



AREA IV: FISCAL POSITIONING AND INFRASTRUCTURE

Goal 1. Build a strong financial foundation.

- The FY21 operating budget includes a 2% increase in capital funding.
 - The University's current Moody's rating is A2; Outlook: negative.
-

Goal 2. Ensure adaptability, sustainability and fiscal health for academic programs.

- Over the last four years, data have been collected, analyzed and distributed to deans by the Office of the Provost for the development of goals by academic programs for student-to-faculty ratios, cost per credit hour, and number of organized class sections per faculty FTE. Goals were established based on national peer data available through the Delaware Cost Study project, a national initiative with approximately 700 colleges and universities participating in the project, which focuses on instructional costs and productivity, including national benchmarks for peer institutions and variations in costs by academic discipline.
 - The Committee on Institutional Planning and Effectiveness in the Office of the Provost had established a baseline of 62.8% of academic programs meeting their instructional goals for the 2016-17 academic year based on national peer data (from the Delaware Cost Study project); and a target goal was established for 80% of academic programs meeting their instructional efficiency goals by 2022. The Committee on Institutional Planning and Effectiveness reported that 69.8% of academic programs met their instructional efficiency goals during the 2017-18 academic year, an increase of 7% from the previous year. Due to changes being made with the Delaware Cost Study project regarding academic program classifications and the identification of appropriate peer institutions, the most recent data is currently being analyzed to determine our current metric.
-

Goal 3. Increase revenue and operating efficiencies.

- From the Audited Financial Statements, total revenue (includes academic affiliation revenue) decreased by 6.3% between FY20 and FY21 (\$771 million versus \$722 million).
- Preliminary estimates indicate that UToledo's FY21 state share of instruction (SSI) remains stable at 6.98%, which is within 0.5% of FY16 market share baseline metric.
- For FY21, operating expenses will decrease in line with revenue decreases to balance the budget. The target remains 10% of the budget.
- Revenue from commercialization of research and technology transfer for FY20 is \$1.14 million.
- Enrollment for the fall 2020 semester was 18,438, based on the University's 15-day census numbers, and includes 14,424 undergraduate students and 4,014 graduate and professional students. This represents a 7.35% decrease in undergraduate enrollment over last year, and a 4.75% decrease in graduate and professional student enrollment over last year.

Goal 4. Improve UToledo's infrastructure.

- It is estimated that 33% of the projects and initiatives proposed for the first five years of the Multiple-campus Master Plan have been completed to date. Due to the impact of the pandemic on both the campus and the state capital funding process, the University received a lower increase than planned. With the late release of the state appropriation and continued work to remove buildings/property from the University's portfolio, it is anticipated that there will be significant gains by the end of FY22.
- Completed projects in FY21 include (but are not limited to): the vacation of the Westwood Building on the Scott Park Campus and disposal through auction; completion of the Public Safety Building, a joint venture with the Ohio Department of Public Safety; continued improvements in the Thompson Student Union with rebranding in the Food Court, relocation and expansion of Chick-Fil-A, lighting upgrades in the Atrium, and upgrades to lighting and finishes on the third floor hallways; and completion of phase 1 of the NE High-Bay Classroom/Lab Renovation Project.
- All items funded by the FY19-20 state biennium capital appropriations have been completed, which includes multiple campus infrastructure projects, including upgrades in mechanical, electrical and building automation systems, as well as elevators and underground utilities projects. Due to the pandemic, the FY21-22 state capital bill was approved and enacted in February 2021, effectively allowing for 17 months to complete projects during the current biennium (FY19-20).
- The University of Toledo's Technology Strategic Plan is complete and was developed to address dynamic changes in the overall enterprise. Roadmaps have been developed for all major technology components, which allow for adaptive strategies to address newly emerging situations, such as the pandemic in FY20 and FY21.