The Strategic Plan – "A Propitious Time"

September 29, 2015

The Strategic Plan

OAKLAND UNIVERSITY

"We have gathered here at a propitious time in Oakland's history – a time in which several longstanding endeavors bolster the promise for a future in which this University will thrive."

– Board of Trustees Chair Mark Schlussel
April 29, 2015

The Strategic Plan

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Four Questions to Consider

1. Why is this a propitious time for Oakland University?
2. What are the University's needs and goals?
3. What are the inhibiting factors standing in our way?
4. What are we doing to move forward?

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Why is This a Propitious Time?

- Full assessment of the University's operations, goals and resources
- New Strategic Plan – goal teams and task forces are actively meeting
- Significant, positive public visibility
- Two decades of continuous student enrollment growth

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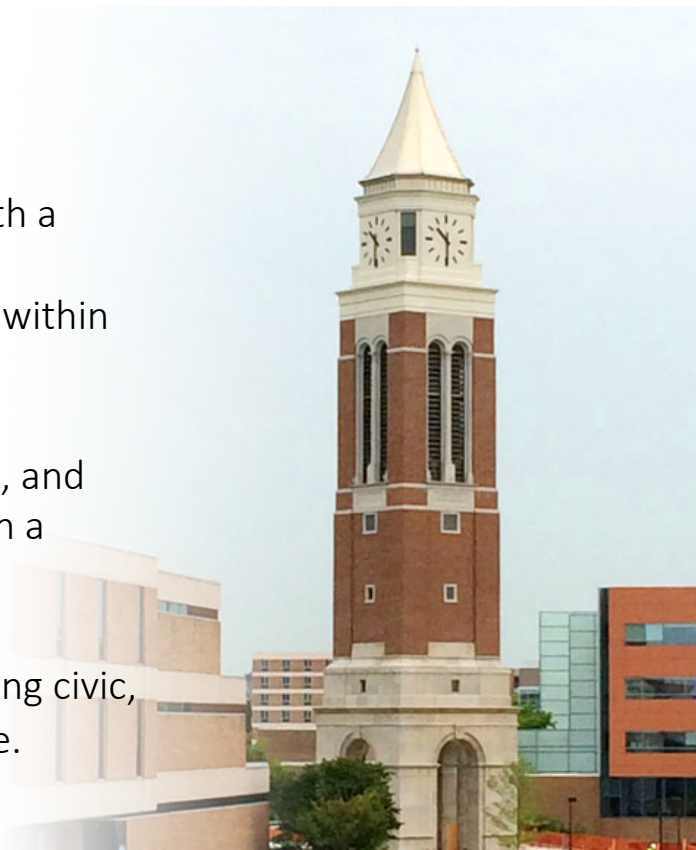
Mission Statement

Oakland University is a preeminent **metropolitan university** that is recognized as a **student-centered**, doctoral **research institution** with a **global perspective**. We engage students in distinctive educational experiences that connect to the unique and diverse opportunities within our region and beyond.

Through faculty-driven and student-engaged research, scholarship, and creative activity, Oakland University advances knowledge and art in a diverse and inclusive environment.

Oakland University is an active community partner providing thriving civic, cultural, and recreational opportunities and valuable public service.



The Strategic Plan

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Defining Our Goals

- **Goal #1:** Foster student success through a robust teaching and learning environment and comprehensive student services.

- **Goal #2:** Be recognized as a strong research and scholarly environment focused on creative endeavors and on the discovery, dissemination and utilization of knowledge.

- **Goal #3:** Become a leader in serving the needs and aspirations of our communities and region through expanded community relationships, institutional reputation and visibility, and engagement.

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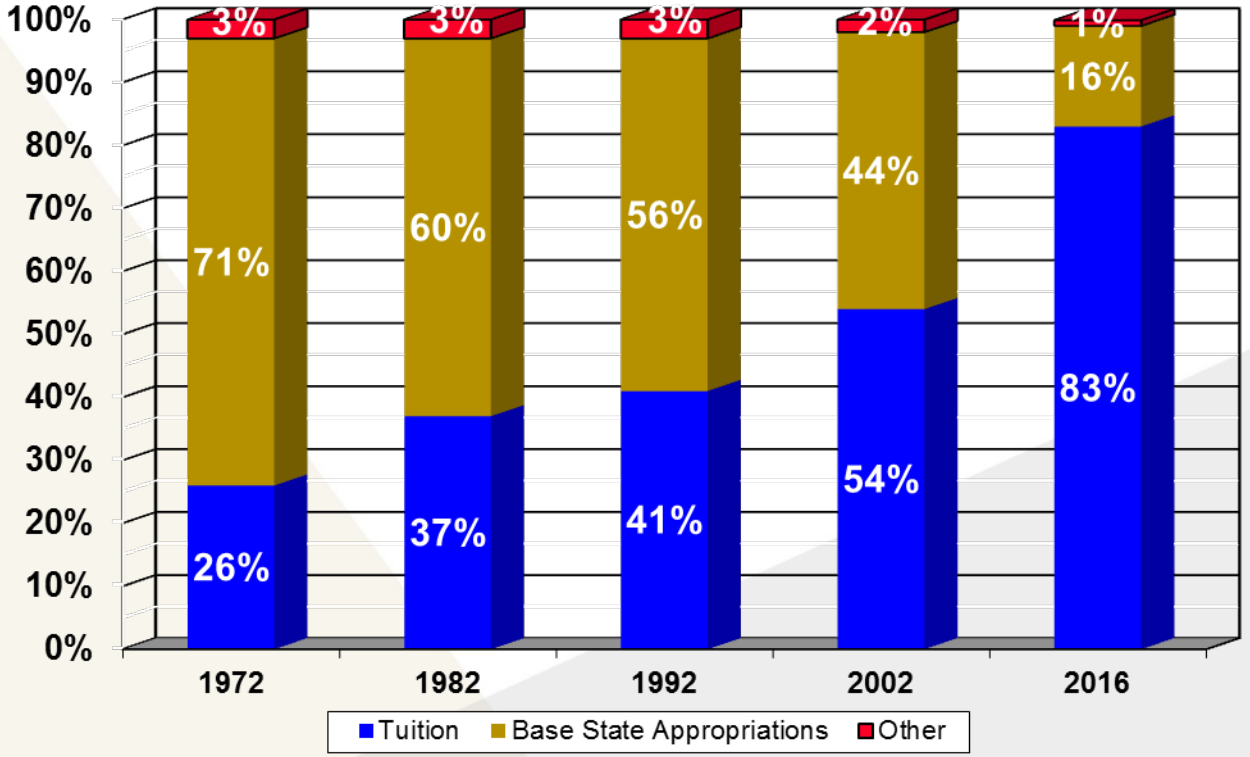
What factors inhibit us from moving forward?

Inhibiting Factors

Historical Funding Model



Comparison of general fund revenue sources FY1972 to FY2016

Inhibiting Factors

Lowest State Funding per Student

	Appropriation per FYES – FY2015	FY2014 FYES	Year Founded
Wayne State	$ 8,414	22,644	1868
Michigan Tech	7,093	6,474	1885
UM-Ann Arbor	6,734	43,832	1817
Lake Superior	5,880	2,174	1946
Michigan State	5,754	45,959	1855
Northern	5,513	8,031	1899
Western	4,989	20,593	1903
Ferris	4,043	12,141	1884
Eastern	3,952	18,160	1849
Central	3,787	20,891	1892
UM-Dearborn	3,563	6,648	**1959**
Saginaw Valley	3,129	8,825	**1963**
UM-Flint	3,095	6,895	**1956**
Grand Valley	2,846	22,181	**1960**
Oakland	**2,830**	17,088	**1957**
Average	$ 4,775		

Source: HEIDI and House Fiscal Agency

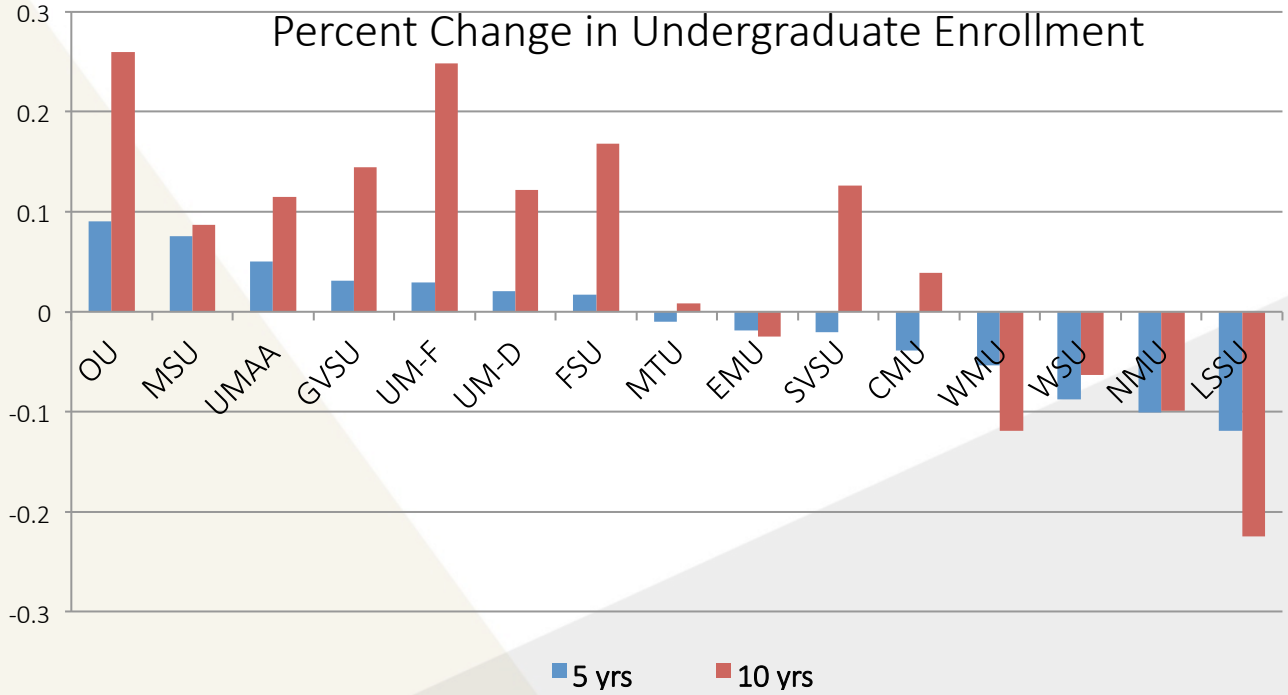
Inhibiting Factors

Lowest State Funding per Student

	Appropriation/ FYES	Total Appropriation
Oakland University	$ 2,830	$ 48.4 million
Average State Funding	$ 4,775	$ 81.6 million
OU Support Shortfall	**$ (1,945)**	**$ (33.2) million**

Inhibiting Factors

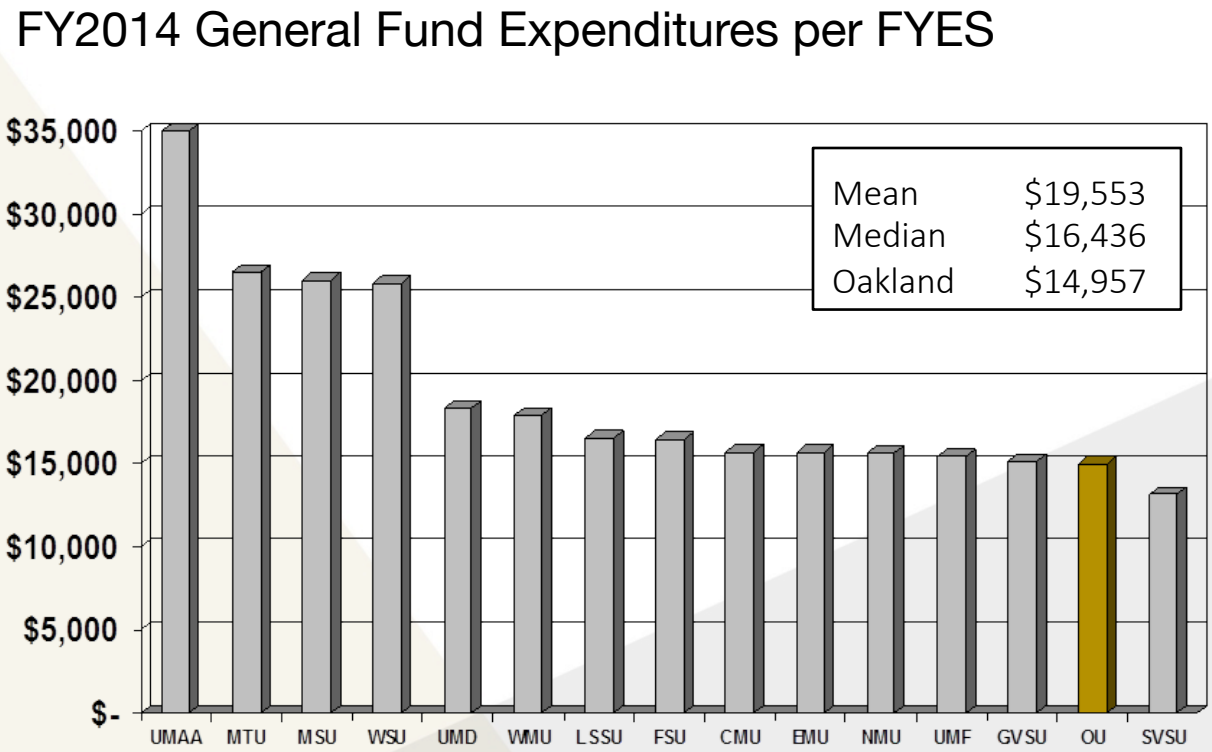
Highest 5-year and 10-year Enrollment Growth



Source: Presidents Council Enrollment Report Fall 2014

Inhibiting Factors

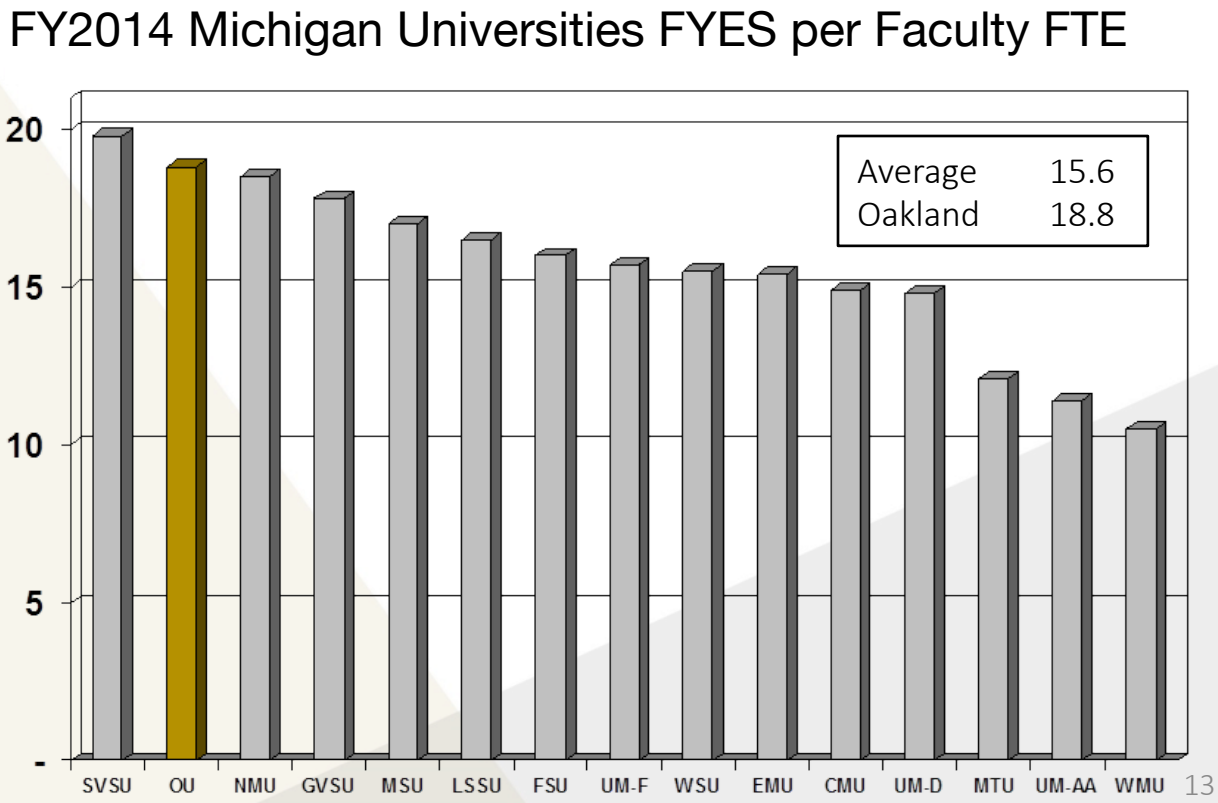
Second Lowest Expenditures per Student



Source: HEIDI

Inhibiting Factors

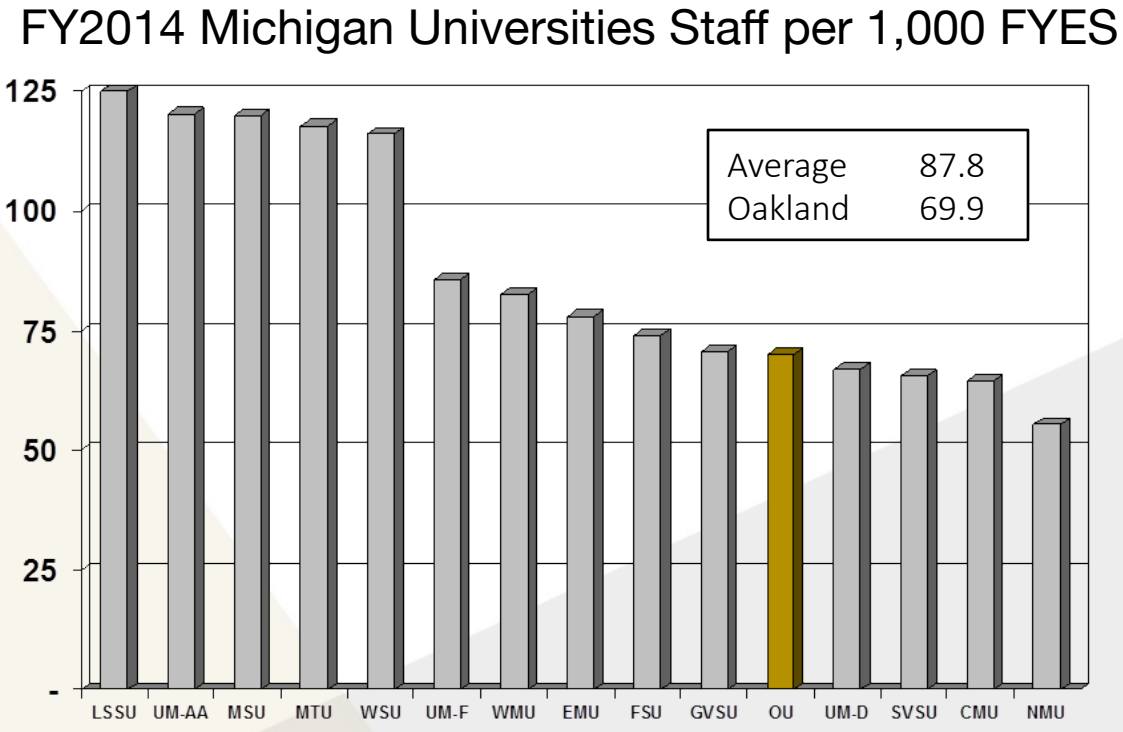
Second Highest Student per Faculty Ratio



Source: HEIDI

Inhibiting Factors

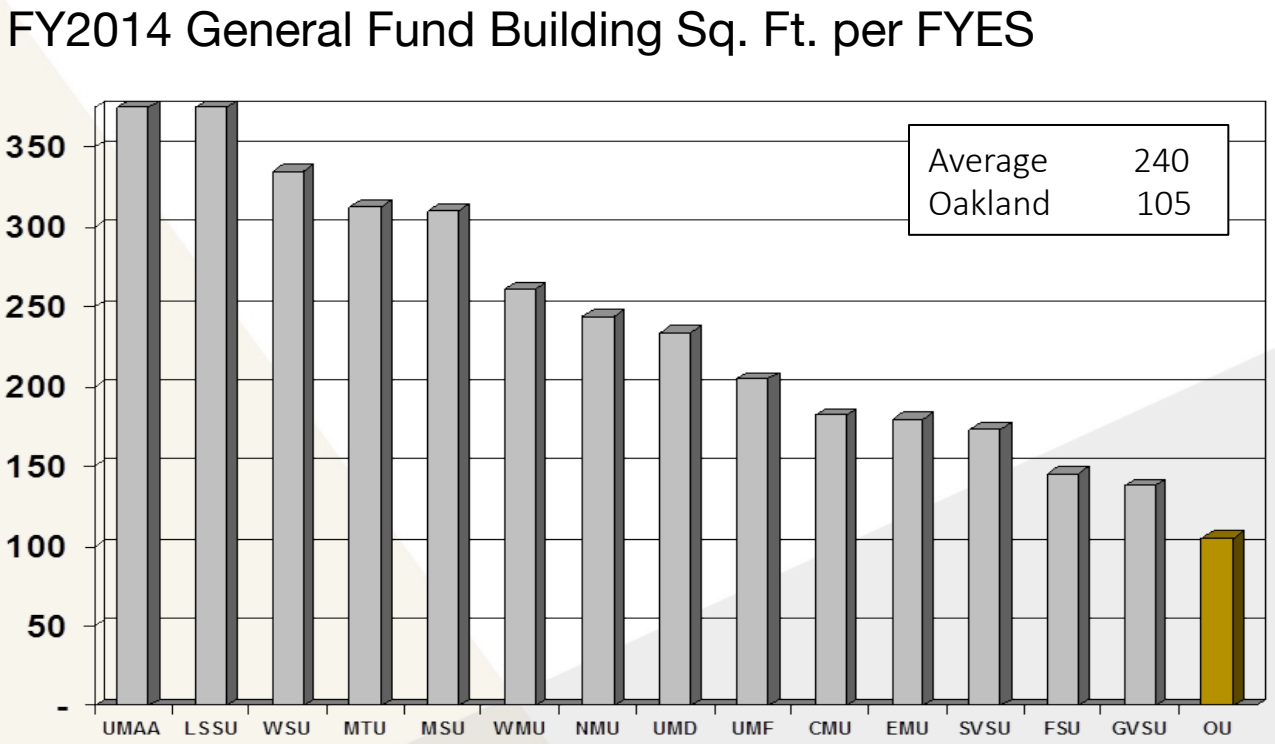
Fifth Lowest Staff per 1,000 Students Ratio



Source: HEIDI

Inhibiting Factors

Lowest Building Square Footage per Student



Source: HEIDI

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What are we doing to move forward?

Moving Forward

Strategic Goal #1

Foster student success through a robust teaching and learning environment and comprehensive student services.

Action Steps

Strategic Goal #1

- Invest in proven recruitment & retention initiatives
  - Establish additional college/school/major learning communities
  - Increase number of academic advisors
  - Increase funding to CORE & OUTAS programs
- Significantly increase financial aid (merit- and need-based scholarships)
- Hire additional faculty and staff in targeted areas
- Increase resident student population
- Renovate Oakland Center
- Increase support to expand the Office of Career Services
- Significantly increase international efforts and study abroad offerings

Action Steps

Strategic Goal #1 – FY2016 Budget Allocations

- Financial Aid $4,160,237
- Faculty - CAS (4) $365,968
- Faculty - SECS (2) $256,680
- Faculty - SBA (2) $356,500
- Faculty - SON (2) $213,900
- Faculty - SHS (1) $99,820
- Academic Advisors (4) $326,480
- Retention and General Education $525,260
- Handicapped Accomodations $125,000
- Graham Health Center Psychologists (2) $176,160
- (Study abroad efforts – funded via philanthropy) $71,947

Total
$6,677,952

Action Steps

Campus Infrastructure

Pending projects

- $40 million Oakland Center Expansion
- Elliott Hall Expansion
- New Housing Facility
- IT Upgrades

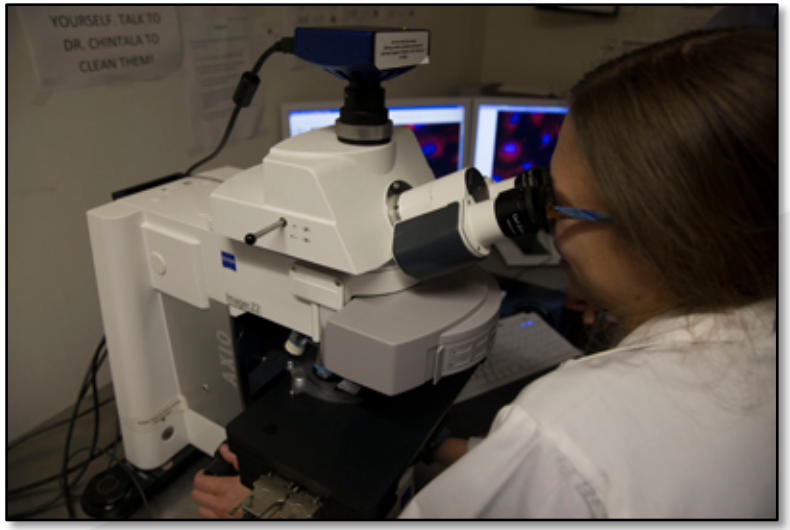
Campus Master Planning

- Kick Off and Visioning
- Presentation of Discovery
- Campus Forums – November 9
- Presentation of Analysis
- Assessment of Alternatives
- Open Houses
- Preliminary Plan Review

Moving Forward

Strategic Goal #2

Be recognized as a strong research and scholarly environment focused on creative endeavors and on the discovery, dissemination and utilization of knowledge.



Action Steps

Strategic Goal #2

- Establish incentive stimulus program to develop self-sustaining centers of research excellence
- Increase grant support services through Office of Research Administration
- Support the development of research labs & specialized teaching spaces
- Increase support for faculty & student research
- Invest in the development of nationally recognized graduate programs
- Invest in high-tech and state-of-the-art equipment to enhance research capability
- Support employment of additional research successful faculty

Action Steps

Strategic Goal #2 – FY2016 Budget Allocations

- Library Collections $79,824
- Specialized Labs and Teaching Spaces $197,660
- Research Support and Equipment $300,000
- (Research Stimulus Program

  – funded via redirected existing funds)

Total – **$577,484**

Action Steps

Foster Research

1. Complete national AVP-R search

2. Call for proposals for interdisciplinary groups of faculty to work together

3. Encourage development of Centers of Excellence
   - Seek external funding
   - Become self-sufficient

4. Recruit and develop faculty with active research portfolios including external funding

Moving Forward

Strategic Goal #3

Become a leader in serving the needs and aspirations of our communities and region through expanded community relationships, institutional reputation and visibility, and engagement.

Action Steps

Strategic Goal #3

- Pursue and support our focused engagement with Pontiac and other metropolitan communities
- Create a community engagement fund to incentivize faculty & student involvement
- Invest in student community engagement through volunteerism, internships, clerkships, and co-ops
- Invest in infrastructure necessary to be designated by the Carnegie Foundation as a community engaged university

Action Steps

Strategic Goal #3 – FY2016 Budget Allocations

- Enhanced Career Services and Internships $350,000
- (Pontiac – funded via redirecting existing funds and philanthropy)
- (Community engagement – funded via philanthropy)

Total – $350,000

Action Steps

Develop Preeminence as a Metropolitan University

1. Broaden visibility across metro region
2. Ramp up civic engagement
3. Increase business leader support
4. Prepare groundwork for campaign

Action Steps

OU Pontiac Initiative

1. **Formalize relationship:** Town hall meetings held last drew more than 100 people, and Economic Development, College Readiness, Communications and Service Learning committees were formed. Conversation continues with two more town hall meetings in November and March.

2. **Campus Leader:** Bob Maxfield is coordinating activity with support from Institutional Research to document and evaluate impact. Beginning the process of Carnegie Endorsement as an engaged university, we are identifying systemic changes to build capacity to meet the needs of neighboring communities.

3. **Faculty engagement:** Criminal Justice, Political Science, Public Administration and Social Work faculty are working with Pontiac organizations to create meaningful connections. The Schools of Education & Human Services, Business Administration and Health Sciences are active with more joining.

4. **Student engagement:** Political Science, Public Administration, Journalism OUSC and CSA students are engaging in academic service learning, volunteer opportunities and internships.

Action Steps

Autism Initiatives

1. Autism Council – Campus-wide committee that meets to examine opportunities for collaborative University research projects
2. Research exploring quality of life for individuals and families with ASD
    - Business and employment
    - Sexuality
    - Promoting success in higher education
    - Supporting parents and families
3. Expand community partnerships
4. Coordinate activities and exchange of information
5. Create an autism-friendly campus
6. $380,000 state grant to expand OU's applied behavior analysis program

Action Steps

Development and Alumni Relations

1. Complete national VP-DA search
2. Ramp up alumni engagement
3. Increase donor support
4. Prepare groundwork for campaign

The Strategic Plan

"Oakland University will be known for providing students with access to an exceptional education, whether undergraduate or graduate, that results in a life-long return on their investment."

– President George W. Hynd
April 29, 2015

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Questions?