



PATHWAYS FORWARD:
STRATEGIC PLAN

2017 | 2022

TIFFIN UNIVERSITY

“This strategic plan, which is grounded in our rich history, also provides a roadmap for our future that is purposeful, proactive and intentional.”

Dr. Lillian Schumacher
President



OUR PURPOSE

Transforming lives through education.

OUR MISSION

Educate students by linking knowledge to professional practice.

OUR VISION

A premier university for challenging students to enhance their global competencies and 21st century skills, for success in a diverse world.

OUR VALUES

ICARE

INTERDEPENDENCE

We are an inclusive and caring community that emphasizes service as a foundation of success.

COMMUNICATION

We engage in authentic dialogue, timely exchanges of information, and fact-driven discussion, civil debate, and decision-making.

ACCOUNTABILITY

We make ethical, responsible decisions that have a high degree of integrity, are data informed, and are results-oriented.

RESPECT

As a portal of equal access to education and information, we model civility and compassion; we embrace diversity as an essential component of creating a rich university experience for everyone.

ENTREPRENEURSHIP

We prize innovation and creative thinking as hallmarks of successful participation in the global marketplace.

PRESIDENT'S INTRODUCTION

AS HIGHER EDUCATION FACES CHALLENGING TIMES, it is important for Tiffin University to understand and address these realities head on with a plan that is purposeful, proactive and intentional.

During the 2016-2017 academic year, the University initiated a strategic planning process that derived from the development of our Guiding Principles. A group of 40-plus constituents spent time reviewing our mission and vision statements and revising these, not so much because we needed to change the message completely, but because we needed to make bold statements in regards to what we are about, what we do and what we want to be.

A plan must be built with a cultural foundation because without that foundation the plan will never work. Our Guiding Principles are that foundation.

They define our organizational culture. Without an understood and embraced culture, a strategic plan – no matter how well written – will never be executed successfully. As Peter Drucker has said many times and is so true, "Culture will always eat strategy for breakfast," which is why we started with the creation of our Guiding Principles.

"Pathways Forward: Tiffin University Strategic Plan 2017-2022" is a living document that we will monitor and regularly report on progress against our key performance indicators and targets annually. We anticipate that, over time, the goals and objectives for each of the strategic priority will remain at its core, with modifications made in response to changes in our operating environment.

The goals and objectives set forth in this plan are ambitious, but the level of engagement and enthusiasm shown by those across our campus community give me confidence that this plan is achievable – allowing us to continue to positively impact our students.

Dr. Lillian Schumacher
President



OUR STRATEGIC PRIORITIES

- Create an environment focused on **student success**. (Students)
- Grow innovative **academic programs**. (Academics)
- Optimize our **organizational capacity**. (People)
- Strengthen and increase institutional **financial sustainability**. (Finances)
- Enhance our **critical infrastructure**. (Facilities and Technology)



STRATEGIC PRIORITY 1

Create an environment focused on ***student success.***
(Students)

"Tiffin continues to provide access and opportunity for individuals and facilitate their preparation for successful careers and for productive and satisfying lives. Our focus is always on student success."

Dr. Jeremy Marinis, Executive Vice President for Enrollment Management and Student Affairs

OBJECTIVE

Create a culture where faculty and staff decision-making gives priority to the personal and academic success of TU students

GOALS

- Strengthen institutional identity
- Graduates, regardless of their areas of specialty, will become innovative problem solvers who can leverage diversity of any type to work effectively with people who are different from them and produce innovative ideas
- TU will be recognized for professional development in cultural awareness and inclusion
- TU's Center for Innovative Teaching and Learning (CITL) will be responsible for coordinating Faculty Advising Training Programs to ensure the most effective advising strategies are used by TU faculty

OBJECTIVE

Educate, engage and create opportunities for students to gain meaningful experiences outside the classroom

GOALS

- Recreate the current co-curricular program to align with competencies that meet 21st-century-needed skills
- Analyze the purpose and structure of the First-Year Seminar service project and requirements

OBJECTIVE

Enhance student involvement and connection to campus

GOALS

- Increase recruitment and engagement of the student body based on demographic factors that historically have been most likely to succeed and diversify the student demographic mix for future enrollment
- Strengthen the current retention initiative to increase student persistence and graduation rates



Student Success



STRATEGIC PRIORITY 2

Grow innovative
academic programs.
(Academics)

Nicholas Reinhard,
Assistant Professor of
Social Sciences

"Developing and offering market-responsive and mission-sensitive programs is critical to helping our students link their learning to the 21st Century knowledge, dispositions and skills necessary to succeed in their professions now and into the future."

Dr. Peter Holbrook, Provost

OBJECTIVE

Create and maintain high-quality, well-supported relevant and vibrant academic programs that improve student experiences and learning

GOALS

- Develop high-quality, relevant academic programs and explore additional programs in different modalities and formats
- Redesign distance education unit for best practice in learning delivery methods
- Conduct comprehensive and consistent outcomes assessment
- Enhance process for institutional accreditation

OBJECTIVE

Recruit, hire and retain academically and professionally qualified faculty who are actively engaged in their respective fields

GOALS

- Align faculty with programmatic needs
- Establish an Executive-in-Residence program and/or Endowed Chair/Faculty position within each respective School
- Improve faculty engagement in developing innovative pedagogies

OBJECTIVE

Strengthen and promote TU as an innovative, cutting-edge institution that promotes global competencies, cultural awareness and innovative learning experiences

GOALS

- Design learning environments that expand student perspectives based on culture, curriculum and travel

OBJECTIVE

Increase resources available to Academic Affairs

GOALS

- Identify, analyze and make recommendations regarding resources
- Improve technology support throughout the Academic Affairs Division
- Integration of technology into the classroom environment



Academic Programs



*Rahat Ahmed,
Director of Corporate and
Foundation Relations*

STRATEGIC PRIORITY 3

Optimize our
*organizational
capacity.*
(People)

"Tiffin University is focused on creating an environment which supports innovation and learning at its highest level. It is a place where the workforce is engaged while creating an inclusive and culturally competent workforce."

Nadia Lewis, Assistant Vice President for Human Resources

OBJECTIVE

Regularly assess organizational capacity to align human resources

GOALS

- Grow institutional human resource capacity to allow for ideation of new initiatives
- Identify organizational human resource needs to ensure implementation of strategic plan

OBJECTIVE

Create a culture of professional assessment for faculty and staff

GOALS

- Create consistent employee evaluations across the University

NONDISCRIMINATION POLICY

Tiffin University is committed to a policy of nondiscrimination and equal opportunity for employees, applicant for employment, students or applicant for admission, access to educational opportunities on the basis of race, religion, personal appearance, color, sex, pregnancy, political affiliation, social-economic class, place of business, residence, religion, creed, ethnicity, national origin (including ancestry), citizenship status, physical or mental disability, age, marital status, family responsibilities, sexual orientation, gender identity, gender expression, veteran or military status (including special disabled veteran, Vietnam-era veteran, or recently separated veteran), predisposing genetic characteristics, domestic violence victim status or any other protected category under applicable local, state or federal law, including protections for those opposing discrimination or participating in any resolution process on campus or within the Equal Employment Opportunity Commission or other human rights agencies. All complaints of sexual harassment/misconduct, domestic violence, dating violence, bullying, cyber-bullying, stalking, or discrimination should be reported to Dr. Perry-Fantini, Assistant Vice President for Equity, Access, & Opportunity/Title IX Coordinator, perryfantinis@tiffin.edu 419.448.3504 or tiffin.edu/institutionaldiversity/

OBJECTIVE

Proactively seek to diversify faculty and staff through growing internal resources and creating attractive opportunities for external constituents

GOALS

- Diversify hiring of faculty and staff



Organizational Capacity



STRATEGIC PRIORITY 4

Strengthen and
increase institutional
***financial
sustainability.***
(Finances)

"Tiffin is focused on student success, academics, operational and organizational excellence, and additional funding sources to insure that we can offer a relevant and affordable education well into the future."

Donna Frank, Vice President for Finance & Administration

OBJECTIVE

Operate the University efficiently and effectively, always being good stewards of the resources available to us

GOALS

- Earmark annual operating surplus to the following activity accounts:
 - Debt payments
 - Capital expenses
 - Strategic priorities
 - Endowment growth
- Establish and implement financial model that ensures best practices for management and use of institutional resources
- Establish and implement financial model that ensures best practices for management and use of student resources

OBJECTIVE

Expand, strengthen and diversify the institution's enrollment

GOALS

- Increase campus recruitment efforts through diversification of focus areas

OBJECTIVE

Further strengthen advancement capability to align activities with the strategic plan

GOALS

- Enhance the University's Office of Institutional Advancement
- Implement a comprehensive fundraising campaign to support TU's needs and strategic plan

OBJECTIVE

Strengthen and increase diverse revenue streams

GOALS

- Partner with affinity organizational entities
- Connect music creation at TU with music industry



Financial Sustainability



STRATEGIC PRIORITY 5

Enhance our
critical infrastructure.
(Facilities and
Technology)

Providing attractive, efficient and adequate infrastructure is essential for recruiting and retaining students. More importantly, how we serve students in these buildings and on our campus allows the TU community to truly fulfill its purpose of transforming lives through education.

Mitch Blonde, Vice President of Institutional Advancement

OBJECTIVE

Regularly assess physical plant and technological capacity to align resources

GOALS

- Determine future institutional ITS operational solution
- Evaluate and improve facilities support system
- Improve campus safety and security services and coverage

OBJECTIVE

Maximize the effective use of the physical campus and facilities

GOALS

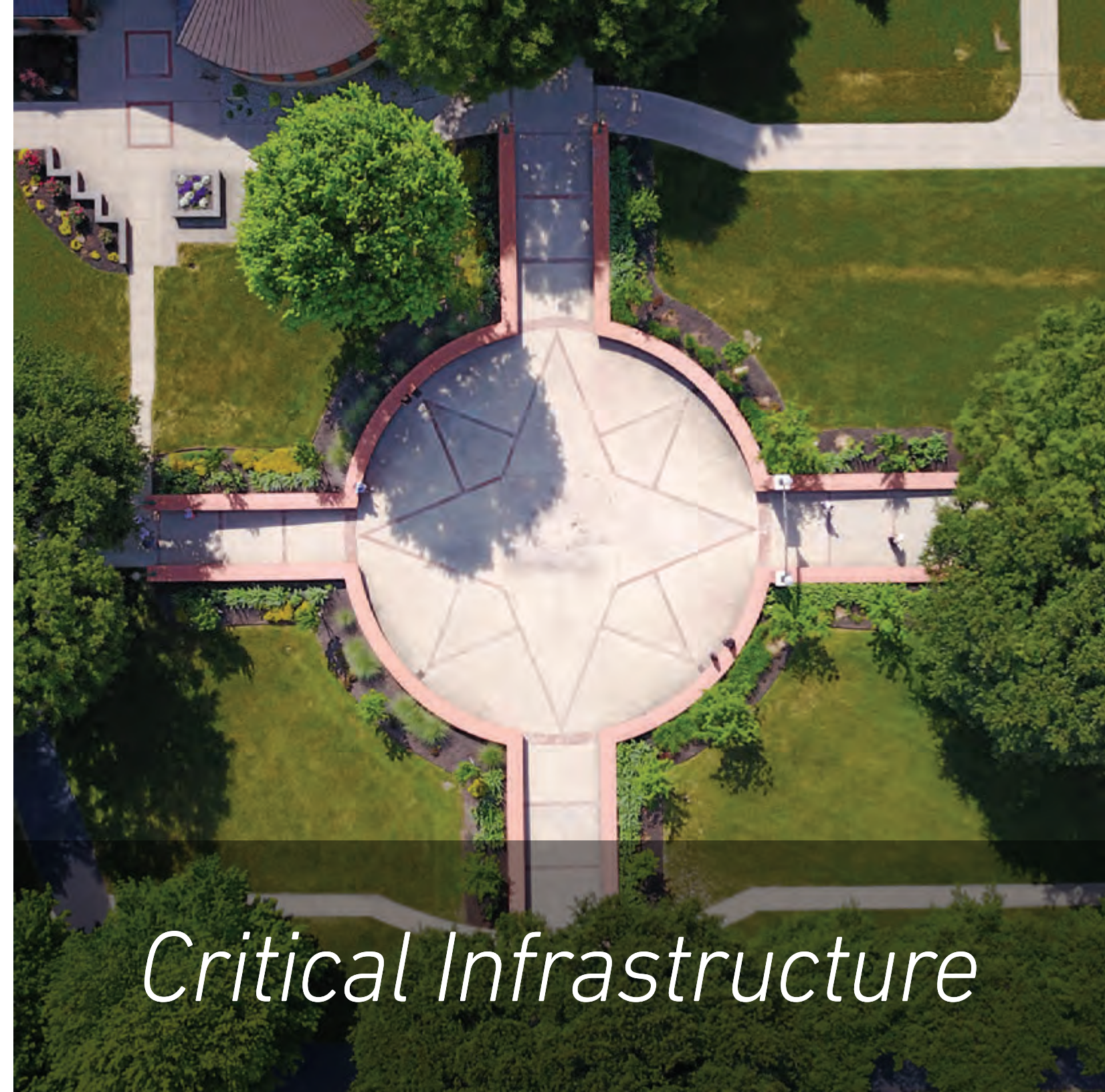
- Create a campus facilities (master) plan focused on the next 5-10 years that reflects and accommodates decisions on student-body size, make-up and effect on student success
- Make on-campus housing the desired four-year choice
- Build a new living learning community along Sandusky and Clay Streets that provides apartment-style living, state-of-the-art classrooms, faculty offices and retail space

OBJECTIVE

Become a greener, more energy-efficient campus

GOALS

- Reduce energy use in all buildings
- Add renewable energy to the campus
- Reduce waste and increase recycling



Critical Infrastructure

CELEBRATING CULTURAL UNIQUENESS: THE INITIATIVE

Under the leadership of Dr. Schumacher, TU has embarked on this initiative to strengthen our approach to diversity. At the end of this initiative, **the University is expected to demonstrate a culture of openness to diversity of thought and action, not because it doesn't do so already, but because as an institution, we can do better.** TU's administrators, faculty, staff and domestic and foreign students will show a stronger attitude of embracing, welcoming and leveraging diversity. Tiffin can be known, internally and externally, as an institution that educates and develops individuals to be prepared for the realities of the world with which they live and work.

We would like to make a promise to our students, our employers and our community that:

Tiffin University graduates, regardless of their area of specialty, are: innovative problem solvers who can leverage diversity of any type to work effectively with people who are different from them and produce innovative ideas.

WHY CELEBRATING UNIQUENESS?

Culture, for the sake of this initiative, is defined as "the characteristics and knowledge of a particular group of people defined by everything from language, religion, cuisine, social habits, music and arts" (Zimmerman 2015). **At Tiffin University**, we have more than one culture at play: The campus culture and the culture each individual on campus encompasses.

We have entitled this initiative, **Celebrating Cultural Uniqueness**, because not only is the culture at TU unique from other academic institutions, but we are all unique. This is something to be understood, respected and celebrated. As part of this initiative, we feel it is important that all TU students graduate as globally competent individuals who can continue to understand, respect and work with others who are different from them, and are able to work effectively within other cultures that may be different than what they are accustomed to.

WHY CELEBRATING CULTURAL UNIQUENESS AT TU IS UNIQUE

- Other institutions are focusing solely on inclusion and ensuring that diverse groups are supported on campus and/or diverse faculty members are being brought in. What they are NOT doing is making sure that graduates have tangible skills to take to employers.
- We are offering students the tool kit they need to deal with the reality of working with people who have different opinions and backgrounds.
- Celebrating Cultural Uniqueness isn't just about inclusion. It is offering students the opportunity to feel comfortable celebrating and sharing their differences instead of hiding them in order to "fit in" with the general campus culture.
- Most initiatives are campus based. We are offering the community and alumni the opportunity to be a part of this as well. By encouraging others to join in and in passing on information to our students to go out in the world and see things differently, we move past Celebrating Cultural Uniqueness as simply an initiative, but as a way of life.

"Upon completion of their degree from TU, we want our graduates to be successful and effective when working with colleagues, direct reports, supervisors, counterparts and community members who are different from them. Diversity in the workplace generates more innovative and well-rounded problem solvers."

Dr. Lillian Schumacher
President



TIFFIN

UNIVERSITY

155 Miami Street
Tiffin, Ohio 44883

800.968.6446 | tiffin.edu