MEMORANDUM

February 24, 2003

TO: Alan G. Goodridge, Provost

FROM: William L. Bischoff and Marcia Suter

RE: Summary of Advice and Recommendations contained in NCA’s Team Report of UT’s Comprehensive Evaluation

Pursuant to your request from earlier this year, I am submitting along with this memorandum a summary of the recommendations and advice contained in The North Central Association’s report from UT’s comprehensive evaluation. Members of the NCA Steering Committee that coordinated the preparation of our self-study document were consulted during the preparation of this summary. Each was asked to review the final report and prepare a list of actions that UT must execute in order to accommodate the advice and recommendations made by the NCA team and address the challenges they identified. The summary document that emerged from that request was compiled by Steering Committee Co-Chairs Bill Bischoff and Marcia Suter with input from Pat Besner, Bernard Bopp, Sandra Drabik, David Lindsley, Bruce Poling and Alice Skeens. It is our hope that this material will be of assistance as the final version of UT’s Strategic Plan is crafted.
Summary of NCA Recommendations and Advice

Recommendations:

1. UT will have a focused visit no later than 2005 to evaluate the University’s progress in assessing student learning. At the time of the focused visit it is expected that the University will have in place an institutional assessment plan that has been approved by the Higher Learning Commission, adequately funded and implemented. Further, UT must provide evidence that:
   a. there is continuous assessment of student learning in all degree programs and the general education core curriculum;
   b. assessment data are being used by faculty to inform their curriculum and program decisions and
   c. assessment data are being used by the administration in planning and resource allocation decisions.

2. UT will have a focused visit no later than 2005 to evaluate the University’s progress in strategic planning. At the time of the focused visit it is expected that the University will have:
   a. a strategic planning process aimed at achieving the University’s mission and that ensures continuous provisions for updating the plan in order to respond to new conditions, opportunities, and challenges;
   b. a process for ongoing and comprehensive program review which is a basis for resource allocation decisions;
   c. an effective mechanism for the ongoing collection and analysis of relevant institutional data; and
   d. an environment in which the measurement of progress is analyzed with respect to a group of appropriate benchmark institutions.

3. The University of Toledo should seek immediate authorization from the Commission to offer degrees at a distance [through the application of distributive learning technologies].
Division-Specific Advice:

- **Board of Trustees**
  
  The *Policy Manual* of the Board of Trustees needs to be reviewed and updated, particularly with regard to conflicts of interest and limitations of Board authority. A related issue is the strong recommendation of the Site Visit Team to have the Board restrict its discussions of management and focus on policy (Page 11 – Also listed as Advice A1, A2, and A3 on page 49).

- **General Counsel**
  
  The role of the Office of Affirmative Action needs to be clarified to assist units in recruiting candidates (Listed as Advice A9 on page 50).

- **Student Affairs**
  
  The Student Union needs to address the issue of expanding administrative usage and prepare a plan to return space to student-centered activities (Page 14).

  Student Affairs needs to work more closely with Academic Affairs to address common issues affecting student life on campus (Page 14).

- **Enrollment Services**
  
  Defunct imaging equipment needs to be replaced (Page 15).

  Develop a cohesive and comprehensive enrollment plan that includes both undergraduate and graduate students as well as those at the professional level.

- **Educational and Information Technology**
  
  The University lacks an institution-wide on-line and web-based teaching and learning technology (e.g., WebCT) to meet its future needs (Page 17).

  There is inadequate funding and planning for updating, maintaining, and upgrading of information technology and hardware (Page 17 -- Also listed as Advice A8 on page 50).

- **Finance and Administration**
  
  Need to develop plan for sound financial base including tuition, auxiliary funding, private fund raising, state and federal research programs, and state subsidy (Page 18).
A related need is to develop expenditure plans that are consistent with the sources of funds identified in the item above (Pages 18-19).

The role of Human Resources needs to be enhanced to provide ready access to policies and procedures and in regular performance reviews and evaluation processes (Listed as Advice A4 on page 49).

- **Academic Affairs**

  *General Education Requirement*

  The College of Arts & Sciences needs to analyze the impact of employing part-time and visiting faculty on general education courses, particularly with respect to program quality, integrity and diversity (Page 21 – Also listed as Advice A6 on page 49).

  University College needs to assess its programs and their relationship to other units on campus performing similar functions (Page 21),

  *Graduate School*

  Graduate stipends should be brought up to regional and national levels (Page 23).

  The Graduate School also needs to develop strategies for recruiting to increase enrollment and quality of graduate students and to build relationships with the metropolitan area (Page 23 – Also shown partially in Advice A5 on page 49.)

  *Professional Programs*

  The Provost’s Office in conjunction with strategic planning needs to assess the faculty staffing levels in the Colleges of Business and Education (Pages 24-25).

  The College of Engineering needs to fill vacant faculty positions (Page 27).

  The College of Health and Human Services needs to (1) blend programs into cohesive college, (2) develop federal grant acquisition skills, (3) maintain order during renovation of college building, (4) continue to foster cultural, racial, and ethnic diversity, and (5) implement a plan to balance full-time and part-time faculty in all programs (Page 28).

  The College of Pharmacy, in conjunction with other units on campus, needs to evaluate the distribution of patent revenue with the possibility of including the department of the originating faculty member (Page 29).
Distance Learning

The University strategic planning process needs to consider increased integration of the Division of Distance Learning in other campus units (Page 32).

A policy regarding intellectual property rights for distance learning content needs to be developed (Page 32).

General Advice:

- Page 10 – Conduct periodic reviews of the mission statement for appropriateness
- Page 12 – Continue efforts to recruit and retain women and minorities in upper-level administrative and faculty positions.
- Page 13 – Look at use of visiting and part time faculty
- Page 13 & 42 - Continue/redouble efforts to recruit and retain a more diverse faculty
- Page 17 – Address faculty and staff shortages in University Libraries
- Page 17 – Address processes and procedures of the University Archivist
- Page 28 – Address low staffing levels in the Law Library
- Page 36 – The University needs to strengthen the relationship with the Foundation to maximize opportunities for private fund raising.
- Page 37 – Review the use of the Scott Park Campus
- Page 37 – Address problems caused by deferred maintenance
- Page 39 – Institutional Research should update their information systems
- Page 39 – Revive Program Review
- Page 39 – Assess the number of degrees and consider consolidation and reduction in order to focus resources
• Page 39-40 – Assess doctoral programs in a review in light of appropriate fields that are relevant to the regional market and for which reasonable levels of support can be obtained.

• Page 40 – Need to establish procedures to collect appropriate data to support strategic planning and to measure progress.

• Page 45 – Work with surrounding neighborhoods to address their relationship with the University.

• Page 45 – The institution needs to pay particular attention to the fiscal health of the intercollegiate athletic program as well as its graduation rate and compliance with Title IX.

• Page 49 -- continue to pursue collaborative learning and research opportunities with neighboring institutions.

• Policy and procedures manuals for all divisions of the university should be developed and referenced to relevant board policies.