



# Developing the Mission and Strategic Goals via Multiple Level Involvement

---

Ronald F. Levant

Dean, Buchtel College of Arts & Sciences

The University of Akron



# University System of Ohio Strategic Plan for Higher Education 2008-2017

---

- Goals: graduate more students, keep more graduates in Ohio, and attract more degree holders to Ohio.
- 47 initiatives and 20 Accountability Measures.
- Funding formulas will change to improve their alignment with the goals of the Plan, placing an emphasis on outcomes, such as course completion and degree completion.
- Pressure to keep tuition low, arising from the goal of exceeding by \$1 the national average on funding per FTE. Currently Ohio is \$420M below the national average.



## USO Plan, Continued

---

- Emphasis on enrolling non-traditional students (over 25 years of age), with 78% of enrollment growth planned to come from this population.
- Emphasis on dual credit programs for High School students, such as Seniors to Sophomores, PESEOP, and Early College High School.
- Aim to increase percentage of degrees awarded to first generation college students and racial-ethnic minorities, and the percentage of STEM degrees awarded.
- Universities will be encouraged to focus on their distinctiveness, develop Centers of Excellence and emphasize cooperation not competition.



# Developing the Strategy for the Buchtel College of Arts and Sciences

---

- Over the last three years, the college leadership and faculty have engaged in the development and refinement of a mission statement and strategic plan.
- The College Plan currently consists of a series of seven broad goals, objectives within each goal, specific actions, timelines and outcome criteria (or metrics for measuring goal attainment).
- The seven Goals are to enhance:
  - Student Success
  - Research
  - Service and Community Engagement
  - Diversity and Inclusion
  - Development/Advancement/Alumni Relations
  - Improve Morale and Implement the UA-AAUP Contract
  - Improve Buildings and Facilities.



# Strategy, Continued

---

- Two larger initiatives are woven throughout the set of Goals: "Integrated Bioscience" and "Global Studies."
- The Goals are consistent with the university's "Design Principles," and are used to set priorities and allocate resources, particularly during the budget development process.
- Academic Departments are, through this process, encouraged to align their strategic plans and resource requests with larger College Goals.
- Priority setting has been a transparent process through which budgetary requests are assessed for their potential to facilitate the achievement of one or more of the broad college goals.



# Strategy, Continued

---

- The primary purpose of the most recent College Leadership Retreat was to address our goals for this year in the light of the USO plan. The Retreat had two very challenging tasks.
  - Improve the alignment of the College Goals with the University System of Ohio Ten Year plan, specifically with the 20 measures of accountability.
  - Identify a reasonable number of specific strategic actions that we could initiate or even complete in the coming year to further those College Goals that would materially strengthen our position relative to any of the 20 measures of accountability.



## ***GOAL 1: ENHANCE STUDENT SUCCESS***

---

Student Success will be enhanced by

- internationalizing the curriculum, through developing Critical Languages and Global Studies offerings.
- developing a plan to improve graduation rates, improve the General Education curriculum, improve advisement
- strategically manage the increase in enrollments.
- improve undergraduate research, internships, and service learning opportunities.
- improve teacher education and P-12 education.
- develop collaborative educational programs.
- Improve collaboration with Summit College



## ***GOAL 2: ENHANCE RESEARCH***

---

Research will be enhanced by

- building the College's strengths in the STEM area.
- the continued development of the integrated biosciences PhD.
- facilitating the development of an integrated NMR facility.
- facilitating the collaboration between the College and Summa Health Systems.
- supporting scholarship in all the arts and sciences disciplines.
- establishing exchange programs with universities overseas and recruiting highly qualified international graduate students.



## ***GOAL 3: ENHANCE SERVICE AND COMMUNITY ENGAGEMENT***

---

Service and Community Engagement will be enhanced by

- public school outreach.
- community engagement.
- University of Akron service.
- Professional Service.



## ***GOAL 4: ENHANCE DIVERSITY AND INCLUSION***

---

Diversity and inclusion will be enhanced by

- developing the Pan African Studies Program and building linkages with the Women Studies Program and the Office of Multicultural Development.
- exploring the feasibility of a number of approaches to foster greater inclusion.



## ***GOAL 5: ENHANCE DEVELOPMENT/ADVANCEMENT/ALU MNI RELATIONS***

---

- Development and Advancement will be enhanced by several measures.
- Alumni Relations will be enhanced by several measures.



***GOAL 6: IMPROVE MORALE AND  
IMPLEMENT THE UA-AAUP  
CONTRACT***

---

- Improve Morale in the College of Arts and Sciences.
- Implement the UA-AAUP Contract.