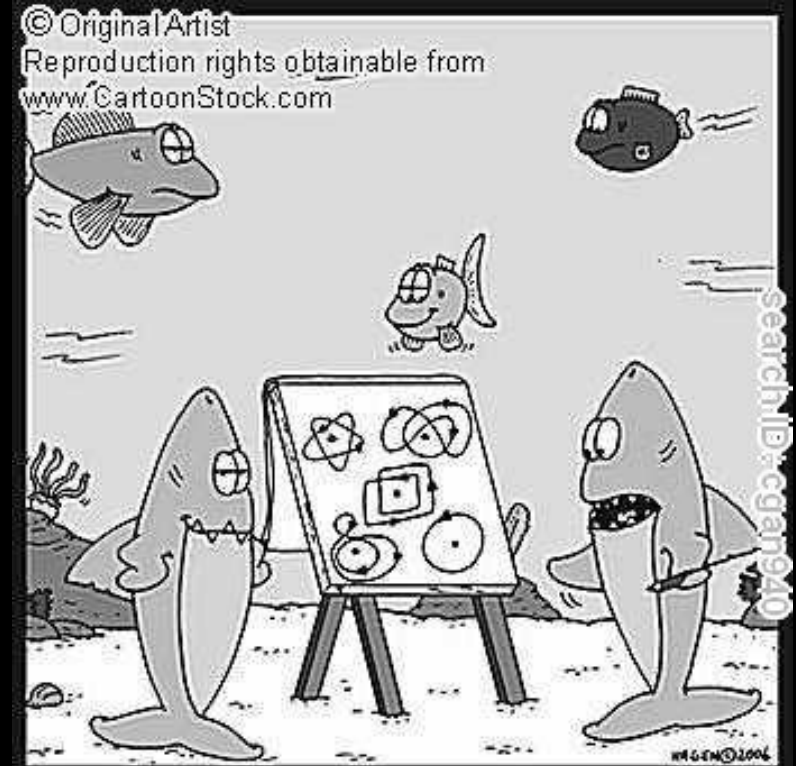
Academic  
Support



Learning  
Environment

# The Plan of Attack

Focus  
Area 1:  
Support  
Services



Yes you're right:  
Circling the prey might be the simplest...

The Student As The Customer

# Focus Area 1: Support Services

Comments/Complaints  
Resolution Process

Efficiency of Key  
Services

Deploy Highly Influential  
Student Experience  
Action Teams: Leader Led,  
Staff Driven

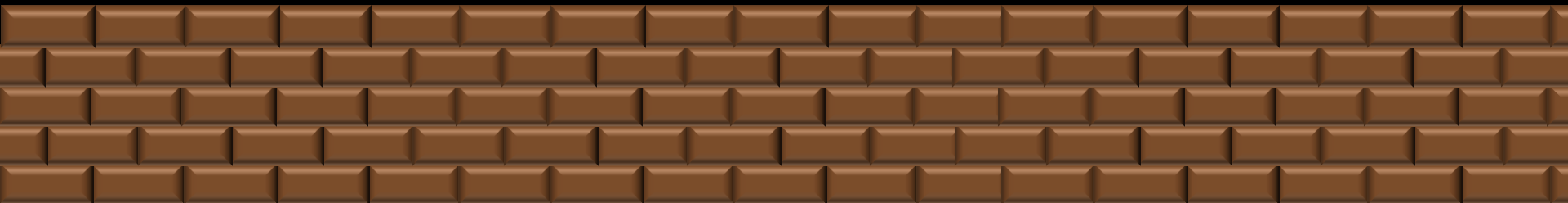
Develop And Put To  
Use Technology To  
Increase  
Communication With  
Students & Parents

Building the Office for  
the Student Experience

# Goal 1

BUILDING THE OFFICE FOR THE  
STUDENT EXPERIENCE

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# *IMMEDIATE GOALS*

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→ Launch the Office in a highly visible, accessible area for student support

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→ Recruit a SuperStar Director to guide campus leaders into calculated action

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→ Enlist a highly efficient support staff to carry out daily mission: Student Advocate, Coordinator, Grad Assistant

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# *LONG-TERM GOALS*

Act as a conduit between students and staff to implement tactical, student-driven transformation via recurrent program and satisfaction assessments

Assessment of parent satisfaction to ensure fulfillment of university obligations

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# Goal 2

## *PROACTIVE COMPLAINTS/ISSUES RESOLUTION PROCESS*

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**QUESTIONS?**

**CONCERNS?**

**COMMENTS?**

**COMPLAINTS?**

# IMMEDIATE GOALS

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→ Establishing Central Ownership: Office for the Student Experience, Every Department, Every Staff Member

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→ Develop Universal, Complaint Resolution Flow Chart

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→ Track and trend complaints, issues, compliments. Act on it!

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→ Hyperlinks to the Student-Parent Feedback/Complaint Portal

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→ Demand simplification of health insurance application process; Too cumbersome of a process for the number of clients we are supplying. We are also the customer!

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# *LONG-TERM GOALS*

**Elevate Campus-culture To Ownership And Accountability:  
Immediate Resolution**

**ELIMINATE redundancy of complaints. Proactive vs.  
Reactive.**

**Creation and 100% compliance of university student  
complaint resolution procedure for departments**

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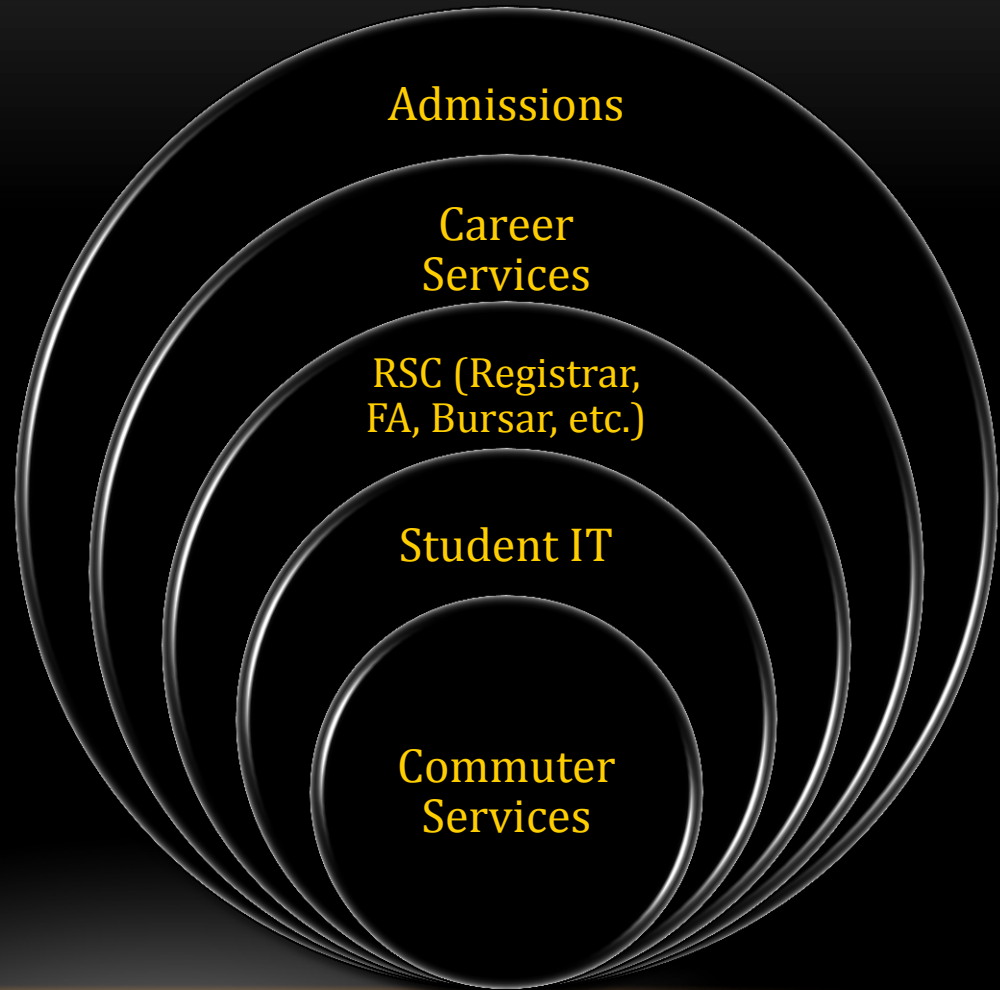
# Goal 3

## EFFICIENCY OF KEY SERVICES



# *IMMEDIATE GOALS*

Eliminate  
The  
Hassle  
Factor



# IMMEDIATE GOALS

→ Assess effectiveness and productivity of key support services and establish measures to increase efficiency

→ Explore hiring of seasonal staffers

→ Stress key support services during Orientation and ensure all students leave with important tangibles: Rocket Card, course schedule, etc.

→ Better exploit and increase awareness of University social networking pages (e.g., Res Hall Facebook and Twitter pages)

→ Obtain ongoing commitment from support services departments to front-load their services. Ask division leaders to hold subordinates accountable.

# *LONG-TERM GOALS*

Utilize student expertise by offering work-study positions in key areas (i.e., IT, departmental social networking, etc.)

Follow best practice models by extending the Rocket Launch Program, orienting freshman to campus services and other students

Maximize output of services, decrease wait time, and improved outcomes

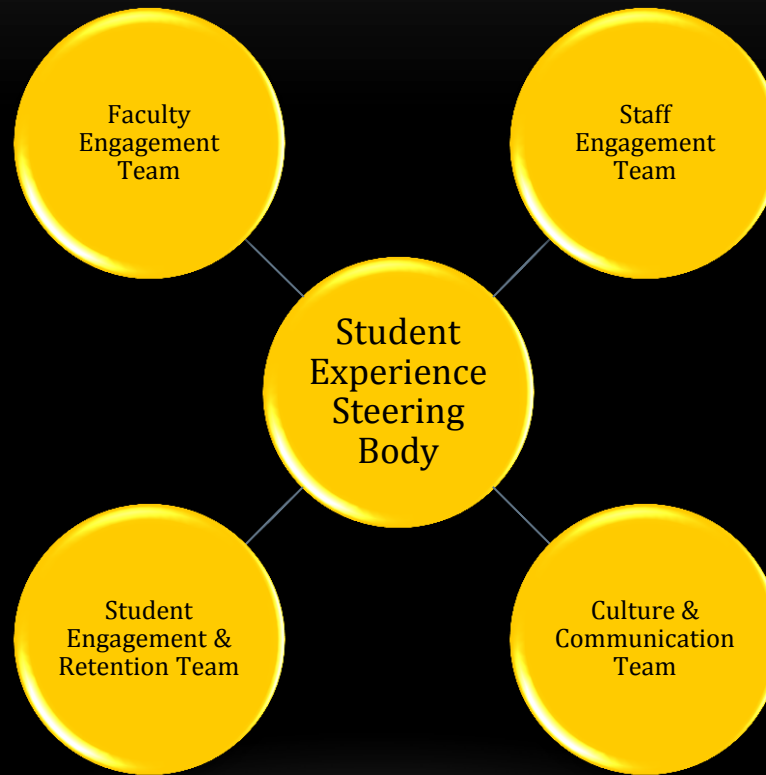
Meet growing needs of our customer base

Revise UT website to allow students to get to their desired location with fewer clicks

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# *IMMEDIATE GOALS*



# *IMMEDIATE GOALS CONT.*

- Recruit “Champions” to lead improvements of the University culture
- Recruit and recognize campus community members to lead and participate in involvement activities
- Implement, coordinate, publicize and oversee planned student involvement improvement actions
- Monitor progress, assess the strengths and weaknesses of implemented activities, document results, and resolve problems
- Report progress to the Student Experience Steering Body and executive administrators

# *LONG-TERM GOALS*

Deploy University-wide “standards of behavior” expectations to build a level of accountability and professionalism inherent in nationally recognized universities

Turn “action teams” into a reliable partner to implement departmental change

Integrate all individual activities conducted by each team, into the one-year action plan partnership to connect actions

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# Goal 5

DEVELOP AND PUT TO USE TECHNOLOGY  
TO INCREASE COMMUNICATION WITH  
STUDENTS & PARENTS



# *IMMEDIATE GOALS*

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→ Setup system to text message customers with deadline information:  
Registration, Housing Application, Add/Drop, Graduation

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→ Use student workers to Twitter RSC wait times during seasonally busy times

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→ Further increase awareness of “Skip the line, go online”

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# *LONG-TERM GOALS*

Automate notifications to parents (with FERPA Prior Consent) of student Academic and services information: Midterm/Final Grades, Outstanding Fees, Academic/Behavioral Disciplines, etc.

Initiate online orientation for distance learning students, including information on contacting instructors and receiving academic assistance

Automate notification of assignment and test grades, to students via email & text messages, as they are input by faculty

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# The Plan of Attack

Focus  
Area 2:  
Academic  
Support



The Student As The Student

# Focus Area 2: Academic Support

Identification & Intrusive  
Assistance of High-Risk  
Students

Meet Student  
Intellectual and Career  
Objectives

Recapture The Sacred  
Faculty-Student  
Relationship

# Target 1

## IDENTIFICATION & INTRUSIVE ASSISTANCE OF HIGH-RISK STUDENTS



# *BEST-PRACTICES*

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→ Work with various departments to begin identifying students at high risk of attrition: Admission, Registrar, Faculty, Institutional Research

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→ Formulate an interdepartmental process to provide requirements for students identified as “high-risk”

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→ Introduce a shared interdepartmental database whereas all staff can write and read notes regarding an at-risk student’s progress

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→ Work with advising departments to develop “Contracts for Success”, providing students with a clear agreement of educational expectations and direction

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# *HEALTHY OUTCOMES*

The Clean Slate Program: Partnership with the Provost, Residence Life, Counseling Center, Career Services to identify struggling students and provide opportunity to avoid academic probation

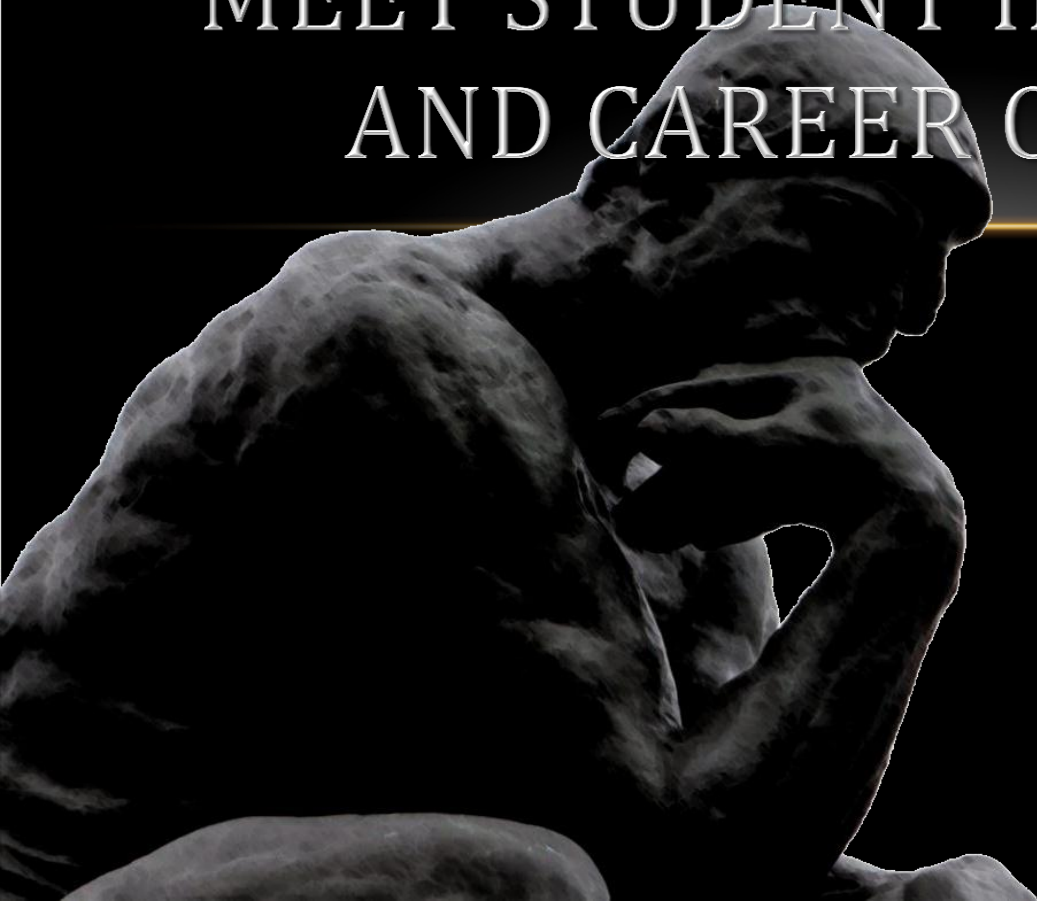
Engage in a proactive, intrusive academic counseling model

Work with selected academic departments to provide classroom incentives for attending 2hour/week tutoring/lab sessions

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# Target 2

MEET STUDENT INTELLECTUAL  
AND CAREER OBJECTIVES



# *BEST-PRACTICES*

→ Revisit and explore Bridge Program for first-time freshman with remedial math and composition needs

Begin coaching for all advisors on a dichotomy of Developmental Advising and Prescriptive Advising methods

Work towards increasing the number of community partnerships for students to engage in internship/service-learning experiences based on major: Career Services, Academic Engagement, and Faculty Leadership

# *HEALTHY OUTCOMES*

Propose the development of “virtual office hours” where students can interact with instructors and other students via a course Facebook page

Work with interested faculty to create a Senior Capstone project based on cumulative program learning

Determine if colleges are able to sponsor quarterly career exploration job fairs, workshops, and seminars

Ask College Deans to develop a standardized process by which Deans can evaluate overall effectiveness of staff retention methods

Encourage a blended-learning model between departments to support and encourage interdisciplinary educational activities

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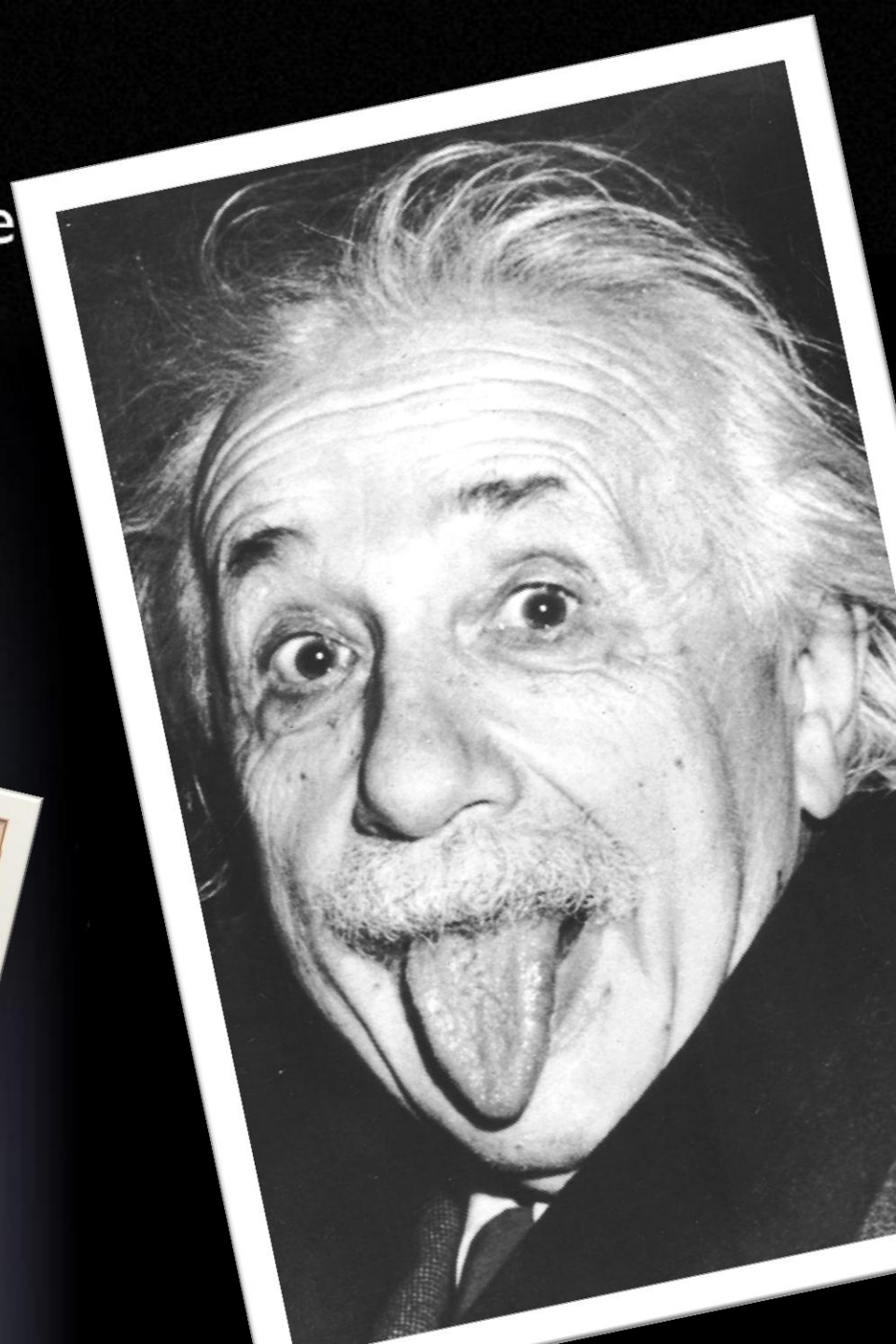
# Target 3

RECAPTURE THE SACRED FACULTY-  
STUDENT RELATIONSHIP

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“Everything should be made  
as simple as possible,  
but not simpler.”

Albert Einstein



# *BEST-PRACTICES*

→ Establishing a public, electronic syllabi registry database available to all students

→ Encourage communication with students via continual posting of academic progress on Blackboard

→ Publish results of semestrial course evaluations

→ Increase invitation of faculty to participate in student led organizations i.e., intramurals, cultural organizations, etc.

→ Automate self-scheduling for advisor/advisee appointments

# *HEALTHY OUTCOMES*

Work with College Leadership to necessitate semestrial academic advising appointments for all students

Quarterly, Faculty and Advisor Awards based on student nomination and voting

Employ an academic advising portfolio stating the advisor's various goals and objectives for students

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# The Plan of Attack

Focus  
Area 3:  
Learning  
Environment



The Student As The Customer

# Focus Area 3: Learning Environment

World-Class  
Residence Halls

Vibrant, Sustainable  
Dining Environments

Continue to Focus on Relieving  
Parking Congestion and Promote  
Transportation Alternatives

# Goal 1

## WORLD-CLASS RESIDENCE HALLS



# *IMMEDIATE GOALS*

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→ Hall Directors & RAs will utilize social media to keep students informed of various activities and programs available for students.

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→ Assess the residence hall services provided to concentrations of freshman and sophomores

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→ Assess the current Living and Learning Communities and their participation and effectiveness

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→ Install keypads for all shower facilities in traditional-style residence halls to provide security for students

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# *LONG-TERM GOALS*

Rebuild the “Rocket Launch” program to require matriculated freshmen to an extended Orientation, prior to the start of Fall semester

Offer “Senior Housing” for students that have lived on campus for all previous 3 years

# Goal 2

## VIBRANT, SUSTAINABLE DINING ENVIRONMENTS



# *IMMEDIATE GOALS*

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→ Review Aramark contract to determine if extended hours can be applied to weekly service times

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→ Assess dining hall food services. Determine dining halls in need of menu and aesthetic improvement

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→ Change dining area furniture configuration to provide for a collaborative group study and interactive learning space

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# *LONG-TERM GOALS*

Assess dining hall layout. Make improvements to existing dining halls to provide for a more comfortable, living atmosphere

Offer meal plan students the ability to take-out their meals

Work with Aramark to be involved in their pilot of environmentally-friendly takeout containers

On-campus “grocery store” where students can use their Rocket Card to purchase groceries and other meal-on-the-go items

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# Goal 3

CONTINUE TO FOCUS ON RELIEVING PARKING  
CONGESTION AND PROMOTE  
TRANSPORTATION ALTERNATIVES



# *IMMEDIATE GOALS*

→ Automate registration of visitor parking for date that they will be on campus, thereby reducing visitor vehicle fines

Offer reduced price “Carpooling Permit” and increase permit prices for all other parking permits

Install additional “space counter” at the entrance of all parking lot areas

# *LONG-TERM GOALS*

Offer commuter students living in adjacent housing bicycles in lieu of bringing a vehicle to campus

Work with Facilities & Maintenance to create covered walkways and bicycle paths to primary class locations

Determine if class start times can be staggered to allow for leaving students to free up spaces

Discuss the benefits of higher permit costs for closer spaces (implemented at U of Michigan)

Work with the MyPic Office to discover effective measures of eliminating campus-wide parking congestion

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# *WHERE DO WE GO FROM HERE?*

## *DEPLOYMENT.*

**2011 - 2012**

**September 15 - October 15      Deployment of Strategic Plan**

1. Recruit Champions
2. Deploy Specifics of the Plan
3. Major University-Wide Awareness of Strategic Plan (Utilize All Media)

**October 15 & On**

**Working the Plan**

**“The Move From Theory to Practice”**

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To catch *EXCELLENCE* we must...



Cherish



Our



PAST...

*To catch EXCELLENCE we must...*

**but...**

To catch EXCELLENCE we must...



Change



Our



PRESENT!

It will not be  
an **easy** journey...

**WE** will deal with  
the **DIFFICULT**

...but with  
much **EFFORT...** and a lot  
of **TEAMWORK**

... **WE** can **OVERCOME** the impossible

...and **ACHIEVE** our  
goal... **excellence.**

# Resources

- <sup>1</sup>UT Website including the Institutional Research information and the Direct from High School Cost Estimator
- <sup>2</sup>2010 ACT “National Collegiate Retention and Persistence to Degree Rates”
- <sup>3</sup>The National Center for Higher Education Management Systems
  - <http://www.higheredinfo.org/dbrowser/index.php?submeasure=27&year=2009&level=nation&mode=graph&state=0>
- <sup>4</sup>National Center for Education Statistics
  - <http://nces.ed.gov/fastfacts/display.asp?id=76>