University of Toledo
University Libraries Strategic Prism - 2008-09

Mission Statement

University of Toledo - Mission Statement
The mission of The University of Toledo is to improve the human condition; to advance knowledge through excellence in learning, discovery and engagement; and to serve as a diverse, student-centered public metropolitan research university.

University Libraries - Mission Statement
The mission of University Libraries and Academic Support is to enhance and support excellence in life-long learning, discovery, and engagement for the improvement of the human condition. Within a student-centered and collaborative environment, we provide innovative and traditional resources, technologies, and educational services.

Vision Statement

University of Toledo - Vision Statement
The University of Toledo is a transformative force for the world. As such, the University of Toledo will become a thriving student-centered, community-engaged, comprehensive research university known for its strong liberal arts core and multiple nationally ranked professional colleges, and distinguished by exceptional strength in science and technology.

University Libraries - Vision Statement
University Libraries and Academic Support will become the intellectual center of the University of Toledo by fully integrating its services, state-of-the-art technologies, and unique collections into all aspects of our institution.

Values

I. Compassion, Professionalism and Respect: Treat every individual with kindness, dignity and care; consider the thoughts and ideas of others inside and outside of the University with a strong commitment to exemplary personal and institutional altruism, accountability, integrity and honor.

II. Discovery, Learning and Communication: Vigorously pursue and widely share new knowledge; expand the understanding of existing knowledge; develop the knowledge, skills and competencies of students, faculty, staff and the community while promoting a culture of lifelong learning.

III. Diversity, Integrity and Teamwork: Create an environment that values and fosters diversity; earn the trust and commitment of colleagues and the communities served; provide a collaborative and supportive work environment,
based upon stewardship and advocacy, that adheres to the highest ethical standard.

IV. Engagement, Outreach and Service: Provide services that meet students’ and regional needs and where possible exceed expectations; be a global resource and the partner of choice for education, individual development and health care, as well as a center of excellence for cultural, athletic and other events.

V. Excellence, Focus and Innovation: Strive, individually and collectively, to achieve the highest level of focus, quality and pride in all endeavors; continuously improve operations; engage in reflective planning and innovative risk-taking in an environment of academic freedom and responsibility.

VI. Wellness, Healing and Safety: Promote the physical and mental well-being and safety of others, including students, faculty and staff; provide the highest levels of health promotion, disease prevention, treatment and healing possible for those in need within the community and around the world.

I. Undergraduate

The undergraduate academic programs at UT will be regionally distinguished and highly ranked nationally. The undergraduate experience will provide exceptional student-centeredness and a consumer-driven focus, which combine to ensure a personally satisfying and professionally relevant education.

Segment 1

Develop policies and align resources to increase the undergraduate population to at least 20,000 students, with enrollments that match labor market needs and student demands, consistent with high quality and financial viability.

University Libraries - 4.1.1 Develop additional distance learning courses, certificate and degree programs that effectively use innovations in technology

Narrative description: Collaborate with the colleges to develop more courses and programs and update others effectively using innovative technology.

Complete: 0%
Metric: This is an ongoing effort to meet the challenge to continue to increase the DL only student population and add technology that enhances the online learning experience.
Time: One to two years
Type: Develop new program
Resource: New resources necessary - operating budget, faculty/staff

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University Libraries - 4.1.2 Establish adequate library resources, classroom support and related technology for new academic programs

Narrative description: Work with the appropriate bodies to develop a formula to establish adequate library resources, classroom support and related technology for new academic programs

Complete: 50% (% Complete updated 1/15/2010 by )
Metric: The libraries’ support services must evolve in order to support increasing numbers of students’ learning experiences; progress has been made with support form the Provost’s Office to cover the shortfall—propose a library fee in 2009.
Time: Two to three years
Type: Develop new program
Resource: New resources necessary - operating budget, private funding
Segment 2
Develop and implement innovative ways to integrate the knowledge and skills of STEM2 (Science, Technology, Engineering, Mathematics and Medicine, as defined by federal and state legislatures) and related disciplines with liberal arts and broader humanistic traditions.

University Libraries - No Applicable Initiatives

Segment 3
Strengthen the general education curriculum to emphasize university-level skill proficiency and a shared core experience. We will also enhance the relevance of the core to professional, science and technology programs.

University Libraries - 4.3.1 Transform the undergraduate experience by redesigning the general core courses
Narrative description: Faculty teaching the large enrollment general education courses will work with instructional designers to redesign instructional approaches and infuse the pedagogy with technically savvy learning experiences. The focus is to use the “studio teaching” approach to produce more effective student learning.
Complete: 0%
Metric: eLearning and Academic Support will hire five instructional designers to work with faculty so that the impact of the redesigned pedagogy is evident within two years.
Time: Two to three years
Type: Develop new program
Resource: New resources necessary - operating budget, faculty/staff

Segment 4
Implement innovative ways to integrate science and technology literacy throughout the curriculum as a pathway to full societal participation.

University Libraries - 4.4.1 Establish innovative access to library STEMM resources in support of the undergraduate, graduate education and research
Narrative description: Work with state, national and international organizations in determining which STEMM resources are required to
support the UT undergraduate experience, graduate education and research. Ohio LINK is working on supporting library resources for identified STEMM areas.

**Complete**: 75% (% Complete updated 1/15/2010 by )

**Metric**: The libraries’ resources must be enhanced to support the STEMM initiatives of UT. This can be supported by the additional $1.7 million added to budget re: the reproposed library fee for 2009-2010

**Time**: Two to three years

**Type**: Maintain or grow existing program

**Resource**: New resources necessary - operating budget, faculty/staff

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### Segment 5

Strengthen relationships between students and faculty through an increased commitment to student-centeredness.

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#### University Libraries - 4.5.1 Information Literacy Courses

**Narrative description**: Create/investigate for-credit information library literacy courses at the undergraduate level; explore collaboration with UT Learning Collaborative and College departments regarding its content.

**Complete**: 25% (% Complete updated 1/15/2010 by )

**Metric**: Grow program by 20% per year

**Time**: Two to three years

**Type**: Develop new program

**Resource**: New resources necessary - operating budget, faculty/staff

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#### University Libraries - 4.5.2 Information Literacy Programs

**Narrative description**: Expand literacy programs to ensure all undergraduate students are provided an opportunity to take an information literacy session.

**Complete**: 60% (% Complete updated 1/15/2010 by )

**Metric**: Grow program by 20% each year

**Time**: Two to three years

**Type**: Develop new program

**Resource**: New resources necessary - operating budget, faculty/staff

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University Libraries - 4.5.3 Develop computer literacy instruction

**Narrative description**: Design and develop computer literacy instruction that is available on all campuses by December 2008. This is being collaborated between Main Campus' Carlson Library with HSC's Mulford Library so that Info. Lit. faculty are teaching some of these skills for fall 08. For 09-10, expanded to areas high schools and to HSC.

**Complete**: 45% (% Complete updated 1/15/2010 by )
**Metric**: Whether instructional classes are developed that are available to all students
**Time**: One to two years
**Type**: Maintain or grow existing program
**Resource**: New resources necessary - faculty/staff

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Segment 6

Develop selected degree-completion and certificate programs, both for transfer students and for nontraditional students, based on a careful analysis of regional economic needs and in collaboration with employers and two-year institutions.

University Libraries - 4.6.1 Collaborate with UT colleges, community colleges and universities

**Narrative description**: Expand and strengthen partnerships with community colleges and other institutions to increase the student enrollment in online degree completion programs. The second annual DL Partnership Conference: The Power of eLearning is organized to be highly successful with 9 vendor sponsors. The 3rd annual DL Partnership Conference: The Power of eDegrees is scheduled for Nov. 13, 2009.

**Complete**: 0%
**Metric**: Continue to build the degree completion initiatives which could be self-sustaining if a return of revenue to eLearning and Academic Support is re-established.
**Time**: One to two years
**Type**: Maintain or grow existing program
**Resource**: Self-sustaining

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Segment 7

Engage students across all academic disciplines in student-centered learning and provide meaningful opportunities to work with faculty mentors in conducting, presenting, and publishing scholarly, creative and scientific research.

Segment 8
Employ the principles of engaged adult learning throughout the undergraduate programs.

### Segment 9

Establish college-specific selective admission standards in all colleges and innovative admission criteria where appropriate. We will establish a portal of entry and an educational process for students not meeting selective admission standards. The University also will support undecided students, those in individualized programs, and students with majors spanning multiple academic units.

### Segment 10

Develop a reputation for successful programs, cultures and tools supporting the lifelong learning of our students, faculty, staff and alumni through effective and accessible advising, exemplary mentorship and advanced information services.

#### University Libraries - 4.10.1 Applied the use of an ePortfolio product for the use of students and faculty

**Narrative description**: Create an environment for students that produces an ePortfolio for their networking with faculty and other students and their connection to the work arena. Other products are being reviewed for possible adoption

**Complete**: 50%

**Metric**: An ePortfolio program was established within one year that supports students and faculty so that an ePortfolio may be compiled for each student.

**Time**: One to two years

**Type**: Maintain or grow existing program

**Resource**: New resources necessary - operating budget, faculty/staff

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### University Libraries - 4.10.2 Copyright training

**Narrative description**: Provide up-to-date information to the University community regarding U.S. copyright law and the TEACH act through training seminars and the creation of a copyright portal

**Complete**: 0% (% Complete updated 1/15/2010 by )

**Metric**: Grow program each year and adapt as needed to relevant groups.

**Time**: Four to five years

**Type**: Develop new program

**Resource**: No new resources

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Segment 11

Advance the scope and effectiveness of our distance learning and educational information technology. We will develop cutting-edge electronic communities for undergraduate student learning and research.

University Libraries - 4.11.1 Provide and maintain state-of-the-art technology in University Libraries and Academic Support.

Narrative description: Evaluate the use or potential use of library and instructional technologies for supporting the University Libraries and Academic Support missions.

Complete: 80% (% Complete updated 1/15/2010 by )
Metric: This is an ongoing endeavor.
Time: One to two years
Type: Develop new program
Resource: New resources necessary - operating budget

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University Libraries - 4.11.2 Explore emerging technologies

Narrative description: Provide opportunities for University Libraries and Academic Support personnel to explore emerging technologies and applications in teaching and learning. This includes using wikis and blogs in Blackboard and the use of Web 2.0 and other technical applications.

Complete: 50% (% Complete updated 1/15/2010 by )
Metric: This is an ongoing endeavor that 1) builds a long-range technology plan to build on collaborative ventures, and 2) provides a test server for testing new applications.
Time: One to two years
Type: Maintain or grow existing program
Resource: New resources necessary - operating budget, private funding

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Segment 12
Build on areas of excellence across disciplines to develop startling interdisciplinary collaborations and synergies leading to new innovative programs and majors.

University Libraries - No Applicable Initiatives

Segment 13
Enhance student success and retention activities, including programs for supplemental instruction, tutoring, living and learning communities, first-year experience, and mentoring by peers, faculty and the community.

University Libraries - No Applicable Initiatives

Segment 14
Increase opportunities for service learning, co-ops, internships, international and other real world experiences across all disciplines.

University Libraries - No Applicable Initiatives

Segment 15
Expand the utilization of clinical/professional faculty in appropriate undergraduate disciplines focusing on the combination of teaching, applied research and community engagement.

University Libraries - No Applicable Initiatives

Segment 16
Please add any additional related outcome goals.

University Libraries - No Applicable Initiatives

Segment 17
Items pending removal.

University Libraries - No Applicable Initiatives

II. Graduate and Professional

The graduate and professional academic programs at UT will be widely distinguished and highly ranked nationally. These programs will gain prominence for being exceptionally student-centered, consumer-driven, and career-focused with particular recognition for science, technology and professional studies.
Segment 1
Develop policies and align resources to increase the reputation and enrollment in graduate and professional programs based upon quality and a careful analysis of investment return and market demand.

University Libraries - No Applicable Initiatives

Segment 2
Expand existing and add new graduate level programs in STEM² areas, professional schools and other academic disciplines that demonstrate the ability to grow and be self-sustaining through enrollment and/or external funding.

University Libraries - 5.2.1 Establish innovative access to library STEMM resources in support of graduate education and research therein.

Narrative description: Work with state, national and international organizations in determining which STEMM resources are required to support UT graduate education and research therein.

Complete: 75% (% Complete updated 1/15/2010 by )
Metric: The libraries’ resources must be enhanced to support the STEMM initiatives of UT.
Time: Two to three years
Type: Maintain or grow existing program
Resource: New resources necessary - operating budget, faculty/staff

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Segment 3
Engage faculty and students in a thriving entrepreneurial environment.

University Libraries - No Applicable Initiatives

Segment 4
Integrate the University and the community to an unprecedented degree by seeking real world experiences and mentorship. Refine and strengthen relationships with regional, national and global institutions to align and strengthen educational objectives and outcomes.

University Libraries - No Applicable Initiatives

Segment 5
Develop a strong student-centered infrastructure that will attract graduate students of the highest caliber, through such means as graduate research and teaching assistantships, postdoctoral fellowships, scholarships and grants.
University Libraries - 5.5.1 Information Literacy Courses

**Narrative description**: Create for-credit information literacy courses at the graduate level.

**Complete**: 25% (% Complete updated 1/15/2010 by )

**Metric**: Grow program each year and adapt as needed to new graduate programs

**Time**: Two to three years

**Type**: Develop new program

**Resource**: New resources necessary - operating budget, faculty/staff

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University Libraries - 5.5.2 Information literacy programs

**Narrative description**: Expand information literacy programs to ensure all graduate students are provided an opportunity to take an information literacy session. Info. Lit. faculty are teaching some of these skills Fall 08. For 2009-2010, this is being expanded for the areas high schools and also expanded to the HSC.

**Complete**: 60% (% Complete updated 1/15/2010 by )

**Metric**: Grow program by 20% per year adapting as needed for new graduate programs

**Time**: Two to three years

**Type**: Develop new program

**Resource**: New resources necessary - operating budget, faculty/staff

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Segment 6

Strengthen internal alignment between undergraduate, graduate and professional programs. Our undergraduate programs will be seen by current and prospective students as a preferred portal to our graduate and professional degrees.

University Libraries - No Applicable Initiatives

Segment 7

Achieve pre-eminence through the sponsorship of high-profile conferences and events, as well as through leadership in professional organizations and scholarly publications.

University Libraries - No Applicable Initiatives
## Segment 8

Employ the principles of successful adult learning throughout the graduate degree and professional career programs.

## University Libraries - 5.8.1 Copyright training

**Narrative description**: Provide up-to-date information to the University community regarding U.S. copyright law and the TEACH act through training seminars and the creation of a copyright portal.

**Complete**: 0%  (% Complete updated 1/15/2010 by )

**Metric**: Grow program each year and adapt as needed to relevant groups.

**Time**: Four to five years

**Type**: Develop new program

**Resource**: No new resources

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## Segment 9

Advance the scope and effectiveness of our distance learning and educational information technology. We will develop cutting-edge electronic communities for graduate student learning and research.

## University Libraries - 5.9.1 Collaborate with UT colleges

**Narrative description**: Continue to build the online graduate degrees to increase the enrollment among students not able to commute to our traditional classrooms.

**Complete**: 0%

**Metric**: Continue to build online graduate degree initiatives which could be self-sustaining if a return of revenue to eLearning and Academic Support is re-established.

**Time**: One to two years

**Type**: Maintain or grow existing program

**Resource**: Self-sustaining

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## University Libraries - 5.9.2 Provide and maintain state-of-the-art technology in University Libraries and Academic Support

**Narrative description**: Evaluate the use and potential use of library and instructional technologies for supporting the University Libraries and Academic Support missions.
Segment 10

Expand the utilization of clinical/professional faculty in appropriate graduate disciplines focusing on the combination of teaching, applied research and community engagement.

University Libraries - No Applicable Initiatives

Segment 11

Please add any additional related outcome goals.

University Libraries - No Applicable Initiatives
III. Research

We will be highly distinguished and ranked internationally as a leader in research and intellectual property transfer focusing on seven (7) strategically selected thematic areas across multiple academic units.

Segment 1

Invest in the following areas of research excellence:

a. Environmental Impacts on Health, focusing on the interaction between human activity and the environment, especially the impacts on life and wellness, through an assessment of geographical information, the source and disposition of pollutants, human physiology, economic sustainability, technologies and related factors.

b. Energy Sustainability and Conservation, focusing on the development of renewable energy sources, such as solar cells and biofuels, as well as the creation of advanced materials and infrastructure, enhanced intermodal transportation networks, and urban planning.

c. Translational Interfaces of Health Sciences, Engineering and Clinical Care, focusing on cell signaling and other basic processes as applied to disease prevention and treatment. We will align this research with the clinical focus areas of cancer, cardiovascular disease, transplantation, immunology, degenerative neurological conditions, musculoskeletal diseases and trauma.

d. Public Engagement, Regional Economic Revitalization and Global Competitiveness, focusing on applied research critical to a highly engaged metropolitan university and developing enhanced mechanisms for accessing policy development and decision making authorities.

e. Science and Technology Education, focusing on transformational PK-12 educational programs emphasizing scientific literacy and career preparation, based on benchmarked outcomes research.

f. Health Care Delivery Systems, focusing on the revitalization, technology advances and management leadership of health care delivery systems.

g. Search for Origins, focusing on the origin and development of life and the universe, and the related scientific, cosmological, philosophical, anthropological, cultural and religious theories.

University Libraries - 6.1.1 Enhance Ward M. Canaday Center for Special Collections

Narrative description: University Libraries and Academic Support has been in the process of seeking to enhance the Ward M. Canaday Center for Special Collection’s development as a research center that provides unique collections for scholars engaged in the study of our community’s historical, economic, political, and social development, with particular emphasis on making the collections more accessible.

Complete: 0% (% Complete updated 12/15/2009 by )

Metric: Establish an advisory committee for the Canaday Center to assist in the identification of possible new digital or physical collections.

Time: Two to three years

Type: Maintain or grow existing program

Resource: New resources necessary - operating budget, faculty/staff

Responsibility | Name | Title | Email | Phone
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### University Libraries - 6.1.2 Develop public history curricular offerings

**Narrative description**: In collaboration with the Department of History, the Ward M. Canaday Center for Special Collections is working to enhance the public history program by participating in the development of curricular offerings for undergraduate and graduate students seeking careers in public history. Course offerings will focus on both historical resources management and applied research.

**Complete**: 0% (% Complete updated 12/15/2009 by )

**Metric**: Develop course proposals for new courses in archives administration, museology, and digital historical resources in collaboration with the Department of History. Offer courses in the 2009-2010 academic year.

**Time**: Two to three years

**Type**: Maintain or grow existing program

**Resource**: New resources necessary - faculty/staff

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### Segment 2

Emphasize relevant basic science and translational aspects of research in each specific area and work closely with the intellectual property and technology transfer efforts of the institution.

### University Libraries - No Applicable Initiatives

### Segment 3

Institute procedures for the ongoing review of additional areas of strategic research focus. The above list of research foci may be modified over time based upon objective indicators of excellence, including sources of extramural support.

### University Libraries - No Applicable Initiatives

### Segment 4

Recruit and retain self-motivated and productive faculty members, staff and students, emphasizing these selected areas of research.

### University Libraries - No Applicable Initiatives

### Segment 5

Develop and align the programs of our academic units to support optimally these areas of research excellence.

### University Libraries - 6.5.1 Establish innovative access to library STEMM resources in support of UT's research.

**Narrative description**: Work with state, national, and international organizations in determining which STEMM resources are required to...
Segment 6
Encourage and develop interdisciplinary institutes and centers to support optimally and enhance identified areas of research excellence within a global context.

Segment 7
Please add any additional related outcome goals.

University Libraries - 6.7.1 Advocate for grant support

Narrative description: University Libraries and Academic Support will advocate for designating 5 percent of grant overhead for University Libraries to provide needed library resources for the research activities of faculty.

Complete: 25% (% Complete updated 1/15/2010 by )
Metric: Dean will develop proposal for grant overhead support.
Time: One to two years
Type: Develop new program
Resource: No new resources

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Collaborative | Alice Crosetto | Assistant Prof. Of Library Adm | alice.crosetto@utoledo.edu | 530-2760

University Libraries - 6.7.2 Distance Learning revenue advocacy

Narrative description: University Libraries, eLearning, and Academic Support will advocate for returning 25 percent of revenue from distance learning courses to Distance Learning and Academic Support to adequately support the program.

Complete: 0%
Metric: Dean will develop a proposal for returning 25 percent of revenue by July 1, 2010.
Time: Two to three years
Type: Maintain or grow existing program
Resource: No new resources

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**University Libraries - 6.7.3 Copyright training**

**Narrative description**: Provide up-to-date information to the University community regarding U.S. copyright law and the TEACH act through training seminars and the creation of a copyright portal.

**Complete**: 0% (% Complete updated 1/15/2010 by )

**Metric**: Grow program each year and adapt as needed to relevant groups.

**Time**: Four to five years

**Type**: Develop new program

**Resource**: No new resources

**Segment 8**

Items pending removal.

**University Libraries - No Applicable Initiatives**

### IV. Students

We will be distinguished for our student-centeredness and for our vibrant programs and environment that enhance the sense of community on our campuses and in the surrounding areas.

**Segment 1**

Provide high quality programs and services to meet the educational, recreational, cultural and social needs of all of our students, faculty and staff.

**Segment 2**

Realize the strength and distinction to be derived from diversity in all its dimensions. We will recruit, retain and celebrate a diverse university community as an integral part of our journey of excellence and the enrichment of our university life.

**University Libraries - 7.2.1 Provide annual diversity training opportunities**
**Narrative description**: Provide annual training to faculty and staff in a variety of diversity-related topics to ensure user-focused services for students, faculty, patients, and the community. A University Libraries Diversity Committee has been convened and a plan established.

**Complete**: 70% (% Complete updated 1/15/2010 by )

**Metric**: Assess after one year if programming has been developed. Assess effectiveness of training through patron assessment tool.

**Time**: One to two years

**Type**: Develop new program

**Resource**: No new resources

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**University Libraries - 7.2.2 ADA Compliance**

**Narrative description**: Assess ADA compliance of all buildings and services and work with the Office of Accessibility to ensure the services are responsive to everyone.

**Complete**: 50% (% Complete updated 1/15/2010 by )

**Metric**: Assess to see if all buildings and services are ADA compliant (initial deadline December 2008). January 2010: Libraries Accessibility Task Force convened. Contacted Office of Accessibility/Facilities/Safety and Health about process for assessing for accessibility. (jmm)

**Time**: One to two years

**Type**: Maintain or grow existing program

**Resource**: No new resources

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**University Libraries - 7.2.3 Increase the diversity of our personnel and develop a minority internship program**

**Narrative description**: 1) updating the College diversity plan, including best practices for ensuring a diverse pool of applicants 2) establishing the procedures for a minority internship program and seek external funding.

**Complete**: 50% (% Complete updated 1/15/2010 by )

**Metric**: 1) January 2010: Libraries Diversity Committee is working on the best practices document (jmm) 2) January 2010: Diversity Committee Chair attended the National Diversity in Libraries Conference in fall 2008; part of the conference dealt with the development of minority internship programs. To implement a successful program, a great deal of faculty librarian time and effort is required. Given existing demands upon librarian time, the development of a minority internship will need to be postponed to a later date. (jmm)

**Time**: Two to three years

**Type**: Develop new program

**Resource**: New resources necessary - private funding

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# Segment 3
Create and sustain a student-centered learning environment that provides quality classroom and laboratory space and cutting-edge campus technology.

## University Libraries - 7.3.1 Conduct space utilization assessment for maximally student-centered environment
**Narrative description** : Collaborating with Facilities Management, conduct a space utilization assessment in Carlson Library and Mulford Library for the future development of a student-centered environment that allows for enhancing and expanding collections and services.

**Complete** : 90% (% Complete updated 1/15/2010 by )
**Metric** : Development of a space utilization assessment by Dec. 2008-this will be completed with the new Information Commons in Mulford being planned.
**Time** : One to two years
**Type** : Maintain or grow existing program
**Resource** : No new resources

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## University Libraries - 7.3.2 Classroom renovation master plan
**Narrative description** : Working with the Classroom Committee and the Technology Committee, develop a master plan to ensure classroom renovations and new building projects address current and future teaching needs. The classroom renovation in the Field House is completed with final preparations underway for its opening for classes beginning Spring 2009.

**Complete** : 80%
**Metric** : Development of master plan by July 1, 2010.
**Time** : Two to three years
**Type** : Maintain or grow existing program
**Resource** : No new resources

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## University Libraries - 7.3.3 Advocate for renovation funding
**Narrative description** : Advocate for funding for needed renovations from University sources and gifts--ongoing

**Complete** : 5% (% Complete updated 1/15/2010 by )
**Metric** : Development of a plan for acquiring funds for needed renovations by July 1, 2020.
**Time** : Four to five years
Segment 4

Provide a full spectrum of innovative student services in a customer-oriented environment to promote recruitment, retention, graduation and career success of all of our student populations.

University Libraries - 7.4.1 Develop service core values statement

Narrative description: Develop a core values statement for all University Libraries and Academic Support services and update employee policy and procedure manuals to reflect these core values.

Complete: 0%
Metric: Assess by May 2008 if core values statement has been developed and incorporated into policy and procedure manuals.
Time: Two to three years
Type: Develop new program
Resource: No new resources

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Segment 5

Integrate academic and residential life to provide opportunities for students to be connected, involved and engaged in a safe, supportive and environmentally sustainable global community.

University Libraries - No Applicable Initiatives

Segment 6

Create a "University Town" environment on and surrounding our campuses.
V. Health Care

We will be recognized for our high quality clinical enterprise and as a transformational force in the ongoing evolution of regional and national health care delivery systems. The clinical enterprise will remain an integral part of our academic mission and our fiscal well-being.

Segment 1
Develop a consumer-driven vision of health care that concentrates on access, wellness, disease prevention and successful aging. We will exemplify this vision with products and services available to our employees, students and community.

Segment 2
Expand and mature our educational, research and clinical relationships with the regional clinical practices, community pharmacy settings and affiliated hospital systems so that our clinical educational programs continue to grow in quantity and quality while being protected and nurtured in the regional health care delivery system.

Segment 3
Develop a focus in the health care professional colleges and an emphasis throughout the institution on wellness and disease prevention, in addition to early stage disease detection and management. Employ this focus to optimize and coordinate the health care of our employees, families and students along a clearly defined wellness-based strategy.
Segment 4
Develop and utilize state-of-the-art and highly innovative information technology to enhance the delivery of health care while expanding patient safety, quality of care, confidentiality and autonomy.

Segment 5
Expand substantially the out-patient clinical base of the health care access system, including significant growth in satellite ambulatory locations, medication management and delivery, and regional health care professional partnerships, and become an industry leader in innovative risk management strategies.

Segment 6
Selectively grow in-patient clinical services related to the featured academic strategic tracks, including space, staff, equipment and resources. We will provide exemplary integrated space for graduate and undergraduate health education and clinical research programs.

Segment 7
Enhance the quality of and access to student and employee health care for our University and others in the region. This care will be highly patient centered, with near-instantaneous service provision, follow-up and communication, and managed with concierge-like services.

Segment 8
Improve the quality, increase the quantity and enhance the diversity of graduate medical educational opportunities in our health care system and in the region. We will expand the recruitment and retention of our graduates into the broad spectrum of our graduate medical education programs. These programs will become exemplars for quality and competency-based accreditation standards.

Segment 9
Please add any additional related outcome goals.
VI. Engagement

We will provide leadership in the rejuvenation of the economy of northwest Ohio, and will expand our community outreach and global engagement.

- Segment 1
  Implement an exemplary technology transfer pathway to move our discoveries into the marketplace, seeking academic, legislative, philanthropic, and corporate support to accomplish this goal.

- Segment 2
  Develop, lead, and actively participate in a science and technology corridor, defined as both the location and mechanism for licensure, incubation, acceleration, and commercialization of discoveries, with multiple partnerships and other strategic relationships that reinforce our leadership position.

- Segment 3
  Enhance our role in business attraction, entrepreneurship, and the development of technology-based, globally competitive enterprises.

- Segment 4
  Become a leader in the revitalization of our community through knowledge-sharing partnerships to improve the region’s economic, educational, health, cultural and civic quality of life.

- Segment 5
  Strengthen our commitment to and involvement with our PK-12 educational partners to ensure that all students achieve the basic skills necessary for success in higher education and lifelong learning.

- Segment 6

University Libraries - No Applicable Initiatives
Create a culture that promotes active lifelong learning for professional leadership, civic engagement and personal success.

**University Libraries - No Applicable Initiatives**

**Segment 7**
Provide convenient, workplace-relevant, professional development and continuing educational opportunities.

**University Libraries - No Applicable Initiatives**

**Segment 8**
Expand community access to our rich intellectual, cultural and intercollegiate athletic opportunities.

**University Libraries - 9.8.1 Establishment of Friends group**

**Narrative description**: University Libraries and Academic Support will establish a "friends group" of community supporters.

**Complete**: 10% (% Complete updated 1/15/2010 by)
**Metric**: The establishment of a "friends group" by July 1, 2008.
**Time**: One to two years
**Type**: Develop new program
**Resource**: No new resources

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**Segment 9**
Champion the development of a "University Town District" in the areas adjacent to the Main Campus that integrates university, community and private partnerships as appropriate.

**University Libraries - No Applicable Initiatives**

**Segment 10**
Align university research, workforce development and engagement efforts with the community in the following UT Signature Areas:
- Advanced Materials
- Biosciences and Health Care
- Advanced Engineering and Manufacturing
- Alternative and Advanced Energy
- Logistics and Distribution

**Segment 11**
Please add any additional related outcome goals.
University Libraries - 9.11.1 Completion of Development Plan

Narrative description: University Libraries, eLearning, and Academic Support will have an established development plan for attracting outside gifts to support programs.

Complete: 5% (% Complete updated 1/15/2010 by )
Time: One to two years
Type: Maintain or grow existing program
Resource: No new resources

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Segment 12
Items pending removal.

University Libraries - No Applicable Initiatives

Arching Principles

Segment 1
The University will identify and capitalize on new opportunities arising from the merger and other factors.

Segment 2
The University must respond to labor market needs in and beyond the northwest Ohio region.

University Libraries - No Applicable Initiatives

Segment 3
The University must respond to the opportunities and challenges presented by our expanding global context.

University Libraries - No Applicable Initiatives

Segment 4
The University will establish and expand distinctive collaborative projects and endeavors with local and regional businesses, governmental agencies, PK-12 educational systems, other universities and healthcare organizations.

University Libraries - 10.4.1 Enhance services through collaboration
**Segment 5**

The University commits itself to the identification of appropriate assessment metrics, acquisition of outcomes data, and a process of ongoing outcome-oriented, strategic self-examination.

**University Libraries - 10.5.1 Periodic assessment of services**

**Narrative description**: University Libraries and Academic Support will periodically assess our services to ensure effectiveness, and will develop assessment plans for each unit by July 1, 2010.

**Complete**: 10% (% Complete updated 1/15/2010 by )

**Metric**: Each unit must have an assessment plan by July 1, 2010.

**Time**: Two to three years

**Type**: Maintain or grow existing program

**Resource**: No new resources

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**Segment 6**

The University will adopt innovative risk assessment and management strategies that expand the University's capabilities through experience and reduce our overall costs.

**University Libraries - 10.6.1 Update disaster plans**

**Narrative description**: Review, revise, and distribute emergency and disaster plans annually

**Complete**: 50% (% Complete updated 1/15/2010 by )

**Metric**: Annual review each July of existing emergency and disaster plans for Carlson Library and Mulford Library and revise as needed

**Time**: One to two years

**Type**: Maintain or grow existing program

**Resource**: No new resources
University Libraries - 10.6.2 Evaluate physical space for safety and accessibility

**Narrative description**: Conduct an evaluation of existing physical space in Carlson Library and Mulford Library to assess personnel health, safety, and accessibility.

**Complete**: 0% (% Complete updated 1/15/2010 by )

**Metric**: By July 2008, conduct an evaluation of space occupied by University Libraries and Academic Support faculty and staff for safety and health issues.

**Time**: One to two years

**Type**: Maintain or grow existing program

**Resource**: No new resources

University Libraries - 10.6.3 Develop and promote a plan for enhanced staffing and increased student employment

**Narrative description**: Develop a long-term plan for projected personnel needs, identifying selected growth areas.

**Complete**: 0%

**Metric**: Benchmark against peer institutions by December 2008

**Time**: One to two years

**Type**: Maintain or grow existing program

**Resource**: New resources necessary - operating budget, faculty/staff
### Segment 7

The University will develop a process and implementation timeline for this strategic planning process, including alignment with academic, support and auxiliary unit strategic plans, development of specific action items and the creation of implementation plans.

### University Libraries - 10.7.1 Ensure quality of DL courses

**Narrative description**: Adhere to a best practices operational development plan compliant with accepted national standards

- **Complete**: 0%
- **Metric**: Maintain compliance with NCA's Higher Learning Commission for electronically delivered courses and certificate and degree programs as needed for accreditation.
- **Time**: One to two years
- **Type**: Maintain or grow existing program
- **Resource**: No new resources

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### Segment 8

The University will include the utilization of existing strategic committees and organizational groups and the development of new groups, only as necessary.

### University Libraries - No Applicable Initiatives

### Segment 9

The University will utilize a model of shared governance to realize our vision and to achieve the strategic objectives outlined in this document.

### University Libraries - No Applicable Initiatives

### Segment 10

Please add any additional related outcome goals.

### University Libraries - No Applicable Initiatives

### Segment 11

Items pending removal.

### University Libraries - No Applicable Initiatives