



**TRANSFORM TU**  
*Envision Our Future*  
**2022-2027**



# PURPOSE & RELEVANCE

## *Transformed*

### **A STRATEGIC VISION FOR TIFFIN UNIVERSITY 2022-2027**

Founded in 1888, our story is one of grit and determination. We are a university and staff, a faculty and student body that celebrates the opportunity to do what others think cannot be achieved. TU is committed to providing its students with the best experience in the classroom, the athletic arena, the studio and anywhere else on campus, all while equipping them with real-world job skills.

As we prepare an ambitious strategic plan for the next five years, nationally and globally, we are in a moment of uncertainty for private, rural colleges and universities. A new normal, so to speak, that will test our University. We must remain rooted in our Guiding Principles and focused on our purpose, mission and vision. While our ICARE values may be the same, the world is different. Considering the myriad of challenges facing institutions like us, we must embrace our motto, “Without Risk There is No Gain,” as an active mantra and thoroughly weave it throughout the fabric of our institution. We must be mindful and accept our strengths. And yes, we must also accept our weaknesses. We must - we absolutely must - be transformative in fulfilling our promises.

We must envision a future of being bold, taking risks, challenging our norms and innovating our academic programs and processes in order to thrive. We must rise to meet the demographic, political and economic shifts taking place in our educational landscape. We must embrace a mindset of being comfortable with being uncomfortable. TU’s history as a contemporary rural, private institution can be a case study of adaptability and strength; key components of the resiliency needed to meet the demands of today’s university.

However, we can be better. If TU is to navigate its way through this turbulent world, we must envision a new future and be even more transformational. If we are to persevere, if we are to flourish, we must be clear - and we must be confident. We must take calculated risks and implement a bold vision. A vision that reaffirms our university’s worth and dynamic ability to embrace change and transform lives. We must reenvision and reaffirm our distinctive and defining qualities. We must reposition TU to be a recognized destination of higher education, filled with intensity and innovation. We must amplify our investment in our faculty and staff, as well as encourage students to push academic boundaries. We must reclaim our worth - our worth as a known commodity with profound outcomes.

Our efforts over the past five years have been nothing less than astounding. Yet it is time to envision a new future. One that will leave us transformed and able to manage the challenges, both known and unknown, that lie before us. Rest assured, the heart that drives TU will not stop until we have found success. It is indeed a good time to **Be A Dragon!**

### **PURPOSE**

Transforming lives through education.

### **MISSION**

Educate students by linking knowledge to professional practice.

### **VISION**

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



## **ICARE VALUES** *How we behave*

### **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**

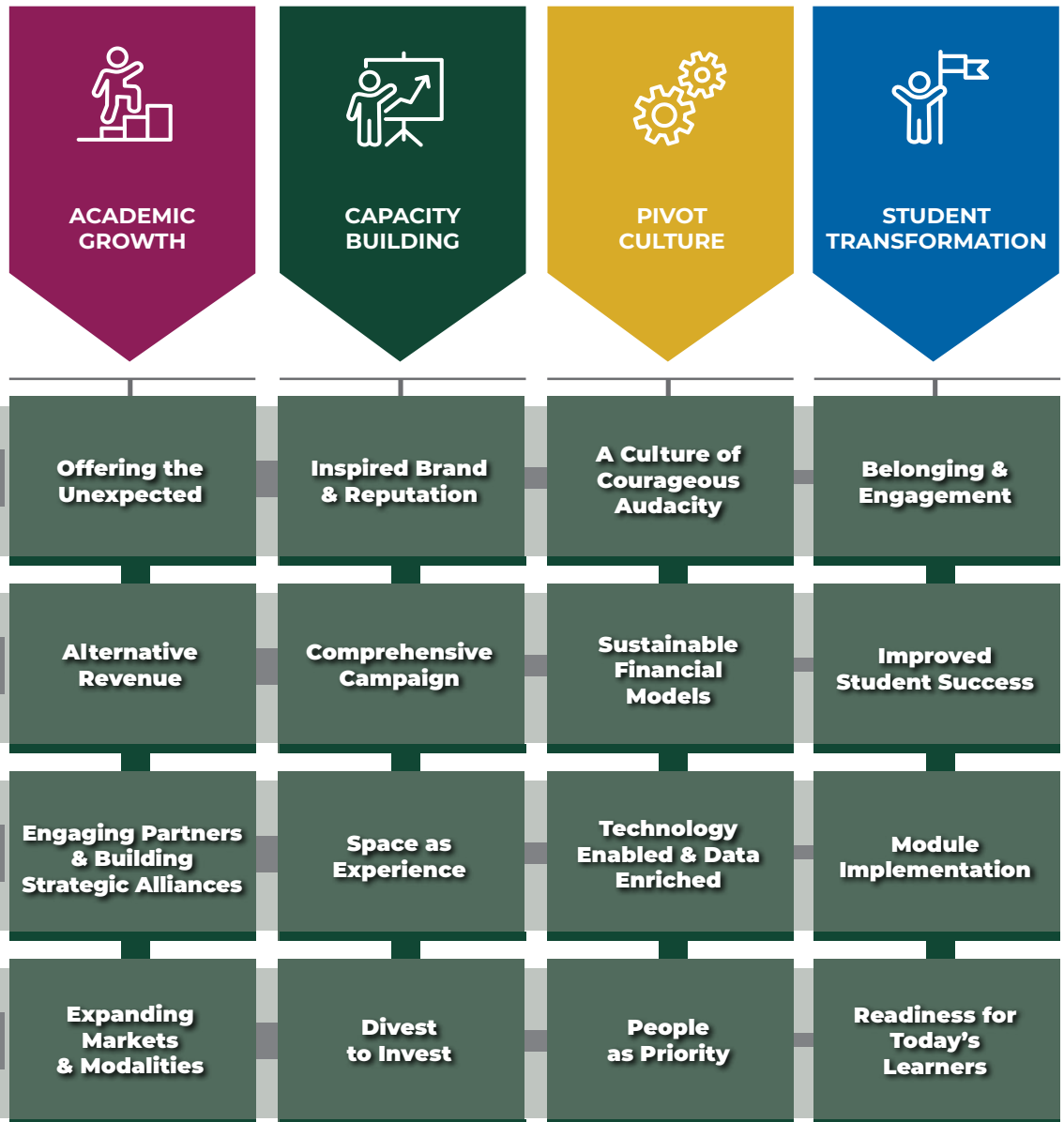
As a portal of equal access to education and information, we model civility and compassion; we embrace diversity as an essential component of creating a rich university experience for everyone.

### **ENTREPRENEURSHIP**

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

# STRATEGIC THEMES

*Envisioned*



THEME I:

# ACADEMIC GROWTH

As a historically tuition dependent institution, TU's focus on academic growth encompasses finding innovative ways to create student pathways for success, to expand academic offerings and to engage new strategic partnerships all while continuing to meet our vision of creating a premier university experience that challenges students to enhance their global competencies. To help TU grow into the next phase of its history we will:



## Offer the Unexpected.

- Create a technology-enabled guided student pathway model to increase students' retention, persistence and graduation rates.
- Develop a business model to implement and market an innovative Credit for Prior Learning program that creates prospective student pathways into degree programs. The model will attract new student pipelines to increase the University's competitiveness in the adult and transfer student markets.

## Create Alternative Revenue.

- Provide cyber security services to local entities as well as expand student experience and internship opportunities. Offer services to external organizations around cyber security proactiveness.
- Create an Office of Sponsored Programs, Research and Grants within the Center for Faculty Support and Innovative Teaching to promote internal and external grant-funded faculty development, research and other sponsored project activities.

# Envision Our Future FOR TIFFIN UNIVERSITY

The strategic themes for TU provide a clear vision for immediate and future success, while staying true to the University's mission, vision and values.

## Engage and Recruit New Partners, Build Strategic Alliances.

- Create a taskforce to establish criteria for the acquisition of an education entity. The taskforce will determine what type of educational institution, degree or certification offerings and geographic location TU would seek to acquire.
- Expand corporate partnerships by identifying organizations that either need specific training or educational services, can serve as a pipeline for students or will hire graduates with the credentials TU offers. Establish a process to move students in either direction within the organizations. The University will proactively seek out employers for new credentials and degrees.

## Expand Markets and Modalities.

- Continue to add new programs with the criterion of 10% job growth, focusing on professional applied practices. The new programs will become signature programs that are aligned with TU's academic vision.
- Provide degrees and certifications around the world that are localized to the country or region.

# Academic Growth

# Capacity Building

## THEME II:

# CAPACITY BUILDING



**Recognizing the realities of our physical plant, fiscal budgets and fundraising efforts, TU must be vigilant in using its current resources wisely. Therefore, moving forward we must find ways of being more operationally efficient and effective. This may result in us stopping some things and starting other things, especially if we are to meet our purpose of transforming lives through education. To focus TU's attention on building its resources, we will:**

### **Create an Inspired Brand and Reputation.**

- Increase funding for our marketing presence across and outside of campus. Create and utilize efficient policies for the use of marketing dollars, as well as create and implement better marketing metric data processes.
- Establish the Center for Intercultural Excellence/ Global Center as a global leader in diversity, equity and inclusion and as a central place to celebrate international faculty and staff and their cultural experiences. The Center will create a Multicultural Resource Center to serve faculty, staff, students and community programming.

### **Complete a Comprehensive Campaign.**

- Advancement will identify a strategy for connecting with interested alumni and friends to participate in the comprehensive capital campaign that have not done so yet.

- The University will renovate the campus library and Murphy Academic Support Center to enhance student study space.

### **Use the Campus Space as an Experience.**

- Participate in the creation and implementation of a Campus Master Plan for Tiffin University main campus.
- Create and utilize campus signage and wayfinding materials in order to better serve our students, visitors and the community. This includes consistent signage for faculty and staff offices.

### **Establish a Practice of Divest to Invest.**

- Examine the opportunity to utilize our partnership with the nursing program to outsource the Health Center's services. Determine if it can be combined with the Student Recreation/Wellness Center initiative.
- Determine a better understanding of campus housing, identify the campus boundaries that TU wants to keep and divest in the housing locations outside of that. Consider moving to a four-year housing requirement.

## THEME III:

# PIVOT CULTURE



The famous quote from Peter Drucker saying, “culture eats strategy for breakfast” implies that the culture of a company determines success. Therefore, it is imperative that the heartbeat of TU’s culture is one of intentional boldness and risk taking. Our ICARE values set the expectations for how we behave as individuals within our culture, both internally and externally. To continue TU’s quest for the most productive culture, we will:

### **Build a Culture of Courageous Audacity.**

- Design a robust on-boarding program and connect employees to an on-campus mentor. Establish a leadership programing and development plan for new and low to mid-level managers.
- Realign recruitment resources beyond an affiliation, bringing recruitment back to a holistic campus student experience.

### **Create Sustainable Financial Models.**

- Build a Strategic Initiative Net Revenues Template and reporting process. Create business plans for new initiatives that include an approval process, direct and indirect costs and reporting of initiatives both as a group and individual basis.
- Expand the market by engaging strategic partners in order to generate new revenues to financially support institutional initiatives.

### **Invigorate Campus to be Technology Enabled and Data Enriched.**

- Improve WIFI throughout campus by examining the network’s infrastructure and expanding the current remote access software or acquiring a new system.
- Map campus technology resources by evaluating current database systems, software and integrations on campus and create a portal for search and data knowledge.

### **Continue to Hold People as Priority.**

- Increase and provide more incentives for faculty and staff professional development opportunities.
- Celebrate employees by creating employee traditions throughout the year. Hold TU community gatherings that provide more opportunities for faculty and staff to celebrate both personal and institutional, also increasing collaboration.

*Pivot  
Culture*



**We are proud of our history of serving diverse students, most of whom are first-generation with limited financial resources. In essence, we serve students who might not otherwise attend college, yet they and their families entrust us with their futures. Student-athletes remain the enrollment driver on our main campus and we pledge to continue our efforts toward their success. To that end, we have begun a campaign to “Move the Needle” on the success metrics of retention, persistence and graduation rates. To envision TU’s students’ future, we will:**

### **Encourage Student Belonging and Engagement.**

- Focus on creating academic connections for non-“Move the Needle” students both inside and outside of the classroom. Include career services, field trips, speakers, certificates, etc. This includes College Credit Plus (CCP) and online students.
- Increase access and resources to educate, minimize and/or treat mental health needs for students, faculty and staff to ensure there is inclusive distribution of knowledge and awareness of mental health and wellness resources.

### **Improve Student Success.**

- Increase academic support for gateway courses which have a high dropout, failure and withdraw rate. Consider summer bridge programs.
- Enhance career services, ensuring more involvement in internships and experiential learning. Tie studies to their career, to increase job readiness.

### **Implement Move the Needle Modules.**

- Develop an Advising Module to create a robust and consistent approach. The module will equip students to successfully navigate the curricular,

co-curricular and vocational environment over the course of their full undergraduate experience.

- Create the Student Engagement Module to build a holistic student engagement experience with a focus on belonging.

- Design the First-Year Experience Module as a comprehensive and multi-phased approach for new students that begins at the point of students’ acceptance and continues through the first day of their second year.

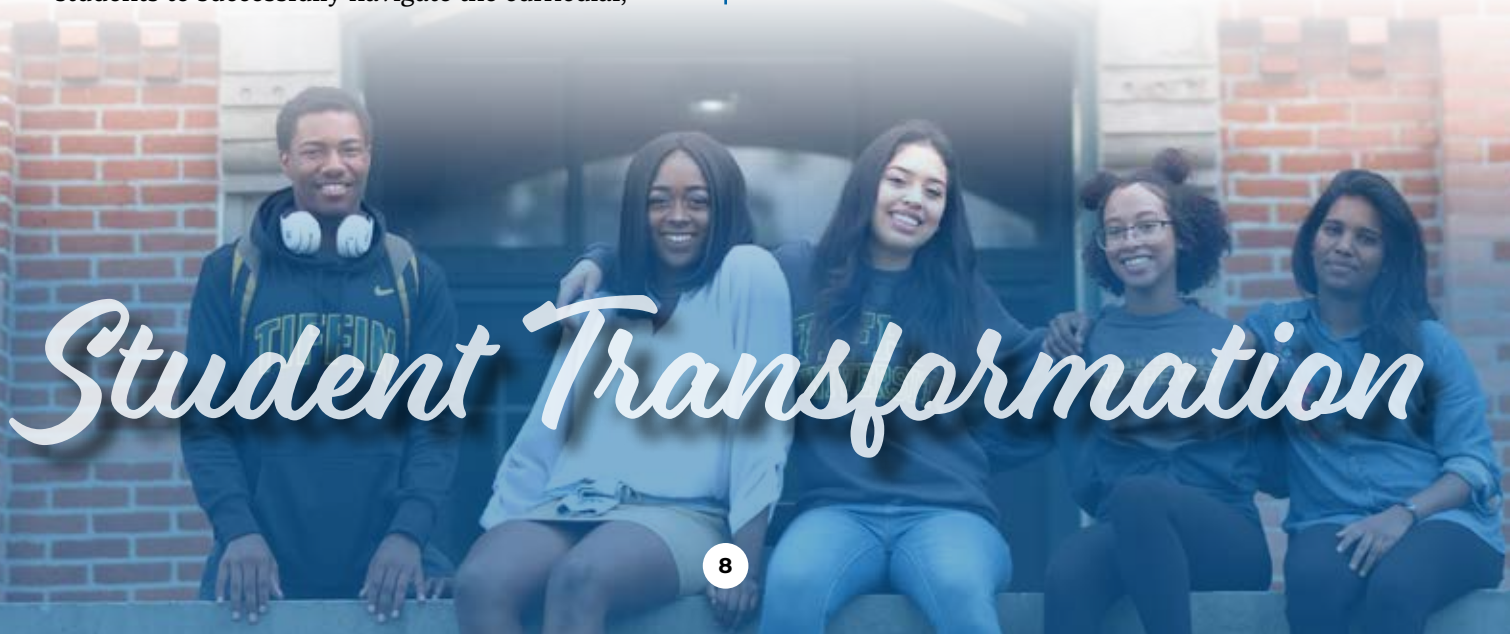
- Establish the Clearance Business Services Module to refine the approach, systems and practices to increase the number of students cleared prior to the first day of classes every term.

- Focus on matriculation beyond athletics and performing arts. Strengthen and advance the culture of student success and holistic thriving for current student-athletes, TiffinArts students and students who no longer participating in athletics.

- Address the needs of underrepresented student populations through Celebrating Cultural Uniqueness. Enhance understanding and promote campus readiness to implement solutions that positively impact student retention and success.

### **Readiness for Today’s Learners**

- Train faculty and staff in 21st century pedagogies for today’s students that will include topics like mental health, safe zones and more. Also encourage engagement and mentoring opportunities.
- Update all campus communication across different modalities that are used by today’s learner.



# KEY PERFORMANCE INDICATORS KPI'S



**University leadership has developed a number of key performance indicators (KPIs) that align with each Strategic Plan theme initiatives which strengthens our accountability. These KPIs along with the individual initiative metrics, provide at-a-glance monitoring to gauge the plan's effectiveness and to adjust as required.**

## **Strategic Plan KPIs definitions:**

- Grow enrollment both on- and off-campus and online.
- Increase retention rates for all student populations.
- Increase persistence and graduation rates for all student populations.
- Improve employment rates and other outcomes for graduates.
- Realize net revenue increases and generate annual operating surpluses.
- Realize net revenue increases from non-core markets.
- Exceed fundraising campaign goals.
- Increase the total giving and percentage of participation of alumni.
- Improve organizational capacity by increasing impact partnerships.
- Redesign campus space through innovative educational and community approaches.
- Increase institutional brand awareness and media recognition across all mediums.
- Enhance teaching and learning practices to improve career readiness, global diversity competencies and targeted academic programs.
- Provide optimal wireless capacity, streamline and integrate technology usage.
- Formalize and centralize data and technical services for 24/7 access including updated institutional data reporting.
- Recruit and retain high performing faculty and staff that align from an organizational fit perspective.

# MEASURING PROGRESS

We built our Strategic Plan similar to a filing cabinet concept, with four themes and four perspectives as depicted on page four. The drawers, or themes, are full of folders, or initiatives, that outline details for success. Additionally, each folder has an assigned campus champion and an executive sponsor who will create annual operating plans to track progress and adjust resources and actions as required. In each drawer we have selected two folders to focus our attention on. As these folders are completed, we will move on to other folders within the filing cabinet drawer.

This balanced scorecard approach allows us to maintain focus on moving forward innovatively while being mindful of our resources, financial as well as our organizational capacity. There will never be enough of us to do all the wonderful plans we have. But we must strive to make our people a priority and oversee that our capacity does not outstrip our ability to perform at the highest level.

University leadership has also established key performance indicators (KPIs) to monitor-at-a-glance progress on the Strategic Plan. These indicators are quantitative in nature and are measured annually at the end of each fiscal year. Like the Strategic Plan, individual initiative metrics and key performance indicators guide decisions that are strategic and promote alignment with the campus community. Each year, the President and cabinet will report on the progress of the Strategic Plan to the Board of Trustees at the first full meeting of the fiscal year.

## TRANSFORM TU: ENVISION OUR FUTURE

**To envision TU's future, we must transform our mindset and our actions through an explicit strategic plan that is reflective of our purpose and priorities. We are called to create the scope of how we will discover, challenge, teach, create and preserve knowledge as well as how we define, discuss and interact with our environment. We must attend to principles of continuous self and institutional examination and rigorous, intentional and authentic evaluation of our efforts.**

As we look ahead, we must:

- be bold, daring and risk taking;
- build on our current distinctiveness;
- invest in being an institutional destination, not a second choice;
- champion a campus culture that is transformed by a diverse student body;
- establish pathways of success for each and every TU student;
- celebrate cultural uniqueness as a reflection of the world we live in;
- invigorate our students, staff and faculty to reach new heights;
- engage in an open dialogue about our place in the higher education community and;
- create a shared vision for today, tomorrow and beyond.



***When we have embraced these ideas, then we will not only envision this future, we will have created it — together.***

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