



AREA III: FACULTY, STAFF AND ALUMNI

Goal 1. Foster a culture of excellence by supporting retention, career progression and high job satisfaction for staff.

- The third cohort of staff were selected in October 2019 to participate in the Staff Leadership Institute at the University of Toledo, a leadership development program for staff that was launched in October 2017. The class of 2019-20 included 23 staff employees from colleges and units across the University and on both campuses, who graduated from the Leadership Institute in January 2021, with a virtual graduation held due to the pandemic.
- The retention rate of non-faculty staff for FY21 (through April 30, 2021) is 85.65%, above the 2022 target metric of 83%.

Goal 2. Foster a culture of excellence by supporting retention, promotion and high job satisfaction for faculty.

- Seventy (70) faculty were tenured and/or promoted for 2021-22.
- Twenty-two (22) faculty were promoted to full professor for 2021-22.
- Fourteen (14) faculty were promoted to associate professor for 2021-22.
- Twenty-nine (29) faculty were tenured and promoted to associate professor for 2021-22.
- For all ranks, The University of Toledo doubled the number of faculty who have earned tenure and/or promotion since we began the implementation of the University's strategic plan in 2017 (from 35 faculty in 2017-18 to 70 faculty in 2021-22).
- As of spring 2021, 30.9% of full-time faculty at UToledo hold the rank of full professor (330 faculty members out of a total of 1,069 faculty members). This is an increase of 5.5% over the baseline metric established in 2016 for our goal of increasing the percentage of full professors in the pool of full-time faculty.
- As of spring 2021, the average time to achieve tenure and promotion for 70.6% of main campus faculty is 5.3 years.
- As of spring 2021, the average time spent as associate professor before progressing to full professor rank is seven years (includes faculty on the Main Campus and the Health Science Campus, excluding faculty in the College of Medicine and Life Sciences).
- Fourteen (14) faculty were selected to participate in the fourth cohort of the University's Associate-to-Professor (ATP) program in 2020-21. This mentoring program was developed to provide support to faculty who are ready to submit their dossiers for consideration for full professor for the next year.
- In spring 2012, the Office of the Provost held a virtual Tenure and Promotion Workshop with a focus on best practices in dossier submission to guide faculty in the preparation of their materials for tenure and promotion review.
- During the 2020-21 academic year, the colleges and departments continued to establish "Launch Committees" for newly appointed tenure-track faculty, in order to provide mentoring and support to new faculty members at the University. This mentoring program with department-based launch committees was implemented in fall 2018.
- The Office of the Provost established a mentoring program for underrepresented minority faculty and women faculty, with several meetings and workshops held during the fall 2019 semester, and early in the spring 2020 semester, prior to the University moving to remote learning following spring break due to the pandemic. The program was paused temporarily over the last year due to the pandemic and will resume during the 2021-22 academic year as circumstances permit.

- The University continued to provide leadership development and fellowship opportunities to selected faculty during the 2019-20 academic year, including 21 faculty selected to participate in the fourth cohort of the UToledo Faculty Leadership Institute (UTLI). The UTLI program, however, was paused temporarily during the 2020-21 academic year due to the pandemic. This faculty leadership program will resume during the 2021-22 academic year as circumstances permit.
- The University continued to provide leadership development opportunities to selected faculty during the 2020-21 academic year through participation in the Mid-American Conference (MAC) Academic Leadership Development Program, with four UToledo faculty selected to serve as MAC Fellows in the Office of the Provost during the 2020-21 academic year.
- The University's MAC (Mid-American Conference) Fellows for 2020-21, in collaboration with the Office of the Provost, hosted several virtual wellness workshops during the spring 2021 semester, including a webinar on "Improving Work-Life Balance" and "Faculty Self-Care during the Pandemic," with a focus on University wellness resources for faculty and staff.
- The Office of the Provost's Faculty Fellows program was suspended temporarily during the 2020-21 academic year due to the impact of the pandemic.
- The Office of the Provost continued to hold weekly meetings with the deans and held regular meetings, as needed, with chairs and directors in the Chairs Roundtable group during the 2020 -21 academic year, with a focus on operational planning and academic continuity during the pandemic.
- In fall 2020, the Provost established a Task Force on the University Teaching Center to review and re-envision the work of the Teaching Center going forward beyond the pandemic. During the 2020-21 academic year, a needs assessment survey was conducted by members of the Task Force with more than 480 faculty responses, as the Task Force seeks to design programs and resources that respond effectively to the professional development needs of faculty, while addressing evidence-based best practices in student engagement and teaching and learning. The Task Force submitted their final report and recommendations to the Provost in May 2021 for review and consideration.
- During the 2020-21 academic year, the Office of the Provost temporarily paused the implementation of the monthly faculty forums on topics related to the future of higher education. In its place, the Office of the Provost held several virtual Town Hall meetings with faculty and staff to update the campus community on academic and institutional planning and other issues during the pandemic. The "Future of Higher Education Forums" were established in fall 2018 for faculty and staff across the University, with faculty members serving as presenters at the forums. The monthly forums will resume as circumstances permit.

Goal 3. Increase diversity among all employees.

- As of spring 2019, all academic units have a strategic diversity plan in place, which includes strategies focused on diversity hiring and recruitment. Due to the impact of the pandemic in spring 2020, the Office of Human Resources had to postpone the development of a template to provide to administrative units in order to assist units with the development of their diversity hiring plans. The template will be forthcoming as circumstances permit.
- A new comprehensive University of Toledo Strategic Plan for Diversity, Inclusion and Equity: 2020-23 was developed with guidelines and action plans to enhance the diversity of UToledo students, faculty and staff, and to ensure success among the diverse students, faculty and staff at UToledo.
- Since May 2020 and throughout the 2020-21 academic year, the Office of Diversity and Inclusion, in collaboration with other offices of the University, hosted 14 virtual town hall meetings in a series of Dialogues on Diversity as part of the University's efforts to build an inclusive environment at UToledo.
- The University of Toledo was one of 78 national colleges and universities that was selected to participate in a four-day Institute on Racial Equity and Healing hosted by the Association of American Colleges and Universities (AAC&U) and held during summer 2021. Teams from each of the selected institutions will work with higher education colleagues from across the nation to identify and share best practices related to racial equity and healing on their campuses.

- The Office of Human Resources and the Office of Diversity and Inclusion continue to provide annual diversity training programs through face-to-face and online sessions, and during new employee orientation. For FY21 (through April 22, 2021), a total of 1,189 employees completed the online course (a 92% participation rate of employees who were contacted and offered the course); and 100% of new hires during this same period participated in diversity training through the New Employee Orientation program (a total of 405 new hires during this period).
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Goal 4. Strengthen employee work-life balance, sense of community and pride in work.

- In spring 2018, UToledo employees participated in The Chronicle of Higher Education's "Great Colleges to Work For" 2018 survey with baseline and target metrics established in fall 2018 based on survey results. A baseline metric of 70% in overall work satisfaction was established, with a 2022 target metric of 75% in overall work satisfaction (based on Carnegie Research average). Initial plans were to participate in the Chronicle survey every two years. However due to the impact of the pandemic in spring 2020 and spring 2021, the University did not administer the survey.
 - The UToledo Leadership Institute for faculty, the Staff Leadership Institute, the Faculty Fellows program, the mentoring initiatives in the Office of the Provost (launch committees for newly appointed tenure-track faculty, mentoring initiatives for underrepresented minority and women faculty), the Associate-to-Professor (ATP) mentoring program, the monthly Higher Education Faculty Forums, the Provost's Office Monthly Social Events) and other initiatives were launched over the last three years in order to strengthen the sense of community among faculty and staff at the University of Toledo. Several of these programs were temporarily paused during the pandemic but will be resumed once the campus resumes more normal operations.
 - In addition, faculty and staff recognition awards are offered each year and celebrated at an annual dinner with the president and provost. The annual award dinner for faculty and staff was postponed in spring 2020 and during the 2020-21 academic year, with the goal of holding this event for 2020 and 2021 awardees in fall 2021 as the campus reopens for classes and activities.
 - Healthy UToledo continues to offer workshops and programs that address work-life balance and other issues related to the overall health and well-being of the University's employees.
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Goal 5. Engage alumni, friends and stakeholders meaningfully in the life of the university.

- Due to the pandemic beginning in March 2020 and throughout the 2020-21 academic year, there were limited opportunities for alumni and friends of the University to engage directly with students and University programs. As the campus resumes in-person classes and activities, the Office of the Provost will continue to work with the colleges to review levels of engagement of alumni and friends and identify opportunities for alumni, friends and other external stakeholders to engage meaningfully in academic programs and other activities of the University.
- A baseline metric was established in fall 2018 with approximately 650 alumni/friends of the University serving on college and department advisory boards, and a target metric was established to increase that number by 10% by 2022.