

TACKLING CHALLENGES: 2020-22 KEY INITIATIVES

For this meeting, the Team Leads will give a brief overview:

- Mission
- Tasks
- Timeline
- Resource needs

Going forward, we will schedule regular updates with the Team Leads to provide the board with a more in-depth review of their findings, activities and implementation plans.



DEVELOP A DEPARTMENT AND PLAN FOR ENTERPRISE RISK MANAGEMENT

Team Leads:

Matt Schroeder, executive vice president for finance and administration and CFO

Charles Jake, interim vice president and general counsel

Members:

Dr. Tim Brakel

Dr. Bill McCreary

Dave Cutri

Jeff Newton

Anne Izzi

Stefanie Schoviak

Vicky Kulicke

Kevin West

Brian Lutz

ENTERPRISE RISK MANAGEMENT

Element	Description
Definition	<ul style="list-style-type: none">• A process by which an organization identifies, assesses, prioritizes and manages risks and opportunities to facilitate achievement of strategic objectives
Goal	<ul style="list-style-type: none">• Develop a department and plan for Enterprise Risk Management
Agenda	<ul style="list-style-type: none">• Establish foundational elements of an ERM framework supported by a UToledo ERM policy• Educate key stakeholders (e.g. trustees, senior leaders, etc.) on ERM fundamentals• Define the key qualities of an ERM leader within the unique context of UToledo• Optimize the relationship of key risk oversight functions, including ERM, compliance and internal audit, risk management, etc.• Develop a risk mitigation assessment template/tool• Identify and prioritize the University's top risks• Assess the sufficiency of current mitigation efforts in the highest priority risk areas.

IMPLEMENTATION TIMELINE

- December 2020 – publish a RFP seeking a third party to assist with (i) a current state assessment (e.g. gap analysis); (ii) development of an ERM framework; (iii) determine level of internal capabilities of existing risk management structure; (iv) initial risk identification and prioritization; (v) etc.
- December 2020 – begin active recruitment process for an ERM leader
- January 2021 – selection and ultimately award of the RFP to a third party
- February 2021 – hire an ERM leader
- February - October 2021 – gap analysis, framework, stakeholder engagement/education/training, enterprise risk assessment with rankings, mitigation efforts, etc.
- November 2021 – stand up a fully functional ERM program
- December 2021 – begin quarterly ERM reports to the Board



RESOURCE NEEDS

- Third party to assist with current state assessment, framework, etc.
- ERM leader
- Alignment of ERM, compliance and internal audit, risk management, etc.
- Review annual operating budget(s)



MODERNIZE HUMAN RESOURCES

Team Leads:

John Elliott, senior associate vice president and chief human resources officer

Melissa Hurst, executive director of talent strategy and development

Members:

Dr. Marci Cancic Frey

Nicole Porter

Dr. Rick Francis

Kevin West

Beth Gerasimiak

Wafaa Hanna

Patty Peterson

HUMAN RESOURCES MODERNIZATION

Mission

Design and implement an HR organization that is data driven, highly reliable, agile, and provides the highest level of customer advocacy and support.

Areas of Focus

- Transition HR organizational structure from silo model to customer service tiered model.
- Develop Centers of Expertise in the areas of Total Rewards, Labor Relations, HRIS & Analytics, and Training and Organizational Design.
- Leverage and optimize technology and systems to provide convenient, relevant and timely data for stakeholders.
- Implement recruitment, retention, and engagement programming for UToledo and UTMC.



IMPLEMENTATION TIMELINE

October '20– March '21: Restructure Human Resources

January – June '21 : Replace Cornerstone Applicant Tracking System

January – April '21: Outsource FMLA

January – June '21: Implement Hospital Recruiting Strategy

March – December '21: Implement Hospital Employee Engagement

January – December '21: Implement Staff & Leadership Development

January – December '22: HR Technology Upgrades



RESOURCE NEEDS

Additional investment in the following will be required to be successful.

1. People: significant investment in people resources
2. Equipment: new equipment for staff
3. Training and Organizational Design programming materials and software
4. Outsourcing budget
5. Hospital Recruitment and Retention Programming Budget



ENHANCE EDUCATIONAL OPPORTUNITIES AND PARTNERSHIPS THROUGH ACADEMIC AFFILIATION AGREEMENT WITH PROMEDICA

Team Leads:

Dr. Chris Cooper, executive vice president for clinical affairs and dean of the College of Medicine and Life Sciences

Dr. Amjad Hussain, professor emeritus of cardiovascular surgery and humanities and former member of the UToledo Board of Trustees

Members:

Dr. Basil Akpunonu

Courtney Combs

Meghan Cunningham

Dr. Lance Dworkin

Louis Guardiola

Dr. David Kennedy

Dr. Jim Kleshinski

Dr. Linda Lewandowski

Dr. Mohamed Osma

Saraya Parnell

Bryan Pyles

Dr. Shobha Ratnum

Dr. Puneet Sindhvani

Stephen Snider



ACADEMIC AFFILIATION TEAM

- Academic Affiliation Dashboard
- Blue Ocean Strategies
- Enhancing the Quality of Educational Opportunities
- Other Potential Partnerships with ProMedica

IMPLEMENTATION TIMELINE

- Dashboard Completed
- Blue Ocean Strategies 6-24 months
- Enhancing Educational Opportunities 18-60 months
- Other Partnerships 6-60 months



RESOURCE NEEDS

ProMedica's engagement is critical, in addition...

- For **Dashboard**, complete current Affiliation Agreement objectives
- For **Blue Ocean strategies** of establishing new training programs, Designated Centers of Excellence and **Enhanced Educational Experiences**: faculty recruitment and integration and additional COMLS facilities on the Toledo Hospital campus
- For **New Partnerships**, joint planning



ENHANCE, STABILIZE AND SUSTAIN UTMC

Team Leads:

Rick Swaine, chief executive officer of UTMC

Dr. Lance Dworkin, professor and chair of the Department of Medicine and Mercy Health Endowed Chair in Education

Members:

Dustin Ballinger

Dr. Dan Gehling

Dr. Stephanie Pannell

Dr. Kris Brickman

Dr. Collin Gilstrap

Holly Smith

Dr. Marci Cancic Frey

Catharine Harned

Todd Stec

Deb Carpenter

Josh Krupinski

Chris Stesney-Ridenour

Dr. Lindsey Eitnhear

Dr. Asif Mahmood

Dr. Munier Nazzal

ENHANCE, STABILIZE AND SUSTAIN UTMC

AS AN ACADEMIC MEDICAL CENTER, WE CARE FOR OUR COMMUNITY

Key Initiatives

- Purchase and implement the EPIC **Electronic Medical Record**
- Develop a specific strategy to **secure the physician workforce** for UTMC
- Expand programs and recruit the corresponding physicians & staff to be a regional leader in the **Cardiovascular Disease and Oncology** service lines
- Develop a comprehensive **Primary Care Strategy** & grow the primary care physician base
- Evaluate the need and resources to move from a Level III to a **Level II Trauma** designation.
- With the assistance of Human Resources, develop an effective **Staff Recruitment and Retention program.**
- **Grow off-campus clinical programs** to better service surrounding communities and increase referrals
- Develop and implement a comprehensive **Telemedicine program.**
- Initiate UTMC/UTP specific **fundraising**, targeting new donors interested in supporting healthcare services
- Define UTMC's proper role in the **academic & teaching missions**



IMPLEMENTATION TIMELINE

Initiative	Timeline
Electronic Medical Record (EPIC)	Design phase begins January 2021, go live June 2022
Secure Physician Workforce	Planning phase 6 months, implementation FY 2022
Cardiovascular & Oncology Programs	Program development FY 2021 & 2022
Primary Care Strategy	Planning phase 3 months, implementation FY 2021 & 2022
Level II Trauma Designation	Program recommendation, January 2021
Staff Recruitment & Retention	Planning phase February 2021, implementation March 2021
Off-Campus Programs	Planning phase 3 months, implementation FY 2022
Expansion of Telemedicine	Planning completed March 2021, implementation FY 2021 & 2022
Targeted Fundraising	Planning phase 3 months, community “ask” 4 th qtr. FY 2021
Define Academic Teaching Role	Planning phase 6 months



RESOURCE NEEDS

- Close collaboration between UTMC & UTP
- Capital investment & infrastructure
 - EPIC EMR
 - Telemedicine platform
 - Equipment upgrades
 - Cath Lab
 - Telemetry equipment
 - MRI
 - Renovations of existing space
 - New clinical practice space; leased or new construction
- Enhanced IT support
- Expanded Marketing
- Support from the Foundation
- Support from Human Resources
- New Personnel
 - Faculty/Physician recruitment: 50% increase in physician workforce
 - Additional APP providers
 - Residents & Fellows
 - Expansion of nursing staff
 - Expansion of support staff



DEVELOP AND IMPLEMENT A SYSTEMIC APPROACH TO THE ELIMINATION OF RACISM ON OUR CAMPUSES

Team Leads:

Dr. Willie McKether, vice president for diversity and inclusion and vice provost

Dr. Cyndee Gruden, vice provost for academic administration and faculty affairs

Members:

Cristina Alvarado

Rodney Eason (community)

Jessica Visser

Dr. Charles Beatty-Medina

Dr. Temeaka Gray

Valerie Walston

Rupesh Boddapati (student)

Dr. Monica Holliday Goodman

Dr. Ray Witte

Kenneth Brown

Malik Mays (student)

Dr. Madeline Clark

Collin Palmer

Sara Clark

Anjali Phadke (student)

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SYSTEMIC APPROACH TO ELIMINATION OF RACISM

Element	Description
Mission	Create robust and sustainable initiatives to eradicate racism and create an inclusive environment
Theme 1	Elimination of Racial Bullying on Campus
Goal	Help campus culture and behavior to become more inclusive and respectful of all race/ethnic groups <ul style="list-style-type: none"> • Policy Equity Audit • Bias Reporting System
Theme 2	Pipeline Programs to Reduce Racial Inequalities
Goal	Change Outcomes for URM Students, Faculty and Staff <ul style="list-style-type: none"> • Pipeline Programs Office • Faculty and Staff Mentoring and Pathway Programs
Theme 3	Inclusive Community Relations
Goal	Engage External Community in Addressing Racism and Racial Equity <ul style="list-style-type: none"> • Anti-Racist Community Partnerships • Community Advisory Board

IMPLEMENTATION TIMELINE

January 2021

- Create position description for three new positions to carry out identified work: One Conduct Officer and Two Program Managers

March 2021

- Conduct University-Wide Equity Audit
- Begin Development of Faculty and Staff Pipeline Programs

April 2021

- Create University Bias Reporting System

June 2021

- Create High School Pipelines Office and Programs
- Develop Program to Support International Student Success

June 2021

- Establish Campus-Community Equity Collaborations

September 2021

- Create Summer Equity Institute



RESOURCE NEEDS

- Three staff positions
- Office space
- Financial resources to support racial bias work
- Financial resources to support Center for International Studies and Programs
- Campus engagement and collaboration
- Community engagement and collaboration



DEVELOP AND IMPLEMENT A STRATEGIC ENROLLMENT MANAGEMENT PLAN

Team Leads:

Jim Anderson, vice president for enrollment management

Ben Barros, dean of the College of Law

Members:

Dr. Bill Balzer (OCC)

Margaret Beccavin

Mary Humphrys

Dr. Barb Kopp Miller

Matt Schroeder

Leticia (Virginia) Skrabut (student)

Jen Sorgenfrei

Dr. Amy Thompson

Whitney Valencia

DEVELOP AND IMPLEMENT A STRATEGIC ENROLLMENT PLAN

The strategic enrollment planning process will strive to optimize student enrollment by focusing on:

- **Product and Program Delivery**
- **Promotion and Recruitment**
- **Price and Revenue**
- **Place**

INCLUSIVE PROCESS – Eleven teams formed ...

DHS and Transfer – Immediate Strategic Actions; Enrollment Systems Modernization; Finance, Institutional Aid, and SSI; Marketing and Advertising; Place and Student Experience; Transfer Recruitment, Articulation Agreements, and Branch Campuses; Graduate; Online; Adult/Degree Completion; CCP; International

Key performance indicators define how we know when our strategies are successful:

- **Arrest the enrollment decline** - Increase the number of enrolled students per term (fall/spring/summer) from base year 2020
- **Achieve fiscal sustainability and positive net tuition revenue**
- **Improve retention rate** of first, second, third, and fourth-year students

IMPLEMENTATION TIMELINE

Timeline = 24 months – *short term benchmarks at each semester interval*

- ✓ Steering group has convened twice and identified urgent issues
- ✓ Teams and action items prioritized based on impact to enrollment for spring 2021 and fall 2021

- Initial set of recommendations – *December*
- Implement first round- *December/January*
- Develop second round initiatives *January/February*
- Implementation – Ongoing and as needed *throughout the spring*
- Long term - 3rd set of recommendations *April/May*



RESOURCE NEEDS

Resolve from the board that the University will prioritize initiatives that add to both enrollment and financial wellbeing of the institution

Support for innovation and investment in enrollment management and academic affairs through:

- Staffing enrollment, increasing marketing, modernizing enrollment systems
- Hiring faculty and providing other support for academic programs with opportunities for growth
- Providing staffing support for programs which support retention and student success



DEVELOP AND IMPLEMENT BUDGET MODERNIZATION

Team Leads:

Sabrina Taylor, assistant vice president of budget and planning

Brenda Grant, associate vice president for academic finance

Members:

Ben Barros

Dr. Miggie Hopkins

Mike Dennis

Dr. Gary Pollack

Dr. Mohammed Elahinia

Bryan Pyles

Jamie Fager

Dr. J.D. Smith

Dr. Charlene Gilbert

Dr. Michele Soliz

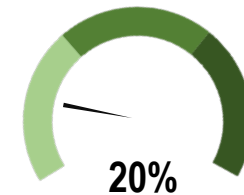
BUDGET MODERNIZATION

Element	Description
Goal	The team is reviewing the approach to resource allocation across the university. The primary goal is to develop a new incentive-based budget model and process that is transparent and empowers local units to manage to an all-funds budget.
Key Objectives	<ul style="list-style-type: none">• Conduct a holistic review of the UToledo's current approach to budgeting• Create of a set of guiding principles to inform UToledo's future state budget methodology• Engage campus stakeholders for continuous input and feedback• Develop a new, customized incentive-based budget model that fits UToledo's culture, mission, and future objectives• Establish a new annualized budget process for campus units to plan and manage

IMPLEMENTATION TIMELINE

- Key Approaches to Implementation**
- Hold 11 Steering Committee meetings to formulate model methodology
 - Meet with each dean and their business officer to gain input a minimum of 3 times
 - Meet with university VP's and senior leaders cross campus regarding the budget model
 - Conduct updates with various university leadership to ensure transparency
 - Hold campus forum and maintain updated website to keep campus updated and solicit feedback
 - Conduct a Deans' Retreat in March to develop a formal recommendation for adoption

Engagement Progress to Date:



Phase	November	December	January	February	March	April
Project Initiation and Visioning	██████████					
Financial Model Development	██████████	██████████	██████████	██████████	██████████	
Stakeholder Engagement	██████████	██████████	██████████	██████████	██████████	
Steering Committee Meetings	★ ★ ★	★ ★	★ ★ ★	★ ★ ★	★ ★ ★	

★ Steering Committee Meeting



RESOURCE NEEDS

	People	Equipment	Facilities
Short-Term	<ul style="list-style-type: none"> ▪ Each academic Dean and his/her staff ▪ Provost's Office ▪ VP of Finance Office ▪ Institutional Research ▪ Marketing and Communications 	<ul style="list-style-type: none"> ▪ N/A 	<ul style="list-style-type: none"> ▪ N/A
Long-Term	<ul style="list-style-type: none"> ▪ Each academic Dean and his/her staff ▪ Provost's Office ▪ VP of Finance Office ▪ Information Technology ▪ Institutional Research 	<ul style="list-style-type: none"> ▪ Budget and Planning Tool ▪ Reporting Tool 	<ul style="list-style-type: none"> ▪ Conference room space for convening standing committees and implementation working groups



DEVELOP AND IMPLEMENT REINVESTMENT STRATEGY

Team Leads:

Dr. Karen Bjorkman, provost and executive vice president for academic affairs

Dr. Bill McCreary, vice president, chief information officer and chief technology officer

Members:

Dr. Heidi Appel

Brittany Jones (grad student, GSA chair)

Dr. Heather Conti

Dr. Kristen Keith

Dr. David Giovannucci

Dr. Mark Merrick

Dr. Dan Hammel

Dr. Scott Molitor

Dr. Renee Heberle

Dr. Angela Paprocki

Aleiah Jones

Terry Romer

Cheryl Zwyer



STRATEGIC REINVESTMENT

Develop and Implement a Strategic Reinvestment Plan
Focused on key components of the **Academic Mission:**

- Teaching and Student Success
- Academic Research and Scholarship
- Faculty Support and Development
- Staff Support and Development
- New Initiatives
- Other needs



IMPLEMENTATION TIMELINE

- High level categories defined (as on previous slide) - **complete**
- Requests from many different areas placed into those categories – **initial classification completed**
- Small workgroups for each category (4-6 people each) - **complete**
- Rubrics finalized (1 for high-level; 1 for detailed requests) - **complete**
- Process definition - **complete**
- Workgroups meet weekly; full team mtgs weekly – **in progress**
- Prioritization of specifics for FY21 implementation – **by end Jan 2021**
- Begin work on FY22 prioritization - **by end Jan 2021**
- Initial decisions on high priority FY22 items – **by end Feb 2021**
- Ongoing FY22 work - **Mar 2021 and forward** as needed



RESOURCE NEEDS

- Funds to provide faculty and staff for teaching/student success and retention needs; critical accreditation needs
- Funds to repair critical/strategic support infrastructure and staff
- Funds/staff to support enrollment, academic programs, marketing
- Funds for critical research support and academic library support
- Funds to support ongoing technical infrastructure/equipment needs (research, teaching)
- Funds for strategic initiatives



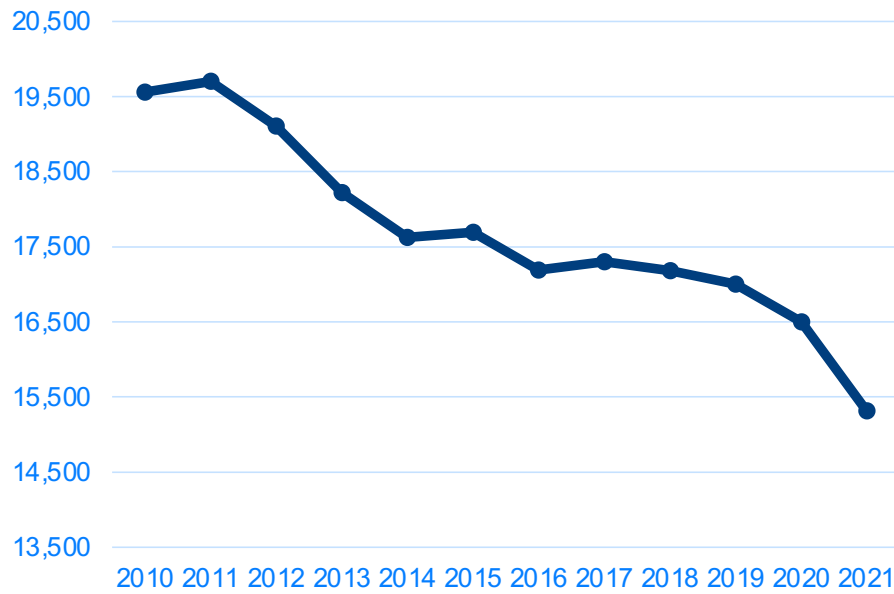
TACKLING CHALLENGES: 2020-22 KEY INITIATIVES TEAMS

- Today's presentation was intended to be an overview of our agendas, proposed timelines and anticipated resource needs.
- Subsequent presentations at upcoming board meetings will focus on more detailed work of the individual teams.
- The work is not intended to be a replacement for the existing Strategic Plan but rather an attempt to build the necessary infrastructure upon which the success of UToledo will depend.
- The topics of the teams are intended to represent a balance between critical issues facing UToledo.
- Participants are spending a great deal of time in this and engagement has been outstanding.

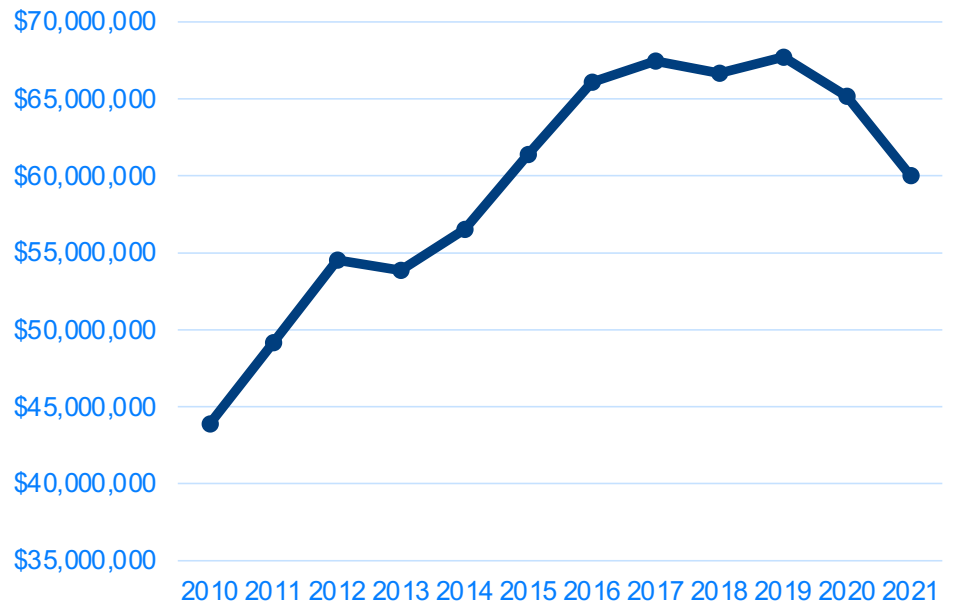


WHY NOW?

Fall Student FTE by Fiscal Year

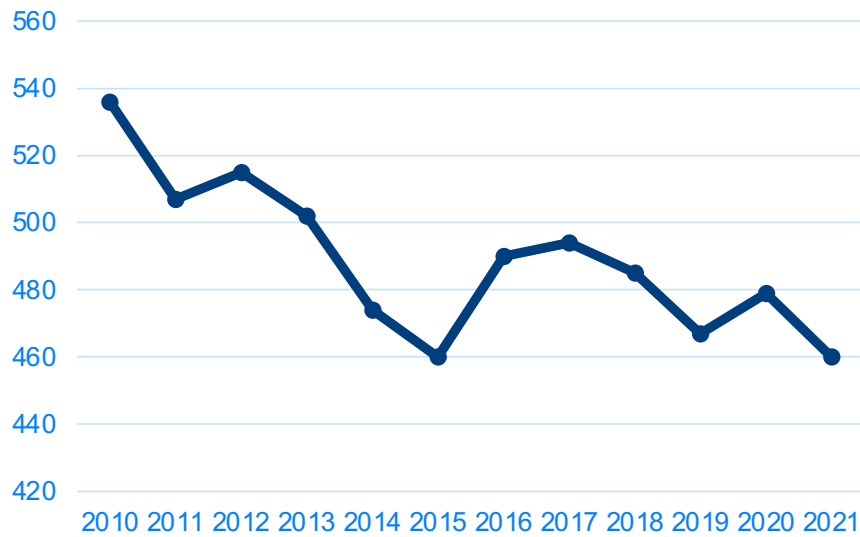


Scholarship Expense by Fiscal Year



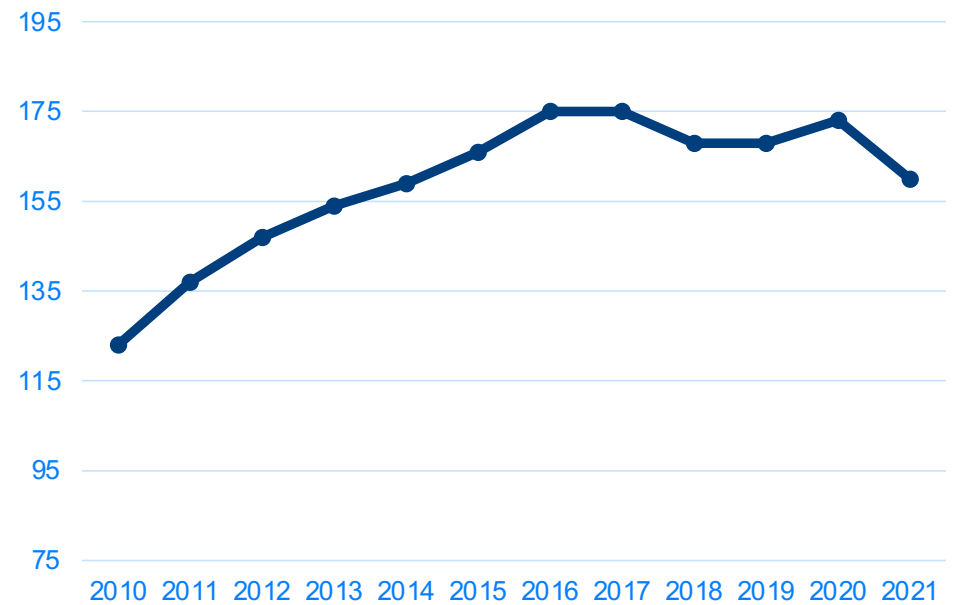
WHY NOW?

Tenured/Tenure Track by Fiscal Year



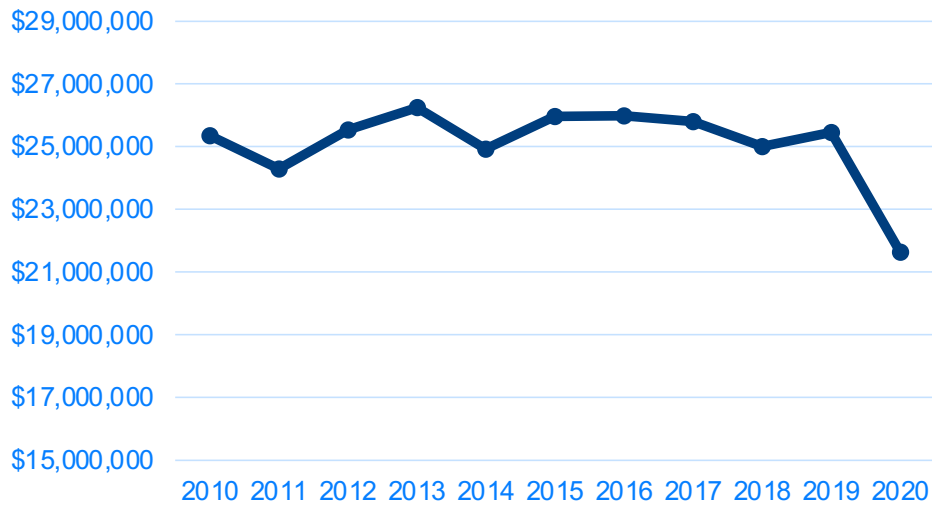
* Includes 9/12 mo AAUP & 9 mo Law Unit

Lecturers by Fiscal Year



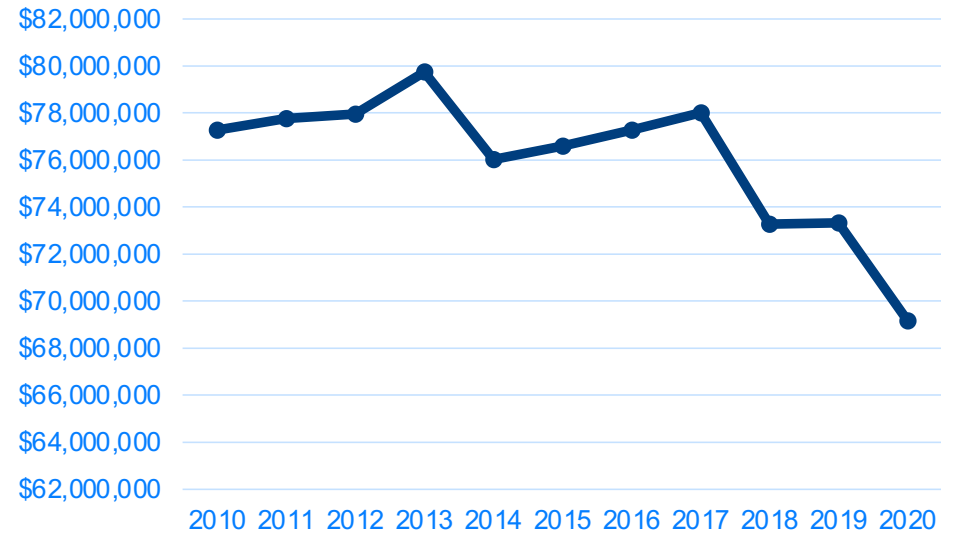
WHY NOW?

Academic Affairs Operating Expenditures by Fiscal Year



* Excludes COM/LS due to AAA revenue/expenses

Administrative Labor and Operating Expenditures by Fiscal Year

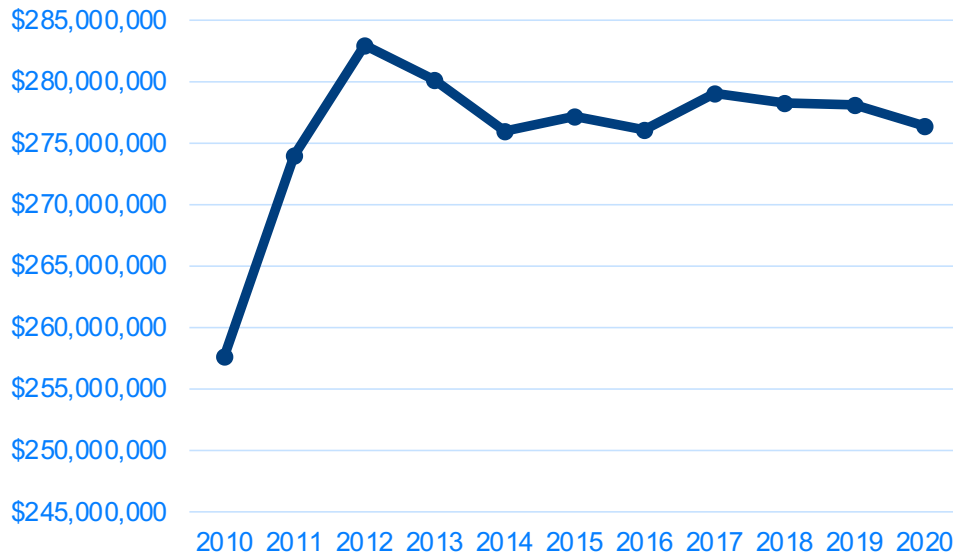


* Excludes Enrollment Management Expenditures

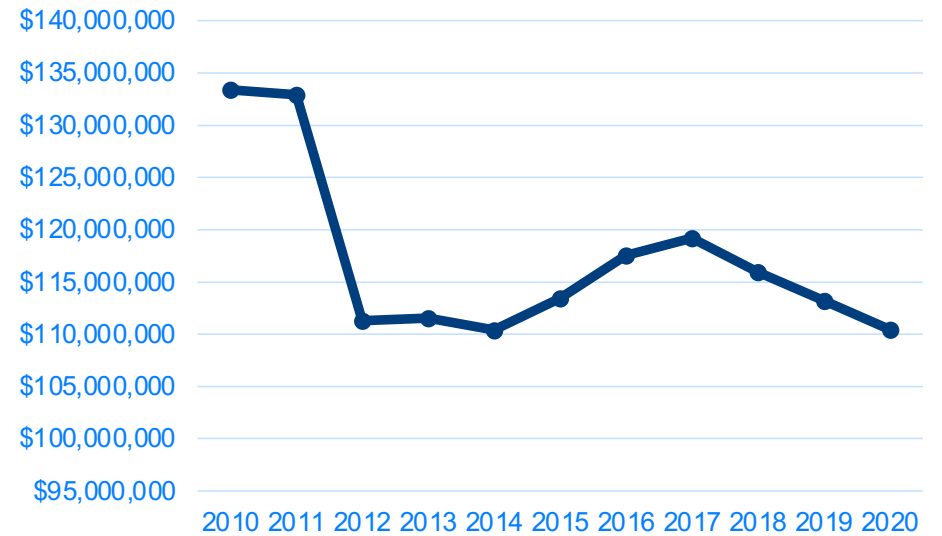


WHY NOW?

Student Tuition and Fees by Fiscal Year



State Share of Instruction/Clinical SSI by Fiscal Year



TACKLING CHALLENGES: 2020-22 KEY INITIATIVES RESOURCES

- The academic reinvestment proposed is \$20M for the period 1/1/21 – 6/30/21.
- An infrastructure investment for HR and ERM is contained within the 6-month budget and is approximately \$1M.
- These investments are intended to represent the first traunch of a multi-year reinvestment plan.

THANK YOU!

