



# THE UNIVERSITY OF TOLEDO'S **PATH TO EXCELLENCE** **Strategic Plan 2017-2022**

## ARCHIVED UPDATES

June 2022  
November 2021  
December 2020  
November 2019

May 2019  
November 2018  
May 2018  
October 2017



## V. REPUTATION AND ENGAGEMENT

### **GOAL 1: IMPROVE AND STRENGTHEN OUR NATIONAL AND INTERNATIONAL REPUTATION, AND IMPROVE TIES AT THE LOCAL AND REGIONAL LEVELS.**

OUTCOME: UToledo's Ranking in U.S. News & World Report Among Public, National Universities

#### **NOVEMBER 2021**

In the fall of 2021, The University of Toledo's ranking in U.S. News & World Report among public, national universities improved by three points. As a result, the University is now only one place outside the threshold of 155 and below to be ranked in public, national university rankings.

In the fall of 2021, The University of Toledo's ranking in U.S. News & World Report among national universities improved by nine points. As a result, the University is now only one place outside the threshold of 298 and below to be ranked in national university rankings.

OUTCOME: Number of Nationally Ranked Academic Programs and Departments

#### **JUNE 2022**

In 2020, The Princeton Review ranked The University of Toledo's College of Law as fourth in the top 10 for "Best Law Schools in the U.S. for Women."

In spring 2021, the John B. and Lillian E. Neff College of Business and Innovation was named to the Princeton Review's 2021 "Best Business Schools." The Princeton Review also ranked the Neff College of Business and Innovation as one of the nation's top on-campus M.B.A. programs.

In 2020, The University of Toledo was recognized as a top school for supporting student veterans by "The Military Times." In 2020, The University of Toledo's College of Law was ranked nationally as one of the "Best Law Schools for Public Service" by Prelaw magazine in the area of public interest law, based on the UToledo College of Law's rich history of training students for successful careers in public interest law, to promote justice and the advancement of the public good.

In 2020, UToledo and four other colleges and universities in northwest Ohio jointly received a collaborative workforce development grant from the state of Ohio in order to purchase state-of-the-art equipment that will contribute to students' educations and job preparedness in high demand workforce fields. The RAPIDS (Regionally Aligned Priorities in Delivering Skills) program awards are designed to help address local workforce needs and UToledo, Bowling Green State University, Northwest State Community College, Rhodes State College and Terra State Community College will share a regional award of \$975,000 to develop talent in cybersecurity, logistics and advanced manufacturing fields. The University of Toledo will receive its portion of the allocation with a grant of \$474,287 for advanced manufacturing and cybersecurity.

#### **NOVEMBER 2021**

In 2020, The Princeton Review ranked The University of Toledo's College of Law as 4th in the top 10 for "Best Law Schools in the U.S. for Women."

In the spring of 2021, the John B. and Lillian E. Neff College of Business and Innovation was named to the Princeton Review's 2021 "Best Business Schools." The Princeton Review also ranked the Neff College of Business and Innovation as one of the nation's top on-campus M.B.A. programs.

In 2020, The University of Toledo was recognized as a top school for supporting student veterans by "The Military Times." In 2020, The University of Toledo's College of Law was ranked nationally as one of the "Best Law Schools for Public Service" by Prelaw magazine in the area of public interest law, based on the UToledo College of Law's rich history of training students for successful careers in public interest law, to promote justice and the advancement of the public good.

In 2020, UToledo and four other colleges and universities in northwest Ohio jointly received a collaborative workforce development grant from the state of Ohio in order to purchase state-of-the-art equipment that will contribute to students' education and job preparedness in high demand workforce fields. The RAPIDS (Regionally Aligned Priorities in Delivering Skills) program awards are designed to help address local workforce needs and UToledo, Bowling Green State University, Northwest State Community College, Rhodes State College and Terra State Community College will share a regional award of \$975,000 to develop talent in cybersecurity, logistics and advanced manufacturing fields. The University of Toledo will receive its portion of the allocation with a grant of \$474,287 for advanced manufacturing and cybersecurity.

#### **DECEMBER 2020**

In September 2019, UToledo was ranked among the top 100 public universities in the latest Wall Street Journal/Times Higher Education Rankings.

UToledo was recognized as a top school for supporting student veterans by The Military Times, 2020.

The Princeton Review ranked UToledo's College of Law in the top 10 for Best Law Schools for Women, 2020.

UToledo College of Law graduates achieved an 89% first-time taker pass rate on the summer 2019 Ohio Bar Exam, seven percentage points above the state average of 82% and tied for 3rd place among the state's nine law schools. This is the highest first-time pass rate on the summer Ohio Bar Exam for UToledo College of Law graduates over the last 10 years. (Note that the summer 2020 Ohio Bar Exam was postponed due to the pandemic.)

### **OUTCOME: Individual Program Ranking in U.S. News & World Report**

#### **JUNE 2022**

As of spring 2021, UToledo has 21 undergraduate, graduate, online and professional programs that are nationally ranked by U.S. News & World Report. Ranked graduate and professional programs include: Education (208); Full-Time Law (129); Part-Time Law (52); Nursing/Master's (109); Clinical Psychology (138); Occupational Therapy (36); Pharmacy (57); Physical Therapy (179); Physician Assistant (165); Social Work (196); Speech-Language Pathology (189); Biological Sciences (218); Physics (146); History (138); Psychology (202); Online Graduate Education (118); and Online Graduate Engineering (71). Ranked undergraduate programs include: Business (235); Engineering (161); Computer Science (262); and all Online Bachelor's (137).

In spring 2021, the following academic programs moved up in the rankings: Full-Time Law, Nursing/Master's, Online Graduate Education, undergraduate Engineering, and all Online Bachelor's. In addition, in the spring 2021 rankings, the graduate program in History (138) and the undergraduate program in Computer Science (262) became nationally ranked.

## **NOVEMBER 2021**

As of fall 2021, UToledo has 22 undergraduate, graduate, online and professional programs that are nationally ranked by U.S. News & World Report. Ranked graduate and professional programs include: Education (208); Full-Time Law (129); Part-Time Law (52); Nursing/Master's (109); Clinical Psychology (138); Occupational Therapy (36); Pharmacy (57); Physical Therapy (179); Physician Assistant (165); Social Work (196); Speech-Language Pathology (189); Biological Sciences (218); Physics (146); History (138); Psychology (202); Online Graduate Education (118); and Online Graduate Engineering (71). Ranked undergraduate programs include: Business (212); Engineering (183); Computer Science (304); Nursing (251) and all Online Bachelor's (137).

In the spring of 2021, the following academic programs improved in the rankings: Full-Time Law, Nursing/Master's, Online Graduate Education, undergraduate Engineering and all Online Bachelor's.

In the fall of 2021, the Undergraduate Business program moved up in the rankings.

In addition, the following programs have become nationally ranked in the past year: The graduate program in History (138), the undergraduate program in Computer Science (304) and the undergraduate Nursing program (251).

## **DECEMBER 2020**

As of spring 2019, UToledo has 20 undergraduate, graduate, online and professional programs that are nationally ranked by U.S. News & World Report. Ranked graduate and professional programs include Occupational Therapy (37); Pharmacy (60); Physician Assistant (165); Online Graduate Education (132); Speech-Language Pathology (120); Law (126); Clinical Psychology (143); Physics (146); Nursing Practice/Doctorate (135); Physical Therapy (164); Education (172); Nursing/Master's (135); Online Graduate Nursing (126); Social Work (196); Psychology (202); Biological Sciences (218); and Engineering (167). Ranked undergraduate programs include Business (224); Engineering (170); and all Online Bachelor's (114).

## **OUTCOME: Average ACT Score of Incoming Cohort of Full-Time Undergraduate Students**

### **JUNE 2022**

In fall 2019, The University of Toledo admitted the best academically-prepared class of first-year students in University history, with an average ACT of 23.04 and average GPA of 3.49. In fall 2020 and fall 2021, the University implemented a temporary test-optional policy for admissions in order to reduce barriers to students during the pandemic. Temporarily suspending the ACT and SAT admissions requirement followed a wave of canceled test dates for high school seniors in the spring and summer of 2020, and extending the test-optional policy for the fall 2021 admissions cycle helped to reduce barriers to students during the ongoing pandemic.

### **NOVEMBER 2021**

In the fall of 2019, The University of Toledo admitted the best academically prepared class of first-year students in University history, with an average ACT of 23.04 and average GPA of 3.49. In the fall of 2020 and the fall of 2021, the University implemented a temporary test-optional policy for admissions to reduce barriers to students during the ongoing pandemic. Temporarily suspending the ACT and SAT admissions requirement followed a wave of canceled test dates for high school seniors in the spring and summer of 2020, and extending the test-optional policy for the fall 2021 admissions cycle helped to reduce barriers to students during the ongoing COVID-19 pandemic.

## OUTCOME: UToledo's Designation as a Carnegie Community Engaged Institution

### **JUNE 2022**

The University of Toledo is designated as a "Community Engaged Institution" by the Carnegie Foundation for the Advancement of Teaching. The University will apply for renewal of this designation with the Carnegie Foundation in 2025 and continues to collect data across campus in relation to University-community engagement.

### **NOVEMBER 2021**

The University of Toledo is designated as a "Community Engaged Institution" by the Carnegie Foundation for the Advancement of Teaching. The University will apply for renewal of this designation with the Carnegie Foundation in 2025 and continues to collect data across campus in relation to University-community engagement.

### **DECEMBER 2020**

The University of Toledo is designated as a "Community Engaged Institution" by the Carnegie Foundation for the Advancement of Teaching. The University will apply for renewal of this designation with the Carnegie Foundation in 2025 and continue to collect data across campus in relation to University-community engagement.

## OUTCOME: Percentage of Students Who Feel Safe on UToledo Campuses as Measured by the Campus Climate Survey

### **JUNE 2022**

The spring 2020 Campus Climate Survey was postponed due to the pandemic and was administered in spring 2021. Results of the spring 2021 survey are not yet available.

### **NOVEMBER 2021**

The spring 2020 Campus Climate Survey is administered every second year, alternating with the Campus Diversity Survey. The spring 2020 Campus Climate Survey was postponed due to the pandemic, and the Campus Diversity Survey was administered in the spring of 2021. The results of the Campus Diversity Survey are currently being analyzed and reviewed.

In fall 2021, 1,249 faculty and staff participated in one of 26 Title IX trainings or programs that are conducted weekly at new employee orientation and annually for new student orientation. Bystander intervention training is offered weekly during the fall and spring semesters and by request.

In fall 2021, the state of Ohio recognized The University of Toledo for successfully implementing all five recommendations from the Ohio Department of Higher Education's "Changing Campus Culture" initiative established in 2015 to help Ohio colleges and universities break the cycle of sexual violence. UToledo's achievements include the development of comprehensive policies and protocols that go beyond Title IX regulations.

In the summer of 2021, the Ohio Department of Higher Education awarded The University of Toledo a capital Campus Safety Grant in the amount of \$205,330 as part of the state's new Campus Safety Grant Program. The purpose of the grant program is to help improve the overall physical security and safety of public campuses statewide. The funding to the University will be used to enhance first responder radio communications on campus and to improve connections with the countywide communications systems.

## **DECEMBER 2020**

The spring 2020 Campus Climate Survey was postponed due to the pandemic and is now scheduled to be administered in the spring of 2021.

## **GOAL 2: DESIGN A UNIFIED BRANDING AND MARKETING PROCESS FOR NATIONAL AND INTERNATIONAL VISIBILITY AND REPUTATION-BUILDING.**

**OUTCOME:** Completion of UToledo Branding Process and Development of Consistent Messaging

## **JUNE 2022**

In the spring of 2019, the University's branding initiative entered its final phase, with the process of message development and implementation. During summer 2019, more than 100 campus partners completed the "Brand Camp" workshops. An online brand guide is now available, as well as a toolkit with resources.

UToledo's ongoing reputation-building campaign was launched in 2016-17 to elevate the University's national reputation, featuring distinctive University programs, faculty, research, innovative initiatives and other achievements. The reputation-building marketing campaign includes monthly features shared by direct mail/printed postcards and emails to higher education peers, as well as an interactive website that highlights multimedia content. The reputation campaign content also is shared with alumni and donors. Among the more than 1,300 higher education leaders on the mailing list nationally, the campaign emails average a 27.7% open rate; alumni/donor open rates average 13%.

In fall 2020, the University expanded the institutional brand to include a new sub-brand for the University's hospital, the University of Toledo Medical Center (UTMC). With the messaging of "Open for You," the community-focused teaching hospital is promoting its mission of service and excellence in healthcare through a new 30-second television spot, billboards, and print and digital advertising in local media.

## **NOVEMBER 2021**

In the spring of 2019, the University's branding initiative entered its final phase, with the process of message development and implementation. During the summer of 2019, more than 100 campus partners completed the "Brand Camp" workshops. An online brand guide is now available, as well as a toolkit with resources.

UToledo's ongoing reputation-building campaign was launched in 2016-2017 to elevate the University's national reputation, featuring distinctive University programs, faculty, research, innovative initiatives and other achievements. The University continues the reputation-building marketing campaign, targeting university presidents, provosts and vice presidents of enrollment management across the country (including higher education leaders who rate institutions for the U.S. News and World Report's annual rankings). Each month the University features unique programs, innovative research and scholarly work, and other notable achievements or initiatives that showcase UToledo's leadership on current and relevant topics. Among the more than 1,300 higher education leaders we target, the campaign emails average a 27.7% open rate, while alumni/donor emails average a 13% open rate. The campaign includes a monthly direct mail piece, email, video, webpage, digital ads in both Inside Higher Education, the Chronicle of Higher Education, and select print ads in the Chronicle. New for the 2021-22 academic year are radio spots on National Public Radio (NPR) stations in Toledo (WGTE) and Columbus (WOSU). The campaign for the 2021-22 academic year kicked off in September with the Championing Inclusion campaign, followed by Safeguarding Water (October) and Exploring Space (November).

In the fall of 2020, the University expanded the institutional brand to include a new sub-brand for the University's hospital, the UToledo Medical Center (UTMC). With the messaging of "Open for You," the community-focused teaching hospital is

promoting its mission of service and excellence in healthcare through a new 30-second television spot, billboards and print and digital advertising in local media.

UToledo student Coreion “Corey” Watts, a respiratory care major, is featured in the new television commercial launched in September 2021 on stations throughout Ohio, as well as on streaming channels and YouTube, to attract new students to campus.

A new 30-second spot for UTMC also launched in September 2021 to build on the hospital’s “Open for You” marketing campaign. The spot features internal medicine, orthopaedics, radiation therapy leaders at UTMC, and patients to emphasize the hospital’s continued commitment to accessible care for the northwest Ohio community. Updated UTMC branding was installed inside the hospital during the fall 2021 semester, including the lobby entrance and along the corridor from the Medical Pavilion to the hospital.

## **DECEMBER 2020**

In the spring of 2019, the University’s branding initiative entered its final phase, with the process of message development and implementation. During the summer of 2019, more than 100 campus partners completed the “Brand Camp” workshops. An online brand guide is now available, as well as a toolkit with resources.

UToledo’s reputation-building campaign was launched in 2016-2017 to elevate the University’s national reputation and is ongoing, featuring distinctive University programs, faculty, research, innovative initiatives and other achievements. The reputation marketing campaign includes monthly features shared by direct mail/printed postcards and emails to higher education peers; as well as an interactive website that highlights multimedia content. The reputation campaign content was also shared with alumni and donors.

## **OUTCOME: Total Favorable Mentions in Highly Valued, National Media Outlets**

### **JUNE 2022**

UToledo continues to focus on placing faculty scholars and researchers in national media outlets. In the first three quarters of FY21, more than 4,000 media mentions were secured. Examples of national media placements include the Boston Herald, National Geographic, The Hill, Inside Higher Education, Bloomberg, the Chicago Sun-Times, the New York Times, the Wall Street Journal and National Public Radio.

### **NOVEMBER 2021**

UToledo continues to focus on placing faculty scholars and researchers in national media outlets. The University ended FY21 with more than 5,900 meaningful media mentions secured with a reach of more than 22 billion. National Media placements included The Atlantic, Associated Press, Better Homes and Gardens, Forbes, Health, The Hill, National Geographic, New York Times, Parents, Popular Science, Readers Digest, Time, USA Today, Wall Street Journal and the Washington Post.

In the first quarter of FY22, UToledo secured national placements in Associated Press, Business Insider, Discover Magazine, The Hill, New York Times, New Yorker, U.S. News and World Report and VICE. Total mentions during the quarter were over 2,400.

### **DECEMBER 2020**

The University of Toledo’s earned media efforts have resulted in 4,735 media mentions between April-September 2019 with strategic media placements in national publications such as USA Today, U.S. News, Reader’s Digest, Washington Post, New York Times, National Public Radio, The Hill, Wall Street Journal, NBC News and PBS.

In the fall of 2019, UToledo faculty researchers were featured daily over the course of an entire week on National Public Radio's "Academic Minute" program, which is broadcast to approximately 200 public radio stations across the country. The weekly takeover on "Academic Minute" by UToledo faculty included reports on research on the identification and understanding of young and expanding galaxies, research related to hypertension, research on human trafficking and social media, research on craft breweries and residential property values, and research on the identification of new compounds for treating multidrug resistant cancer.

**OUTCOME:** Exposure for UToledo Academic Programs and Research and UToledo Athletic Events

#### **JUNE 2022**

The University's social media efforts focus on institutional reputation, brand awareness, enrollment and stakeholder affinity, with an annual social media engagement of 122,600 on LinkedIn; 151,000 on Facebook; and 324,100 on Twitter.

#### **NOVEMBER 2021**

The University's social media efforts focus on institutional reputation, brand awareness, enrollment and stakeholder affinity, with an annual social media engagement of 122,600 on LinkedIn; 151,000 on Facebook; and 324,100 on Twitter.

#### **DECEMBER 2020**

The University's social media efforts focus on institutional reputation, brand awareness, enrollment and stakeholder affinity, with an annual social media engagement of 122,600 on LinkedIn; 151,000 on Facebook; and 324,100 on Twitter.

### **GOAL 3: GROW THE UTOLEDO HEALTH-CARE SYSTEM TO BETTER SERVE NORTHWEST OHIO.**

**OUTCOME:** Center for Medicare and Medicaid Services (CMS) Composite Quality Score

#### **JUNE 2022**

In fall 2019, University President Gregory Postel, M.D., established a number of key initiatives to address challenges faced by the University of Toledo, including an initiative to "Enhance, Stabilize and Sustain UTMC." Working teams have been established to assess current obstacles related to each key initiative and are developing action plans to be implemented.

In April 2021, the Center for Medicare & Medicaid Services (CMS) released its newly revised rating system, and the University of Toledo Medical Center (UTMC) received a three-star rating for overall quality of care and services. In addition, UTMC received a "B" rating in spring 2021 from Leapfrog Hospital Safety Grade, a rating that recognizes the hospital's continued focus on patient safety. The CMS quarterly star ratings are based on a number of measures, including quality of care, safety and readmission rates. The Leapfrog Group, an independent national hospital watchdog, issues letter grades to more than 2,700 acute care hospitals every six months based on their success in protecting patients from preventable errors, accidents, injuries and infections. UTMC is among the top metro Toledo hospitals in the most recent Leapfrog report.

#### **NOVEMBER 2021**

In the fall of 2019, University President Dr. Gregory Postel, M.D., established a number of key initiatives to address challenges faced by the University of Toledo, including an initiative to "Enhance, Stabilize and Sustain UTMC." Working teams were established to assess current obstacles related to each key initiative, and action plans were developed and are being implemented.



In April of 2021, the Center for Medicare & Medicaid Services (CMS) released its newly revised rating system, and the University of Toledo Medical Center (UTMC) received a three-star rating for overall quality of care and services. In addition, UTMC received a “B” rating in the spring of 2021 from Leapfrog Hospital Safety Grade, a rating that recognizes the hospital’s continued focus on patient safety. The CMS quarterly star ratings are based on a number of measures, including quality of care, safety and readmission rates. The Leapfrog Group, an independent national hospital watchdog, issues letter grades to more than 2,700 acute care hospitals every six months based on their success in protecting patients from preventable errors, accidents, injuries and infections. UTMC is among the top metro Toledo hospitals in the most recent Leapfrog report.

In June of 2021, The University of Toledo Medical Center (UTMC) completed its reaccreditation site visit with the Joint Commission, an independent not-for-profit organization that accredits and certifies more than 22,000 healthcare organizations and programs in the United States. During the onsite review, surveyors spent four days evaluating UTMC’s hospital services, clinics, behavioral health services and durable medical equipment services and facilities. Joint Commission accreditation and certification is a voluntary process that is recognized nationally as a symbol of quality that reflects an organization’s commitment to meeting certain performance standards. Reaccreditation surveys occur on a three-year cycle. However, last year’s visit was postponed due to COVID-19. UTMC received high preliminary marks regarding the site visit, and official results from the visit will be available in the coming weeks.

The University of Toledo Medical Center (UTMC) ended the fiscal year 2021 with \$4 million positive, and the operating performance of the hospital provided an opportunity to establish a one-time capital reserve of \$21 million to invest in the hospital.

## **DECEMBER 2020**

In the fall of 2019, Interim President Dr. Gregory Postel, M.D. established a number of key initiatives to tackle challenges faced by the University of Toledo, including an initiative to “Enhance, Stabilize and Sustain UTMC.” Working teams have been established to assess current obstacles related to each key initiative and to develop action plans to be implemented within the next 12-18 months.

A new campaign to promote the University of Toledo Medical Center is focusing on the hospital’s commitment to providing excellent care to the community and was launched in the fall of 2020. With the tagline “Open for You,” the community-focused teaching hospital that has served northwest Ohio since 1964 is promoting its mission of service and excellence in healthcare through a new 30-second television spot, billboards, and print and digital advertising in local media.

OUTCOME: Rating on Question “How Would You Rate Your Hospital” in the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS)

OUTCOME: Number of New Patients

## **GOAL 4: INCREASE PHILANTHROPY IN SUPPORT OF THE UNIVERSITY’S STRATEGIC GOALS.**

OUTCOME: Undergraduate Alumni Annual Giving Participation Rate

## **JUNE 2022**

The University’s undergraduate giving rate grew from 2.59% in FY15 to 5.37% in FY19. The pandemic dramatically impacted the Alumni Association’s ability to make additional progress toward the goal of increasing the undergraduate alumni giving rate. The University experienced a significant decline in Alumni Association memberships in the FY20, due to financial challenges by many individuals as a result of the pandemic. The undergraduate alumni annual giving participation rate for FY21 was 4.076% (as of April 29, 2021).

### **NOVEMBER 2021**

The University's undergraduate giving rate grew from 2.59% in FY15 to 5.37% in FY19. The pandemic dramatically impacted the Alumni Association's ability to make additional progress toward the goal of increasing the undergraduate alumni giving rate. The University experienced a significant decline in Alumni Association memberships in the FY20, due to financial challenges by many individuals as a result of the pandemic. The undergraduate alumni annual giving participation rate for FY21 was 4.47%.

### **DECEMBER 2020**

The University's undergraduate giving rate grew from 2.59% in FY15 to 5.37% in FY19. The pandemic dramatically impacted the Alumni Association's ability to make additional progress toward the goal of increasing the undergraduate alumni giving rate. The University experienced a significant decline in Alumni Association memberships in the fourth quarter of FY20, due to financial challenges by many individuals due to the pandemic. The undergraduate alumni annual giving participation rate for FY20 was 4.74%, which is 1.1% lower than the target metric of 5.75% that was established for FY20.

## **OUTCOME: Total Fundraising to the University as Measured by Total Gift Amount**

### **JUNE 2022**

UToledo's total fundraising as measured by total gift amount for FY21 was \$21,868,000 of a \$28,000,000 goal (as of April 30, 2021).

In April 2021, the University held its fourth annual Day of Giving campaign and surpassed its participation goal with more than 3,000 alumni, friends, faculty, staff and student donors contributing \$1.3 million in support of University initiatives — a record number of donors and total gifts.

### **NOVEMBER 2021**

UToledo's total fundraising as measured by total gift amount for FY21 was \$28,592,000, surpassing the FY21 target goal of \$28,000,000.

In April of 2021, the University held its fourth annual Day of Giving campaign and surpassed its participation goal, with over 3,000 alumni, friends, faculty, staff and student donors contributing \$1.3 million in support of University initiatives — a record number of donors and total gifts.

### **DECEMBER 2020**

UToledo's total fundraising as measured by total gift amount for FY20 was \$23,404,259.

In October of 2019, the University held its third annual Day of Giving campaign, with 2,778 alumni, friends, faculty, staff and student donors contributing \$859,990 in support of University initiatives, compared to \$717,375 during the Day of Giving campaign in the fall of 2018.

OUTCOME: Support Provided From the UToledo Foundation to The University  
OUTCOME: Planning and Initiation of a Comprehensive Capital Campaign

**JUNE 2022**

The University's "Ready to Launch" comprehensive campaign counting period began on July 1, 2016. The silent phase of the campaign continues. However cultivation events, travel and other campaign activities have largely paused during the pandemic, with the exception of virtual celebrations of alumni, college town meetings and other means of gathering alumni and donors together. The fundraising team continues to engage with donors at all levels.

**NOVEMBER 2021**

The University's "Ready to Launch" comprehensive campaign counting period began on July 1, 2016. The silent phase of the campaign continues, and the total raised is currently \$143,053 (57%) as of early October, 2021. Campaign Steering Committee meetings, cultivation events, travel and other campaign activities have largely paused during the pandemic, with the exception of virtual celebrations of alumni and donors together. The fundraising team continues to engage with donors at all levels and has surpassed the FY21 fundraising goal amid the challenges of the ongoing pandemic.

**DECEMBER 2020**

Planning and initiation of the University's "Ready to Launch" comprehensive campaign are complete, and colleges are in the process of completing their "cases for support." The major gift team continues to work with the deans.

**GOAL 5: INCREASE PROMOTION OF THE "ROCKET" BRAND INSTITUTIONALLY,  
LOCALLY, REGIONALLY AND NATIONALLY VIA MARKETING AND PROMOTIONAL EFFORTS.**

OUTCOME: GPA Ranking for Student-Athletes Among All Mid-American Conference (MAC) Institutions

**JUNE 2022**

UToledo student-athletes earned the University's second-highest grade-point average during the spring 2021 semester, earning a combined 3.343 GPA, with all 16 sports above a 3.0. This is the fifth consecutive semester that the Rockets have had a department-wide GPA of 3.3 or higher, and the University's student-athletes set an all-time record for highest semester GPA in spring 2020 with a GPA of 3.527.

The Mid-American Conference (MAC) Institutional Academic Achievement Award rankings for the 2020-21 academic year are not yet available and will be announced in summer 2021.

**NOVEMBER 2021**

UToledo student-athletes earned the University's second-highest grade-point average during the spring 2021 semester, earning a combined 3.343 GPA, with all 16 sports above a 3.0. This is the fifth consecutive semester that the Rockets have had a department-wide GPA of 3.3 or higher, with the University's student-athletes setting an all-time record for highest semester GPA in the spring of 2020 with a GPA of 3.527. The goal for the 2021-22 academic year is to continue to compete for the Mid-American Conference (MAC) Institutional Achievement Award, which UToledo has won in six out of the last 10 years.

In the fall of 2021, 12 student-athletes at UToledo were named 2021-22 Distinguished Scholar Athletes by the Mid-American

Conference (MAC). The awards were received following strong contributions in the field of competition and exemplary work in the classroom during the 2021-22 academic year. The Distinguished Scholar Athlete award is given to student-athletes who have excelled in athletics and academics and who made an All-MAC academic team and maintained a cumulative GPA of at least 3.20. The 12 UToledo student-athlete honorees include four student-athletes from the Women's Track and Field team, and a student-athlete from each of the following teams: Women's Tennis, Men's Tennis, Softball, Baseball, Football, Men's Basketball, Women's Swimming and Diving and Men's Cross Country.

#### **DECEMBER 2020**

UToledo student-athletes earned a department record cumulative GPA of 3.416 for the 2019-20 academic year and finished second for the Mid-American Conference (MAC) Institutional Academic Achievement Award. This award is presented annually to the conference institutions that achieve the highest overall GPA for student-athletes for the academic year. In addition, student-athletes at UToledo set a record for highest semester GPA with a 3.572 GPA for the spring 2020 semester. Seven teams at UToledo achieved a 100% graduation success rate, including Baseball, Men's Basketball, Women's Basketball, Men's Cross Country, Women's Soccer, Women's Tennis and Women's Volleyball.

UToledo student-athletes achieved a graduate success rate of 92% over the last six years (2013-2019), according to the latest figures released by the NCAA, and ranks second among the 12 schools in the Mid-American Conference. This is the second straight year that the University's student-athletes achieved a 92% graduation success rate and the second consecutive year in which UToledo ranked second among MAC schools.

### **OUTCOME: Attendance at UToledo Sporting Events**

#### **JUNE 2022**

Due to COVID-19 protocols, UToledo did not have general public or student attendance at any home athletic contests in FY21. The University did allow attendance for a limited number of immediate family members.

National exposure for UToledo athletic events for the 2020-21 season included 11 Rocket games that were broadcast on national television (three of six football games and eight men's basketball games).

Live streaming during the 2020-21 season includes 115 athletic events that were streamed live, with 44 of these events produced by UToledo. These live-streamed athletic events include men's basketball (22); women's basketball (23), baseball (25), football (3), women's soccer (4), volleyball (16), softball (20), men's tennis (1) and women's tennis (1).

UToledo athletics is also very active on social media, with 38,625 Facebook followers; 17,900 Twitter followers on the Department of Athletics account; and 38,625 Twitter followers on the football account. Additionally, the UToledo Department of Athletics has 17,500 Instagram followers.

#### **NOVEMBER 2021**

National exposure for UToledo athletic events for the 2020-21 season included 11 Rocket games that were broadcast on national television (three of six Football games and eight Men's Basketball games).

Live streaming during the 2020-21 season included 115 athletic events that were streamed live, with 44 of these events produced by UToledo. These live-streamed athletic events included Men's Basketball (22), Women's Basketball (23), Baseball (25), Football (3), Women's Soccer (4), Women's Volleyball (16), Softball (20), Men's Tennis (1) and Women's Tennis (1).

UToledo athletics is also very active on social media, with 37,556 Facebook followers; 18,372 Twitter followers on the Department of Athletics account; and 39,985 Twitter followers on the Football account. Additionally, the UToledo Department of Athletics has 18,770 Instagram followers (as reported on October 29, 2021, on the above social media accounts).

## **DECEMBER 2020**

UToledo average fan attendance for Football in 2019 was 20,399 (1st place in the MAC); Men's Basketball average fan attendance for 2019-20 was 4,378 (2nd place in the MAC); and Women's Basketball average fan attendance for 2019-20 was 3,844 (1st place in the MAC, leading the MAC in fan attendance for the 30th consecutive season; and 26th in the NCAA for fan attendance of Women's Basketball).

National exposure for UToledo athletic events for the 2019-20 season included 11 Rocket games that were broadcast on national television (seven Football games, three Men's Basketball games, and one Baseball game).

Live streaming during the 2019-20 season includes 90 athletic events that were streamed live, with 42 of those events produced by UToledo. These live-streamed athletics events include Men's Basketball (27); Women's Basketball (27), Baseball (1), Football (5), Women's Soccer (13), Women's Volleyball (15), Women's Golf (1) and Men's Golf (1).

UToledo athletics is very active on social media, with 36,932 Facebook followers, 17,800 Twitter followers on the Department of Athletics' account, and 31,900 Twitter followers on the Football account. UToledo athletics has 16,700 Instagram followers, with UTRockets Instagram account having 91,707 interactions over 205 posts; Men's Basketball Instagram account having 16,682 interactions over 110 posts; and Women's Basketball Instagram account having 45,279 interactions over 230 posts. UTRockets Facebook has 181,355 interactions over 759 posts; Women's Basketball Facebook has 86,579 interactions over 487 posts; and Men's Basketball Facebook has 9,775 interactions over 157 posts. In addition, UToledo Rockets Twitter has 11,964,650 impressions over 810 posts and 95,188 engagements.

## **GOAL 1: IMPROVE AND STRENGTHEN OUR NATIONAL AND INTERNATIONAL REPUTATION, AND IMPROVE TIES AT THE LOCAL AND REGIONAL LEVELS.**

OUTCOME: UToledo's Ranking in U.S. News & World Report Among Public, National Universities

## **NOVEMBER 2019**

A University-wide task force has been established with representation from the Office of the President, Office of the Provost and Office of University Marketing and Communications and continues to identify and evaluate the variables and issues that impact recognition at the national level for UToledo's academic programs. The focus remains on improving student success measures (retention and graduation, both overall and for various subgroups) as the primary area where the University needs to improve.

The University-wide task force has developed a comprehensive plan addressing all aspects of the rankings formula, with action items identified across all variables in order to elevate the University's ranking into the top 100 among public national universities. This plan was adjusted in fall 2018 to take into account changes to the rankings formula introduced by U.S. News & World Report with the latest edition of rankings (including Pell-eligible students and their retention and graduation rates).

A reputation-building marketing campaign was implemented in 2016-17 and is ongoing, to feature distinctive University programs, faculty research, initiatives and other achievements. The marketing campaign includes monthly features from October through

April shared via direct mail printed postcards and emails to higher education peers and an interactive website that highlights multimedia content ([utoledo.edu/features](http://utoledo.edu/features)). This reputation-building marketing campaign continues this year by strategically targeting U.S. News influencers. This list has been updated to reflect the addition of 98 new universities, and substantial research was undertaken to ensure a more accurate target list. The FY20 campaign also has been updated to reflect the University's new brand.

#### **MAY 2019**

A University-wide task force was established with representation from the Office of the President, Office of the Provost and Office of Marketing and Communications, and continues to identify and evaluate the variables and issues that impact recognition at the national level for UToledo's academic programs. The focus remains on student success measures (retention and graduation, both overall and for various sub-groups) as the primary area where the University must improve.

The University-wide task force has developed a comprehensive plan addressing all aspects of the rankings formula, with action items identified across all variables in order to elevate the University's ranking into the top 100 among public, national universities. This plan was adjusted in fall 2018 to take into account changes to the rankings formula introduced by U.S. News & World Report, with the latest edition of rankings (including Pell-eligible students and their retention and graduation rates).

A reputation-building marketing campaign was implemented in 2016-17 and continues annually, featuring distinctive University programs, faculty research, initiatives and other achievements. The campaign includes monthly features from October through April shared via printed postcards and emails to higher education peers and an interactive website that highlights multimedia content ([utoledo.edu/features](http://utoledo.edu/features)).

A targeted advertising campaign was implemented in 2018-19 with The Chronicle of Higher Education and Inside Higher Ed, featuring print and digital ads and email banners directing readers to the [utoledo.edu/features](http://utoledo.edu/features) website.

#### **NOVEMBER 2018**

A University-wide task force has been established with representation from the Office of the President, Office of the Provost and Office of Marketing and Communications, and continues to identify and evaluate the variables and issues that impact recognition at the national level for UToledo's academic programs.

The University-wide task force is developing a comprehensive plan addressing all aspects of the rankings formula, with action items identified across all variables to elevate the University's ranking into the top 100 among public, national universities. This plan is being adjusted in fall 2018 to take into account changes to the formula introduced by U.S. News & World Report with the latest edition of rankings.

A reputation-building marketing campaign was implemented in 2016-17 and is ongoing to feature distinctive University programs, faculty research, initiatives and other achievements. The campaign includes monthly features from October through April shared via direct mail, printed postcards and emails to higher education peers and an interactive website that highlights multimedia content ([utoledo.edu/features](http://utoledo.edu/features)).

A targeted advertising campaign was implemented in 2017 with The Chronicle of Higher Education, featuring print and digital ads and email banners directing readers to the [utoledo.edu/features](http://utoledo.edu/features) website.

#### **MAY 2018**

A University-wide task force has been established with representation from the Office of the President, Office of the

Provost and Office of Marketing and Communications and continues to identify and evaluate the variables and issues that impact recognition at the national level for UToledo's academic programs.

The University-wide task force has developed a comprehensive plan addressing all aspects of the rankings formula, with action items identified across all variables to elevate the University's ranking into the top 100 among public, national universities.

#### **OCTOBER 2017**

A university-wide task force has been established, with representation from the Office of the President, the Office of the Provost, and the Office of Marketing and Communications.

The task force has reviewed the formula and variables used for the rankings and assigned areas of responsibility to task force members, based on areas of the formula. Units are developing action plans for their areas of responsibility.

#### **OUTCOME: Number of Nationally Ranked Academic Programs and Departments**

#### **NOVEMBER 2019**

As of fall 2019, UToledo has 20 academic programs (including undergraduate, graduate, online and professional programs) that are nationally ranked by U.S. News & World Report. Plans have been developed and are being implemented in several additional programs to increase the number of ranked programs at the University.

All ranked graduate and professional programs as of fall 2019 include: occupational therapy, pharmacy, physician assistant, online graduate education, speech-language pathology, law, clinical psychology, physics, nursing practice/doctorate, physical therapy, education, nursing/master's, online graduate nursing, social work, psychology, engineering and biological sciences.

All ranked undergraduate programs as of spring 2019 include: business, engineering and online bachelor's.

#### **MAY 2019**

As of spring 2019, UToledo has 20 undergraduate, graduate, online and professional programs that are nationally ranked by U.S. News & World Report. Plans have been developed and are being implemented in several additional programs to increase the number of ranked programs.

In spring 2019, the following programs moved up in the rankings: undergraduate business, full-time law, nursing master's, nursing practice/doctorate, graduate programs in education, and graduate programs in social work.

In addition, in spring 2019 rankings, the engineering graduate program is nationally ranked.

All ranked graduate and professional programs as of spring 2019 include: occupational therapy, pharmacy, physician assistant, online graduate education, speech-language pathology, law, clinical psychology, physics, nursing practice/doctorate, physical therapy, education, nursing/master's, online graduate nursing, social work, psychology, engineering, and biological sciences.

All ranked undergraduate programs as of spring 2019 are: business, engineering and online bachelor's.

## **NOVEMBER 2018**

The Office of the Provost has compiled a list of all ranked programs, as well as programs that have the potential to be ranked among U.S. News & World Report listed programs.

Each college with ranked programs or programs with the potential to be ranked has developed a plan to raise its rankings according to the formulae established for each field.

As of fall 2018, UToledo has 18 undergraduate, graduate, online and professional programs that are nationally ranked by U.S. News & World Report. Plans have been developed and are being implemented in several other programs to increase the number of ranked programs at the University.

UToledo's undergraduate business program moved up in the U.S. News & World Report ranking from 249 in 2018 to 235 in 2019.

## **MAY 2018**

The Office of the Provost has compiled a list of all ranked programs and programs that have the potential to be ranked among U.S. News & World Report listed programs.

Each college with ranked programs or programs with the potential to be ranked has developed a plan to elevate their rankings according to the formulae established for each field.

## **OCTOBER 2017**

The university-wide task force is in the process of identifying currently ranked programs, as well as programs that have strong potential to be ranked.

### OUTCOME: Individual Program Ranking in U.S. News & World Report

## **NOVEMBER 2019**

The Office of the Provost has compiled a list of all ranked programs and identified programs that have the potential to be ranked among U.S. News & World Reports' listed programs.

Each college with ranked programs or programs with potential to be ranked has developed a written plan and set goals to increase their rankings by 2022, taking into account the formulae established for their specific academic fields.

These plans are being implemented by the colleges with support and oversight provided by the Office of the Provost.

UToledo has 20 current individual program rankings in U.S. News & World Report.

## **MAY 2019**

The Office of the Provost has compiled a list of all ranked programs and identified programs that have the potential to be ranked among U.S. News & World Reports' listed programs.

Each college with ranked programs or programs with potential to be ranked has developed a written plan and set goals to increase their rankings by 2022, taking into account the formulae established for their specific academic fields.



These plans are being implemented by the colleges with support and oversight from the Office of the Provost.

UToledo has 20 current individual program rankings in U.S. News & World Report.

#### **NOVEMBER 2018**

Personnel representing all ranked or rank-eligible undergraduate, graduate, online and professional programs have developed written plans and set goals to increase their rankings by 2022. These plans are being implemented by the colleges, with support and oversight from the Office of the Provost.

All ranked or rank-eligible undergraduate, graduate, online and professional programs have developed written plans and have set goals to increase their rankings by 2022. These plans are being implemented by the colleges with support and oversight provided by the Office of the President.

UToledo's undergraduate business program moved up in the U.S. News & World Report ranking from 249 in 2018 to 235 in 2019.

#### **MAY 2018**

UToledo's online programs moved up 17 spots in the rankings of Best Online Programs: Bachelor's for 2018 in U.S. News & World Report; with a ranking of 125 out of 357 this year, compared to last year's ranking of 142.

The online graduate education program in the Judith Herb College of Education moved up two spots in the rankings from 109 last year to 107 this year in U.S. News & World Report's Best Online Graduate Education Programs for 2018.

UToledo's master's program in nursing moved up 20 spots and is now ranked at 183 this year in U.S. News & World Report's Best Nursing Schools: Master's.

UToledo's doctor of nursing practice program was ranked for the first time in U.S. News & World Report's Best Nursing Schools: Doctor of Nursing Practice for 2018.

#### **OCTOBER 2017**

A university-wide task force is in the process of identifying currently ranked programs, as well as programs that have strong potential to be ranked.

The College of Medicine and Life Sciences is focusing on increasing research funding and expanding primary care to elevate its rankings.

OUTCOME: Average ACT Score of Incoming Cohort of Full-Time Undergraduate Students

#### **NOVEMBER 2019**

The average ACT score in fall 2019 is 23.03 and the average GPA is 3.48.

#### **MAY 2019**

UToledo welcomed the best academically prepared class of first-year students in school history for the fall 2018 semester.

The average ACT score in fall 2018 was 23.02, and the average GPA was 3.45.

We successfully enrolled more high-achieving students, which will contribute to improved retention and graduation rates.

#### **NOVEMBER 2018**

UToledo welcomed the best academically prepared class of first-year students in school history for the fall 2018 semester. The average ACT score in fall 2018 is 23.02, and the average GPA is 3.45.

We successfully enrolled more high-achieving students, which will contribute to improved retention and graduation rates.

#### **MAY 2018**

The average ACT composite score for the fall 2017 class of first-year students is 22.9, increased from 22.8 for fall 2016. We successfully enrolled more high-achieving new students which will contribute to improved retention.

The average ACT composite score of admitted and confirmed direct from high school (DHS) students for fall 2018 is higher than it was at the same time last year.

#### **OCTOBER 2017**

The average ACT composite score for the fall 2017 class of first-year students is 22.9, increased from 22.8 for fall 2016. We successfully enrolled more high-achieving new students which will contribute to improved retention.

---

### OUTCOME: UToledo's Designation as a Carnegie Community Engaged Institution

#### **NOVEMBER 2019**

The Office of Government Relations is working with the Office of Research and Sponsored Programs on the midterm review for UToledo's designation as a member of the Association of Public and Land-Grant Universities' (APLU) Innovation and Economic Prosperity (IEP) Universities Designation program that is part of the APLU's Commission on Innovation, Competitiveness and Economic Prosperity. UToledo received this APLU designation in 2013, and work on this review will lay the groundwork for the renewal of UToledo's designation as a Carnegie Community Engaged University in 2025. (Note: the APLU's designation as an Innovation and Economic Prosperity University recognizes universities for their commitment to regional economic development through their work on economic engagement.)

#### **MAY 2019**

The University established the new position of Director of Strategic Initiatives in fall 2017 to track and promote university-community engagement. Efforts are ongoing to collect and communicate this information as a resource to University and community constituents.

In February 2019, the University released its initial annual engagement report (2018 Annual Report on The University of Toledo's Community Engagement) to highlight the impact the University has on the community and region through the efforts of students, faculty, staff and alumni. (The report is available at [utoledo.edu/engagement/docs/community-engagement-report.pdf](http://utoledo.edu/engagement/docs/community-engagement-report.pdf)).

In April 2019, the Office of the Provost hosted the University's inaugural Annual Research Symposium with this year's focus on Impacting our Region through Community-Engaged Research. The symposium featured 40 community-engaged research projects conducted by UToledo faculty, staff and students in collaboration with community partners from the city of Toledo and the northwest Ohio region.

During the last academic year, UToledo students collectively performed more than 43,000 hours of community service. This is in addition to the 770,000 hours that students gave back to the community as part of their program through experiential learning, such as student teaching, clinical rotations and internships in our community.

During the University's annual Big Event held in March 2019, more than 1,000 faculty, staff, students and alumni volunteered to spend time with seniors, visit patients in the hospital, help with spring cleanup in the community and engage in other community-service projects.

The Office of Government Relations is working with the Office of Research and Sponsored Programs on the midterm review for The University of Toledo's designation as a member of the Association of Public and Land-grant Universities' (APLU) Innovation and Economic Prosperity (IEP) Universities Designation program that is part of the APLU's Commission on Innovation, Competitiveness, and Economic Prosperity. The UToledo received this APLU designation in 2013, and work on this review will lay the groundwork for the renewal of our designation as a Carnegie Community Engaged University in 2025. (Note that the APLU's designation as an Innovation and Economic Prosperity University recognizes universities for their commitment to regional economic development through their work on economic engagement.)

---

## **NOVEMBER 2018**

The University established the new position of Director of Strategic Initiatives in fall 2017 to track and promote university-community engagement, and efforts are ongoing to collect and communicate this information as a resource to campus and community constituents.

The Office of Governmental Relations is working with the Office of Research and Sponsored Programs on the midterm review for UToledo's designation as a member of the Association of Public and Land-Grant Universities' (APLU) Innovation and Economic Prosperity (IEP) Universities Designation program that is part of the APLU's Commission on Innovation, Competitiveness and Economic Prosperity. UToledo received this APLU designation in 2013, and work on this review will lay the groundwork for the renewal of UToledo's designation as a Carnegie Community Engaged University in 2025. (Note that the APLU's designation as an Innovation and Economic Prosperity University recognizes universities for their commitment to regional economic development through their work in economic engagement.)

In fall 2018, the UToledo College of Nursing and ProMedica announced an expanded partnership to strengthen nursing education and address current and future healthcare industry challenges. The expanded partnership will increase academic-clinical collaborations to advance nursing education, research and practice for undergraduate and graduate students.

A new initiative was developed in fall 2018 between UToledo and the Toledo Museum of Art to advance visual literacy education. This agreement formalizes an ongoing effort to expand the teaching of visual literacy to UToledo students across all disciplines.

The mayor of Toledo and UToledo president kicked off Rocket Week in August 2018 with an official proclamation from the mayor and a ceremonial raising of the UToledo flag outside One Government Center.

UToledo's Center for Health and Successful Living was recognized with the Debra A. Green Community Service Award

in October 2018 for its work of providing advocacy and support services to the breast cancer community.

## **MAY 2018**

The University established the new position of Director of Strategic Initiatives in fall 2017 to track and promote university-community engagement; efforts are ongoing to collect and communicate this information as a resource to campus and community constituents.

The Division of Student Affairs met with the Director of Strategic Initiatives to develop strategies to streamline, promote and document civic engagement initiatives for UToledo students.

UToledo students completed nearly 40,000 hours of service to the community during the 2017-18 academic year. This is a 59% increase from the previous year.

The Division of Student Affairs purchased a new software package that aids in data collection on student engagement with the community, and data collection for spring 2018 initiatives are currently in progress.

The Office of Government Relations is working with the Office of Research and Sponsored Programs on the midterm review for UToledo's designation as a member of the Association of Public and Land-Grant Universities' (APLU) Innovation and Economic Prosperity (IEP) Universities Designation program that is part of the APLU's Commission on Innovation, Competitiveness and Economic Prosperity. UToledo received this APLU designation in 2013, and work on this review will lay the groundwork for the renewal of UToledo's designation as a Carnegie Community Engaged University in 2025. (Note that the APLU's designation as an Innovation and Economic Prosperity University recognizes universities for their commitment to regional economic development through their work in economic engagement.)

The University established an Office of Workforce Development to collaborate with business and industry to contribute to workforce and economic development in the region. An Advisory Task Force on Workforce Development also was established and a survey was distributed to all UToledo faculty and staff to identify current and planned workforce activities. Survey respondents reported approximately 29 workforce development activities currently underway at UToledo, including partnerships with the East Toledo Family Center, Lucas County Jobs and Family Services, Toledo Museum of Art, Toledo Repertoire Theatre, Toledo Public Schools, Jeep, Dana Corporation, First Solar and many other for-profit and nonprofit organizations in the region.

---

The UToledo Office of Workforce Development also is engaged with the workforce development initiative at the Ohio Department of Higher Education.

The University continues to develop partnerships with the community and region, and this year entered into a collaboration with the Toledo Area Regional Transit Authority (TARTA) to better connect UToledo's students, faculty and staff to the community with free access to all TARTA bus routes. In addition, TARTA will manage UToledo's bus services that connect the campus with the city.

The Office of the President is providing leadership for the Northwest Ohio Regional Higher Education Compact group that was established in January 2018 and includes two-year and four-year colleges and universities from the region to build on existing collaborations and partnerships to increase student access, retention and graduation rates, and to increase efficiencies among our institutions.

## **OCTOBER 2017**

The University launched a new community engagement initiative in fall 2017 with the goal of collecting information, promoting and communicating university-community partnerships currently under way at UToledo, with a website to serve as a resource for campus constituents and community constituents. The University also established a new position of Director of Strategic Initiatives to promote university-community engagement.

OUTCOME: Percentage of Students Who Feel Safe on UToledo Campuses  
as Measured by the Campus Climate Survey

**NOVEMBER 2019**

The University's Campus Climate Survey was administered in April 2018 and survey results indicate that 86.7% of respondents answered "agree" (58.5%) or "strongly agree" (28.2%) to the question "I feel safe on UToledo campus."

The Campus Climate Survey is administered in alternative years, with the next survey scheduled for 2020.

**MAY 2019**

The University's Campus Climate Survey was administered in April 2018, and survey results indicate that 86.7% of respondents answered "agree" (58.5%) or "strongly agree" (28.2%) to the question "I feel safe on UToledo's campus."

The Campus Climate Survey is administered in alternative years, with the next survey scheduled for 2020.

**NOVEMBER 2018**

The University's Campus Climate Survey was administered in April 2018 and survey results indicate that 86.7% of respondents answered "agree" (58.5%) or "strongly agree" (28.2%) to the question "I feel safe on UToledo's campus."

The Campus Climate Survey is administered in alternative years, with the next survey scheduled for 2020.

The state of Ohio certified the UToledo Police Department for meeting the third and latest group of new state standards for bias-free policing and other standards in order to strengthen community and police relations.

**MAY 2018**

The University's Campus Climate Survey was administered in April 2018 and the results are currently under review.

The Division of Student Affairs, UToledo Police Department (UTPD) and Transit Services met in September 2017 to discuss campus safety, and the decision was made to increase Night Watch program services.

UTPD is working to identify additional survey instruments to measure students' perceptions of campus safety. Once additional instruments are identified and approved, they will be benchmarked and a target outcome determined.

UTPD releases daily messages and videos that promote safety efforts on campus.

In fall 2017, UTPD launched a digital media campaign on all UTPD social media platforms, including Twitter, Facebook and Instagram.

UTPD sponsored a Meet the Office of Public Safety event in fall 2017 and conducted eight pizza with the police events during the 2017-18 academic year.

In February 2018, as part of a community policing grant, UTPD conducted a campus community survey (and beyond through social media) to gauge the University's community policing efforts and solicit feedback. The survey remains open indefinitely; however, assessment of survey results is scheduled to begin in May 2018.

### **OCTOBER 2017**

The Division of Student Affairs, UToledo Police Department (UTPD) and the Transportation Department met in September 2017 to discuss campus safety, and the decision was made to increase Night Watch program services.

UTPD is working to identify additional survey instruments to measure students' perceptions of campus safety. Once additional instruments are identified and approved, they will be benchmarked and a target outcome determined.

UTPD releases daily messages and videos that promote safety efforts on campus.

In fall 2017, UTPD launched a digital media campaign on all UTPD social media platforms; including Twitter, Facebook and Instagram.

UTPD sponsored a Meet the Office of Public Safety event in fall 2017 and has planned eight pizza with the police events during the 2017-18 academic year.

---

## **GOAL 2: DESIGN A UNIFIED BRANDING AND MARKETING PROCESS FOR NATIONAL AND INTERNATIONAL VISIBILITY AND REPUTATION-BUILDING.**

OUTCOME: Completion of UToledo Branding Process and Development of Consistent Messaging

### **NOVEMBER 2019**

Following the first two phases of the brand development process in 2018 (with BVK), the University began the remaining process of message development and implementation with assistance from Madhouse Marketing.

Brand messaging and tagline development were completed in spring 2019, including a round of market research testing with current and prospective students.

The Office of University Marketing and Communications has been sharing the new UToledo brand with various campus units and held a series of "brand camps" for key University communicators in June 2019 to ensure consistent use of the new brand components. More than 100 campus partners completed brand camp.

The Fueling Tomorrows tagline was selected in spring 2019, and the initial brand rollout took place on July 1, 2019.

An online brand guide is now available for the University, as well as a toolkit with resources.

Monthly meetings are held with key communicators across campus to ensure brand consistency.

A new tool is now available to assist campus communicators with branded flyers and social media graphics. Using templates in LucidPress, partners have access to brand assets, including logos, fonts, colors and images.

Working collaboratively, all of the academic colleges participated in the November 2019 fall Preview Day at UToledo, and developed consistent brand promotional materials.

#### **MAY 2019**

Following the first two phases of the brand development process in 2018 (with BVK, a branding corporation in Milwaukee), the University began the remaining process of message development and implementation with assistance from Toledo design firm Madhouse.

Brand messaging and tagline development were completed in spring 2019, including a round of market research testing with current and prospective students.

The Office of Marketing and Communications has been sharing the new University of Toledo brand with various campus units and will hold a series of brand camps for key communicators in June 2019 to ensure consistent use of the new brand components.

The Fueling Tomorrows tagline was selected in spring 2019, and the initial brand rollout is scheduled for July 1, 2019.

#### **NOVEMBER 2018**

The University engaged with an external advertising agency and in April 2018 conducted qualitative and quantitative research that engaged University stakeholders to determine common perceptions and values that positively impact engagement with UToledo.

A brand study survey was distributed to all faculty, staff and administrators in the spring of 2018; and targeted interviews were held with faculty, staff and administrators in the spring of 2018.

#### **MAY 2018**

The Division of University Advancement has completed the first phase of the brand study, which will be completed by June 2018. The second phase of the brand study will be completed by July.

A brand study survey was distributed to all faculty, staff and administrators in spring 2018 and targeted interviews were held with faculty, staff and administrators.

#### **OCTOBER 2017**

The Division of Advancement initiated an RFP for a brand study, with responses due by mid-November. An agency will be selected by January, with the project to be completed by July 2018.

OUTCOME: Total Favorable Mentions in Highly Valued, National Media Outlets

#### **NOVEMBER 2019**

Earned media efforts have resulted in 4,735 media mentions between April-September 2019.

Recent national and international media placements for July 2019 include: Web MD: Study suggests African-American adolescents are most vulnerable to suicide; The Conversation: Lead-based paint found in half of all inspected schools; human trafficking expert in the Ft. Worth Star-Telegram; UToledo researchers discover new class of molecules that show promise of killing cancer stem cells in New Atlas, TechGenyz, WTOL11, Drug Target Review, Technology Networks, WFMY Greensboro and The Medical News; UToledo faculty explain the science behind fireworks in Reader's Digest.

Recent national and international media placements for August 2019 include: The Conversation, Houston Chronicle, Raw Story and SF Gate: These are the customers who support sex trafficking in the U.S.; UToledo plant biology scholar quoted in The New York Times; history professor authors piece on police reform in The Washington Post; political science professor authors piece on money in politics published in The Conversation, Yahoo News, Houston Chronicle, SF Gate and Chicago Tribune; and The Washington Post: Why aren't there any left-handed quarterbacks in the NFL?

Recent national and international media placements for September 2019 include: political science faculty member explains the impeachment process in San Diego Voice, Washington Informer, Greater Diversity News, Black Press USA and Seattle Medium; ecology professor shares why students should consider studying environmental science in U.S. News & World Report; and NPR's Academic Minute, heard on 200 public radio stations throughout the country and shared on Inside Higher Ed, showcased five researchers on UToledo week, including: Dr. Rupali Chindar, Dr. Bina Joe, Dr. Celia Williamson, Dr. Neil Reid and Dr. Amit Tiwari.

## **MAY 2019**

Earned media efforts have resulted in 6,158 media mentions during FY19, to date.

National and international media placements have included coverage of "How Blue Light Speeds Blindness," with national coverage in CNN/HLN, Forbes, Fortune, Fox News, Guardian, Hello!, Huffington Post, Men's Health, MSN, Newsweek, Popular Science, Teen Vogue, USA Today and U.S. News; and with international coverage in Australia, Brazil, Canada, China, Egypt, France, India, Italy, Malaysia, Nigeria, the Philippines, Russia, Singapore and the United Kingdom.

Additional media placements regarding University research and scholarship includes coverage of human trafficking, public labor law, disability studies, trauma related to mass shootings, new materials to create more efficient light bulbs, the link between gut bacteria and high blood pressure, research on plant memory, biofilter technology discovered to protect drinking water, diabetes treatment, research on craft beer and other areas of University research and scholarship.

## **NOVEMBER 2018**

Developed 180 news releases in FY18 that resulted in more than 20,000 media mentions in local, regional and national media outlets.

Subscribed to EurekAlert!, a global news service operated by the American Association for the Advancement of Science, beginning in July 2018 to enhance research news outreach.

Targeted media campaigns received widespread national coverage, including toy research in December 2017, news of a World War II veteran who graduated from UToledo in May 2018 and research on the impact of blue light from cellphones on eyesight in August 2018.

Planning is underway with the Office of the Provost and Office of Marketing and Communications to feature UToledo faculty researchers at the national level in the public radio segment Academic Minute that features faculty research related to the public good.



The baseline for media mentions is in the process of being created. The baseline will be established at the end of the 2018 fiscal year.

---

### **OCTOBER 2017**

The baseline for media mentions is currently being established.

OUTCOME: Exposure for UToledo Academic Programs and Research and UToledo Athletic Events

### **NOVEMBER 2019**

As part of the University's strategic marketing efforts to increase awareness and recognition of the University's academic excellence, the University maintains an active presence on several social media platforms, including: Facebook, Instagram, Twitter and LinkedIn.

On Facebook, the University received more than 4.6 million impressions on content during FY19. This content received more than 200,000 comments, reactions, shares and clicks during that time. The University's Facebook account now has 60,000 plus followers.

On Instagram, during FY19 the @UToledo account had 2.35 million impressions and nearly 200,000 engagements.

On Twitter, the University received more than 7.64 million impressions during FY19. From that content, the University received more than 550,000 retweets, replies and clicks through Twitter engagements.

The University began committing resources to posting content of value to LinkedIn on Oct. 1, 2018. From Oct. 1, 2018 to June 30, 2019, this content garnered nearly 2.8 million impressions.

Three UToledo football games have been broadcast on national television so far during the 2019-20 season, and at least three more are scheduled for national broadcast.

BCSN agreement to produce and carry 20 of UToledo's athletic events, as well as continue to produce The Rocket Roundup monthly television program.

WTOL agreement with UToledo to produce and air 18 60-second episodes of Rocket Insider.

For the 2019-20 season, 35 athletic events have been streamed live thus far and 13 of these live streams were produced by UToledo. The sports live streamed so far include football (5), women's soccer (13), women's volleyball (15), women's golf (1) and men's golf (1). Approximately 90-100 more events will be streamed online in 2019-20.

UToledo Athletics uses social media/multiple platform coverage for all sports and has 16,800 Twitter followers on the Athletic account, and 25,700 Twitter followers on the Football account. For Toledo Rockets Twitter, there are 1.9 million impressions over 355 posts and 107,370 engagements. In addition, there are 36,208 Facebook followers. On Instagram, there are 59,700 interactions over 131 posts on UTRockets Instagram; 3,200 interactions over 29 posts on men's basketball Instagram; 5,400 interactions over 51 posts on women's basketball Instagram; and 20,400 interactions over 40 posts on football Instagram.

### **MAY 2019**

Earned media efforts have resulted in 6,158 media mentions during FY19, to date. In addition, the Office of Marketing and Communications sent 133 news releases and drafted 710 articles for UToledo News during the same period.

As part of strategic marketing efforts to increase awareness and recognition of the University's academic excellence, UToledo maintains an active presence on several social media platforms, including Facebook, Instagram, Twitter and LinkedIn.

On Facebook, the University received more than 5.2 million impressions on content from March 2018 to March 2019. This content received more than 237,000 comments, reactions, shares and clicks during that time. The University's Facebook footprint has grown 4.6% during the previous year, totaling 58,000-plus followers.

On Instagram, the University averages 83,000-plus impressions weekly.

On Twitter, the University received more than 10.2 million impressions during the time period sampled. From that content, the University received more than 910,000 retweets, replies and clicks through Twitter engagements.

The University began committing resources to posting content of value to LinkedIn on Oct. 1, 2018. From Oct. 1, 2018 to March 31, 2019, this content had already garnered more than 1.8 million impressions.

The Office of University Marketing and Communications also plays a key role in video creation. The social media team created more than 150 videos during this 12-month period, with 1.77 million views across all social platforms.

The University had 14 national television broadcasts during the 2018-19 academic year; eight for football, four for men's basketball and one each for baseball and softball. National broadcasts were on ESPN platforms (9), CBS Sports Network (3) and the Big Ten Network (2).

The University had 131 events streamed live on the internet during the 2018-19 academic year on ESPN3, ESPN+ and other platforms. Of these 131 events, 85 were home events and 63 were produced by the University's academic Department of Communication for ESPN. The sports with live-streamed events were women's basketball (32), men's basketball (26), baseball (20), softball (18), women's volleyball (17), women's soccer (8), football (5), women's swimming and diving (3), men's tennis (1) and men's golf (1).

Televised events produced by UToledo included the first production of the Inverness Intercollegiate Men's Golf Tournament in September 2018, one of the only school-produced college golf tournaments in the country.

Buckeye Cable Sports Network (BCSN) produced and aired 20 Rocket athletic events in 2018-19 in baseball, softball, women's volleyball, women's soccer, women's swimming and diving, and men's tennis.

The Blade covers Rocket football and baseball on a near-daily basis, as well as other sports on an occasional basis.

The University collaborated with WTOL to produce 18 weekly, 60-second Rocket Insider segments in 2018-19.

Articles on the Rocket football team and players have been featured in national publications, including The Athletic, ESPN.com, Sporting News, USA Today and other publications.

The University collaborated with Buckeye Cable Sports Network (BCSN) to produce seven episodes of The Rocket Roundup in 2018-19, a monthly, half-hour news magazine that exclusively focuses on Rocket athletics.

Video highlights are included for all home football and basketball games (and away games for football) and some Olympic sports events on the University's athletics website and social media. Video interviews and other special videos are regularly featured.

UToledo athletics uses social media/multiple platform coverage for all sports on Twitter, Instagram, Facebook and Snapchat, with Twitter coverage for all UToledo events (home and away), and Instagram and Snapchat coverage for home games.

UToledo athletics added BoxOutSports graphics for Twitter in August 2018, which allows for the use of attractive game-day social media graphics for all sports.

Facebook likes of @UTRockets increased from 32,803 to 35,804 from May 1, 2018 to April 22, 2019, with approximately 800 posts during this time.

Twitter followers of @UTRockets increased from 13,745 to 15,984 from May 1, 2018 to April 22, 2019, with approximately 3,800 tweets during this time.

Instagram followers of @UTRockets increased from 8,276 to 11,800 from May 1, 2018 to April 22, 2019, with approximately 750 posts during this time.

A new podcast about Rocket athletics called The Rocket Liftoff made its debut in September 2018 with 18 episodes as of April 22, 2019.

A complete redesign of the UToledo athletics website (UTRockets.com) was completed in August 2018. Since that time, there have been 831 stories/news releases posted on the site, an average of approximately 24 per week (through April 22, 2019). The new website has had approximately 465,000 users, with a total of more than 832,000 sessions averaging more than two minutes each.

Alumni outreach has been added to the UToledo athletics website, and includes an alumni survey form and an all-time letter-winners list.

## **NOVEMBER 2018**

Developed 180 news releases in fiscal year 2018 that resulted in more than 20,000 media mentions.

Shared 820 news articles with the UToledo community in fiscal year 2018 to highlight campus events, research and other news.

In fiscal year 2018, UToledo was ranked for the second year as 14 out of 331 Division I institutions for social media engagement by Rival IQ, including Twitter with 10.7 million impressions and nearly 1 million engagements; Facebook with 8.9 million impressions and 388,560 engagements; YouTube with 2.6 million video views and 137 video projects, and Instagram with 83,000 impressions weekly. (Note: impressions refer to the number of times users saw a post from UToledo\ and engagement refers to the number of times users took an action on a post.)

UToledo football had seven national television broadcasts during the 2017 season, and plans are to have at least seven broadcasts in 2018. All other football games are streamed live on ESPN3 or ESPN+.

All women's basketball home games and most away games are streamed live on ESPN3 or ESPN+. One game was broadcast on the Big Ten Network in 2017-18.

Buckeye Cable Sports Network (BCSN) produced and aired 20 Rocket athletic events in 2017-18, and plans are to do the same in 2018-19.

The Blade covers UToledo football and basketball on a near-daily basis, and covers other sports on an occasional basis.

Three football players have been promoted in 2018 for a total of 10 national position awards and other honors through email, social media and videos.

Articles on the UToledo football team and players have been featured in national publications, including The Athlete, ESPN.com, Sporting News and USA Today.

A total of 68 home events were produced by UToledo and live-streamed on ESPN3 or ESPN+ during the 2017-18 season. The sports included nearly all events in women's volleyball, women's soccer, men's basketball, women's basketball, baseball and softball. Additional events in women's swimming and diving, men's tennis and women's tennis also were produced.

School production for ESPN will continue during the 2018-19 academic year, including the first production of the Inverness intercollegiate men's golf tournament in September 2018, one of the only school-produced, college golf tournaments in the country.

UToledo Athletics works with WTOL to produce the weekly, 60-second Rocket Insider promo, and with Buckeye Cable Sports Network produces Rocket Roundup, a monthly news magazine featuring Rocket athletics.

Video highlights are included on the Department of Intercollegiate Athletics website and on social media for almost all home events, as well as away games for football.

UToledo Athletics uses social media/multiple platform coverage for all sports on Twitter, Instagram, Facebook and Snapchat, with Twitter coverage for all UToledo events (home and away) and Instagram and Snapchat coverage for home games.

Added BoxOut Sports graphics for Twitter in August 2018, which improved the look and flexibility of UToledo's coverage of all sports.

Facebook likes of @UTRockets increased from 32,803 to 34,278 from May 1 to Oct. 9, 2018, with approximately 500 UToledo Athletics' posts during this time.

Twitter followers of @UTRockets increased from 13,745 to 15,256 from May 1 to Oct. 9, 2018, with approximately 2,552 UToledo Athletics' posts during this time.

Instagram followers of UTRockets increased from 8,276 to 10,200 from May 1 to Oct. 9, 2018, with 588 UToledo Athletics' posts during this time.

A new, weekly podcast about Rocket Athletics called The Rocket Liftoff debuted in September 2018.

A redesign of the UToledo Athletics website (UTRockets.com) was completed in August 2018.

A total of 1,130 stories were posted on the UToledo Athletics website during the 2017-18 academic year, including 56 stories that featured the academic achievements of UToledo's student-athletes.

Alumni outreach has been added to the UToledo Athletics website and includes an alumni survey, an all-time letter-winners list and a link to stories about UToledo alumni.

## **MAY 2018**

Five football players were nominated for national awards.

Football Head Coach Jason Candle and quarterback Logan Woodside were featured in numerous national media articles.

The Blade and/or BCSN had feature stories on every UToledo sport; and most sports had multiple stories.

Every home game of women's soccer, volleyball, basketball and softball; as well as men's basketball and baseball, were streamed live. Numerous events pertaining to women's swimming, men's tennis and women's tennis were streamed, as well.

The Department of Intercollegiate Athletics continues to enhance multiple social media platforms; including Twitter, Instagram, Facebook and Snapchat, for coverage of all sports.

All home football and basketball games had multi-platform social media coverage.

Home and away events for all sports had social media coverage on at least one platform, usually Twitter.

Multiple stories were posted on the Department of Intercollegiate Athletics' website each day, often with as many as eight stories in one day.

Almost every home event and some away events were featured in video content on the Department of Intercollegiate Athletics' website.

All football games, some basketball games and some Olympic sports events were featured in post-game photo albums on the Department of Intercollegiate Athletics' website.

The alumni section of the Department of Intercollegiate Athletics' website is in progress.

## **OCTOBER 2017**

The Department of Intercollegiate Athletics has five national television broadcasts in football, with each broadcast including 30-second institutional commercials.

Additional exposure for UToledo athletics includes: ESPN3 live streaming of fall sports with each including 30-second institutional commercials, as well as seven football games, 15 volleyball matches, eight women's soccer games and two women's swimming meets.

Social media exposure for UToledo athletic events includes Facebook (Toledo Rockets), with 31,051 followers and 32,803 likes during a typical week; Twitter, with 13,745 followers and total tweets of 20,530 during the last year; and Instagram, with 8,276 followers and 1,884 total posts.

Each athletic program also maintains a Twitter page and Facebook presence.

### **GOAL 3: GROW THE UTOLEDO HEALTH-CARE SYSTEM TO BETTER SERVE NORTHWEST OHIO.**

OUTCOME: Center for Medicare and Medicaid Services (CMS) Composite Quality Score

#### **NOVEMBER 2019**

The Center for Medicare and Medicaid Services' (CSM) composite score was eliminated in 2016. The new analogous metric is now the CMS Hospital Compare Star Rating. CMS is withholding ratings until next year, in order to review the star rating methodology.

#### **MAY 2019**

The University of Toledo Medical Center has established the objective of achieving the Hospital Compare Overall Quality Star Rating of 3 stars by December 2019 and has communicated this goal to faculty and staff in order to demonstrate overall hospital quality and high-quality patient care.

UTMC has established the objective to eliminate the medical center's hospital-acquired condition (HAC) reduction program penalty and neutralize value-based purchasing related penalties by December 2019.

UTMC also has established the objectives of improving clinical documentation and improving health quality information management.

#### **NOVEMBER 2018**

The University of Toledo Medical Center has established the objective of achieving the Hospital Compare Overall Quality Star Rating of 3 stars by December 2019 and has communicated this goal to faculty and staff to demonstrate overall hospital quality and high-quality patient care.

UTMC has established the objective to eliminate the medical center's hospital-acquired condition (HAC) reduction program penalty and neutralize value-based purchasing related penalties by December 2019.

UTMC also has established the objectives of improving clinical documentation and improving health-quality information management.

#### **MAY 2018**

The University of Toledo Medical Center is committed to increasing its Hospital Compare Overall Quality Star Rating to demonstrate overall hospital quality and high-quality patient care, and is in the process of developing measurable initiatives to achieve this goal.

#### **OCTOBER 2017**

Specific action plans have been developed for each element.

## OUTCOME: Rating on Question “How Would You Rate Your Hospital” in the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS)

### **NOVEMBER 2019**

The University of Toledo Medical Center’s current rating is 68% (Oct. 25, 2019).

### **MAY 2019**

The national benchmark for high-level organization is an annual increase of 3%. Three basis points per year is recognized as outstanding.

The University of Toledo Medical Center has created a standardized, evidence-based patient experience model for the inpatient units (HCAHPS) that provides professional training and development for nurses and physicians.

UTMC developed and implemented the iCARE Evidence-Based Healthcare Leadership Academy to support UToledo healthcare leaders’ professional development to enhance patient satisfaction outcomes. The academy provides professional development in the areas of performance management, critical conversations, team building, time management, meeting effectiveness, resource management, recruitment, onboarding, progressive discipline and culture building.

UTMC redesigned and streamlined its customer service, complaint and grievance collection processes to include phone, email, web, social media and internal modality.

UTMC has implemented active training programs within all inpatient floors, the orthopaedics clinic and the emergency department.

UTMC will continue to execute evidence-based ancillary services programming around nine specific behaviors to provide the highest level of patient experience in all facilities.

UTMC has completed a detailed service excellence plan to create an innovative and patient-centered culture that improves quality and safety, as well as influences consumer perceptions across the continuum of care.

### **NOVEMBER 2018**

The University of Toledo Medical Center has created a standardized, evidence-based patient-experience model for the inpatient units (HCAHPS) that provides professional training and development for nurses and physicians.

UTMC developed and implemented the iCARE Evidence-Based Healthcare Leadership Academy to support UToledo health-care leaders’ professional development to enhance patient satisfaction outcomes. The academy provides professional development in the areas of performance management, critical conversations, team building, time management, meeting effectiveness, resource management, recruitment, onboarding, progressive discipline and culture building.

### **MAY 2018**

The University of Toledo Medical Center has created a standardized, evidence-based patient experience model for the inpatient units that provides professional training and development for nurses and physicians.

UTMC developed and implemented the iCARE Evidence-based Healthcare Leadership Academy to support UToledo healthcare leaders’ professional development to enhance patient satisfaction outcomes.

UTMC redesigned and streamlined its customer service, complaint and grievance collection processes to include telephone, email, web, social media and other modalities.

#### **OCTOBER 2017**

Baseline and target metrics have been established: Baseline 2016: 21st percentile; Target 2022: 35th percentile. Training initiatives are being implemented during the next two years.

### **OUTCOME: Number of New Patients**

#### **NOVEMBER 2019**

UTMC has experienced a 10% decline in admissions.

#### **MAY 2019**

UTMC is investing in service lines in psychiatry, orthopaedics and family practice by expanding services and resident positions, and adding faculty.

In addition, UTMC is exploring additional opportunities in bariatric surgery and inpatient long-term care.

UTMC is reviewing and evaluating the possibility of developing and/or purchasing urgent care sites as an ambulatory initiative.

UTMC is actively growing detoxification services and recruiting necessary providers. It expanded inpatient beds from 10 to 18 and opened an intensive outpatient treatment program in April 2018. The service line is identified as Recovery Services.

UTMC also is focusing on increasing the number of Medicaid patients.

During the next three-to-five years, UTMC will expand its UToledo Physicians practice to meet the needs of the community. Since 2014, UTMC has expanded its UToledo Physicians practice by 31%.

#### **NOVEMBER 2018**

UTMC is investing in service lines in relation to psychiatry, orthopaedics and family practice by expanding services and resident positions, as well as adding faculty.

In addition, UTMC is exploring additional opportunities in bariatric surgery and inpatient, long-term care.

UTMC is reviewing and evaluating the possibility of developing and/or purchasing urgent care sites as an ambulatory initiative.

UTMC is actively growing detox services and recruiting necessary providers, with new beds opening in April of 2018.

UTMC also is focusing on increasing the number of Medicaid patients due to new funding opportunities.

Over the next three-to-five years, UTMC will expand its UToledo Physicians (UTP) physician practice to meet the needs of the region. Since 2014, UTMC has expanded its UTP physician practice by 31%.



**MAY 2018**

UTMC is investing in service lines in psychiatry, orthopaedics and family practice by expanding services and resident positions, and adding faculty.

In addition, UTMC is exploring additional opportunities in bariatric surgery and inpatient long-term care.

UTMC is reviewing and evaluating the possibility of developing and/or purchasing urgent care sites as an ambulatory initiative.

UTMC is actively growing detox services and recruiting necessary providers.

UTMC also is focusing on increasing the number of Medicaid patients due to new funding opportunities.

During the next three-to-five years, UTMC will expand its UToledo Physicians (UTP) physician practice to meet the needs of the region.

**OCTOBER 2017**

Increasing investment in existing service lines, such as orthopedic and family practice, by expanding resident positions and adding faculty, as well as exploring additional opportunities in behavioral health, bariatric surgery and inpatient, long-term care.

**GOAL 4: INCREASE PHILANTHROPY IN SUPPORT OF THE UNIVERSITY'S STRATEGIC GOALS.**

OUTCOME: Undergraduate Alumni Annual Giving Participation Rate

**NOVEMBER 2019**

UToledo's undergraduate alumni giving participation rate for FY19 was 5.37%.

**MAY 2019**

UToledo's undergraduate alumni giving participation rate was 5.34% as of June 30, 2018.

The alumni giving participation rate for FY19 will be established at the end of the current fiscal year on June 30, 2019.

**NOVEMBER 2018**

UToledo's undergraduate alumni giving participation rate is 5.34% as of June 30, 2018.

**MAY 2018**

The alumni giving participation rate was 4.68% through the end of April for the 2018 fiscal year.

**OCTOBER 2017**

Alumni giving participation is ongoing, and is currently 2.25% through the end of October for FY18.

## OUTCOME: Total Fundraising to the University as Measured by Total Gift Amount

### **NOVEMBER 2019**

UToledo's total fundraising as measured by total gift amount for FY19 was \$26,515,367.

### **MAY 2019**

During FY18, new fundraising revenue for UToledo more than doubled, reaching \$50.9 million for FY18, compared to \$22.1 million for FY17.

Total fundraising to the University for FY19 will be finalized at the end of the current fiscal year on June 30, 2019.

During the University's second annual Day of Giving (Rocket Forward: You Launch Lives, a 36-hour social media fundraising campaign) held Oct. 17-18, 2018, the number of donors nearly doubled compared to last year's participation, with 3,156 donors giving this year, compared to 1,600 donors last year. Alumni and friends, faculty, staff and students contributed \$717,375 during the 2018 Day of Giving campaign. During the 2017 Day of Giving campaign, donors contributed \$450,000 in support of student scholarships and programs of the University.

### **NOVEMBER 2018**

New fundraising revenue for UToledo more than doubled, reaching \$50.9 million for FY18, compared to \$22.1 million for FY17.

During the University's second annual Day of Giving (Rocket Forward: You Launch Lives, a 36-hour social media fundraising campaign) held Oct. 17-18, 2018, the number of donors nearly doubled last year's participation, with 3,156 donors giving this year compared to 1,600 last year. Alumni, friends, faculty, staff and students contributed a total of \$717,375 during the 2018 Day of Giving campaign. During the 2017 Day of Giving campaign, donors contributed \$450,000 in support of student scholarships and programs at the University.

### **MAY 2018**

New fundraising revenue for UToledo is expected to more than double, reaching \$48.3 million for FY18, compared to \$22.1 million for FY17.

### **OCTOBER 2017**

Total fundraising is ongoing.

## OUTCOME: Support Provided From the UToledo Foundation to The University

### **NOVEMBER 2019**

Support provided to the University from the UToledo Foundation in FY19 was \$22.6 million.

**MAY 2019**

Support provided to the University from the UToledo Foundation in FY18 increased by 18.8% during the five-year average total support to UToledo. (Note that the five-year average as of 2017 was \$15.4 million, and in FY18 the UToledo Foundation provided \$18.3 million in support of the University.)

Support provided to the University from the UToledo Foundation in FY19 will be calculated at the end of the current fiscal year on June 30, 2019.

**NOVEMBER 2018**

Support provided to the University from the UToledo Foundation in FY18 increased by 18.8% during the five-year average total support to UToledo. (Note that the five-year average as of 2017 was \$15.4 million, and in FY18 the UToledo Foundation provided \$18.3 million in support of the University.)

**MAY 2018**

Support provided to the University from the UToledo Foundation in FY17 increased 13.9% over the baseline five-year average total support provided to UToledo. (Note that the five-year average as of 2016 was \$14.74 million; and in FY17 the UToledo Foundation provided \$16.8 million in support to the University.)

**OCTOBER 2017**

Ongoing.

**OUTCOME: Planning and Initiation of a Comprehensive Capital Campaign****NOVEMBER 2019**

The University is in the silent phase of a comprehensive capital campaign.

The Campaign Steering Committee, with membership of influential donors and supporters of the University, has been established and committee meetings have taken place.

The theme of UToledo's comprehensive campaign is Ready to Launch.

**MAY 2019**

The University is in the silent phase of a comprehensive capital campaign.

The Campaign Steering Committee, with membership of lead donors and supporters of the University, has been established and its second meeting has taken place.

The theme of UToledo's comprehensive campaign is Ready to Launch.

A case for support prospectus has been completed.

A comprehensive stewardship plan has been developed.

Colleges and units of the University have developed priorities and statements of support.

Leadership and major gift solicitations have taken place.

In spring 2019, a fundraising workshop was held for the deans by the Senior Associate Vice President for Development, and the Office of the Provost continues to work with the Development Office to identify ongoing training opportunities for the deans and other academic leaders.

#### **NOVEMBER 2018**

The Campaign Steering Committee, with membership of influential donors and supporters of the University, has been established and will hold its first meeting in October 2018.

The theme of UT's comprehensive campaign is Ready to Launch.

A case for support prospectus has been completed.

The University is in the silent phase of the campaign, and colleges and units of the University have developed their statements of support.

#### **MAY 2018**

The feasibility study for the comprehensive campaign was completed in May 2018.

Case statements for support are being developed by the colleges and units in anticipation of the initiation of the silent phase of the campaign, which will begin in fall 2018.

#### **OCTOBER 2017**

The Division of Advancement is conducting a feasibility study for the comprehensive campaign; it will be completed by April 2018.

### **GOAL 5: INCREASE PROMOTION OF THE "ROCKET" BRAND INSTITUTIONALLY, LOCALLY, REGIONALLY AND NATIONALLY VIA MARKETING AND PROMOTIONAL EFFORTS.**

OUTCOME: GPA Ranking for Student-Athletes Among All Mid-American Conference (MAC) Institutions

#### **NOVEMBER 2019**

Student-athletes continue to rank among the top of Mid-American Conference (MAC) institutions in grade point average.

UToledo was named the recipient of the 2018-19 Mid-American Conference Institutional Academic Achievement Award with a school-record GPA of 3.277 for the 2018-19 academic year. This is the second consecutive year that the Rockets have won the award, and the sixth time in the past eight years. This award is presented annually to the conference institution that achieves the highest overall GPA for student-athletes for the academic year. A year ago, UToledo won the MAC Academic Achievement Award with a 3.266 GPA, a school record at that time.

## **MAY 2019**

Student-athletes continue to rank among the top of Mid-American Conference (MAC) institutions in grade point average.

UToledo student-athletes earned a combined GPA of 3.306 in spring 2019, the highest semester GPA ever for the Rockets, edging out the previous record of 3.29 set in fall 2017. It is also the ninth consecutive semester in which UToledo student-athletes have earned a semester GPA of 3.2 or higher.

A record 51 student-athletes earned president's list honors with a perfect 4.0 GPA (the previous record was 49 in spring 2016); 46.9% (173 of 368) earned a spot on the dean's list by achieving a GPA of 3.5 or higher; and 73.4% (271 of 369) made the honor roll by achieving a 3.0 GPA or higher.

Information about full-year GPAs for student-athletes is not yet available for the 2018-19 academic year.

GPA rankings for the 2018-19 academic year among all MAC institutions will be announced in August 2019.

## **NOVEMBER 2018**

Student-athletes continue to rank among the top of the Mid-American Conference (MAC) institutions in grade point average.

UToledo student-athletes earned the MAC Institutional Academic Achievement Award for 2017-18 for the highest overall institutional GPA for student-athletes among all MAC institutions, with the highest ever institutional GPA of 3.266 among student-athletes. This is the fifth time in the last seven years that the Rockets have won this award.

In addition, for the first time, UToledo female student-athletes received the MAC Faculty Athletics Representative Academic Achievement Award for the conference institution with the highest overall GPA rank for both men and women student-athletes in 2017-18. This is the first time UToledo women student-athletes have won the award. The UToledo men student-athletes have won the award three times. UToledo had the highest GPA rank, as the Rocket women carried the highest league GPA in women's golf, while posting the second-highest GPA ranks in women's soccer and women's tennis, and the third-best GPA ranks in women's cross country and women's track and field during the 2017-18 academic year.

UToledo also earned the MAC Jacoby Trophy for 2017-18, recognizing the top women's athletics program based on league competition.

## **MAY 2018**

Student-athletes continue to rank among the top of the Mid-American Conference (MAC) institutions in grade point average.

UToledo student-athletes achieved the highest overall, cumulative GPA in the MAC for fall 2017, with a 3.29 GPA.

UToledo student-athletes earned a combined GPA of 3.235 in the spring 2018 semester.

The MAC's spring 2018 GPA rankings and overall 2017-18 academic year GPA rankings will be announced in summer 2018.

The Department of Intercollegiate Athletics hired an academic coordinator, and Student-Athlete Academic Support Services continues to provide resources and services to all student-athletes to improve overall GPA.

All student-athletes are tracked on STARFISH and Blackboard Observer to monitor their academic progress.

## **OCTOBER 2017**

Student-Athlete Academic Services is providing 98 tutoring appointments per week and has established partnerships with the Learning Enhancement Center for MATH, EES and PHYS courses.

All student-athletes are tracked on STARFISH to monitor their academic progress.

More than 230 faculty and staff have opted-in to Blackboard Observer for SAAS advisers to use as a tool to track and monitor student-athletes' academic progress.

## **OUTCOME: Attendance at UToledo Sporting Events**

### **NOVEMBER 2019**

Current football average attendance is 24,130 (first in Mid-American Conference, second place is 19,882 and MAC Average is 17,618).

Sold 9,927 football season's tickets.

Student and fan attendance increased at women's soccer with the new Hotmer Field on campus.

### **MAY 2019**

Attendance was strong in football, men's basketball and women's basketball during the 2018-19 academic year.

UToledo football led the Mid-American Conference in fan attendance for the second straight year with an average of 21,352 per home game (the MAC average for 2018-19 is 15,531 per home game), which is an increase of 3% in football fan attendance from last year. A sellout for the UToledo vs. Miami (Fla.) game in September 2018 included 28,117 fans in attendance.

Season ticket sales increased by 14% for UToledo football, to 11,830 packages sold, which is the second highest of all time.

UToledo women's basketball led the Mid-American Conference in fan attendance for the 29th consecutive season — averaging 3,728 in fan attendance per home game (the MAC average fan attendance for 2018-19 was 1,460 per home game). This is a 9% increase for UToledo women's basketball. In addition, women's basketball ranked in the top 30 nationally in the NCAA for fan attendance per home game. This includes a season best of 6,059 against Notre Dame on Dec. 8, 2018, the third-largest attendance in UToledo's history.

Men's basketball increased attendance by 13%, with an average fan attendance of 4,771 per home game, and ranked third in the MAC for fan attendance for the 2018-19 season (the MAC average was 2,934 fan attendance per home game). This includes a sellout and largest home fan attendance (since the Savage Arena renovation in 2008) against Buffalo in February 2019, with 7,401 fans in attendance.

In addition, the Glass Bowl was recently ranked the No. 4 college football stadium in the country, based on a national fan poll and published by Business Insider. It also was selected as one of the top 25 stadiums in the nation, according to the Podium.com Fan Poll.

## **NOVEMBER 2018**

After four home football games, the UToledo Rockets led the MAC in attendance with an average of 25,153 fans; the MAC average was 17,405 for fan attendance.

In addition, the UToledo Glass Bowl was recently ranked as the No.4 college football stadium in the country, based on a national fan poll conducted by Podium.com Fan Poll and published by Business Insider, with the ranking of the top 25 stadiums in the nation.

## **MAY 2018**

Attendance was strong in all three key areas of football, men's basketball and women's basketball during the 2017-18 academic year.

Football led the Mid-American Conference (MAC) in attendance this year (2017-18).

Women's basketball led the MAC in attendance this year (2017-18) and was 32nd in the nation.

Men's basketball was second in the MAC in attendance this year (2017-18).

## **OCTOBER 2017**

Football season ticket sales for 2017-18 have increased approximately 3% compared to last year, with 10,380 season tickets sold.

Men's basketball ticket sales is at 88% of its goal as of Oct. 27, 2017, and women's basketball is at 95% of the goal for 2017-18. Sales are expected to increase as we approach the final two weeks before the season begins.

Attendance at football games is averaging 22,360, which is the No. 1 ranking in the MAC (the MAC average is 16,947).

Student attendance at football games averages 4,439 (as of Oct. 27, 2017) per game, with more than 6,000 students attending the home opener against Elon and more than 4,700 for Tulsa and homecoming.