Academic Affairs
Organizational Changes

• Enrollment Management
  • Admissions
  • Financial Aid
  • Registrar

• International Students and Scholars Office (ISSO)
Academic Affairs
Organizational Changes

• **Academic Human Resources**
  - Blending of “backroom” operations with UHR
  - Assistant Vice President for Academic Human Resources is being modified to focus on Academic Personnel Administration. This position will continue report to the Provost

• **University Technology Services**
New Leadership

Stephen Weiter
Dean, OU Libraries

Jon Margerum-Leys
Dean, School of Education and Human Services

Claudia Petrescu
Dean, Graduate Education
New Leadership

Paul Schroeder
Associate Vice President for Enrollment Management
Paul Schroeder

Alex Zimmerman
Director, Office of International Education

Melissa Vervinck
ESL Coordinator
New Leadership

- Associate Vice President for Research – In Progress
- Dean, School of Health Science – In Progress
- Dean, School of Nursing – In Progress
Match Day 2016:

- 67 students were successfully matched with residencies
- Eight students will be going to Beaumont
- Seven students will be going to UM
- Students matched at exceptionally prestigious programs - Stanford, Yale, and Northwestern to name a few
Accomplishments

School of Engineering and Computer Science

• 6-Year ABET Accreditation for B.S.E. in Electrical Engineering, B.S.E. in Computer Engineering programs, B.S.E. in Industrial and System Engineering, and B.S.E. in Mechanical Engineering

• Dr. Osamah Rawashdeh and students win $1M grand prize at Drones for Good competition in Dubai with their LoonCopter

• Dr. Xia Wang, new NSF-sponsored RET (Research Experience for Teachers program) $575,979 for three years

• Dr. Jing Tang wins NSF CAREER Awards ($500K) for her proposal in medical imaging
School of Business Administration

- Kresge Foundation established a $2 million investment fund for OU students to manage in a course (FIN 480) on investment fund management

- A donor funded investment class participated in the Quinnipiac Global Asset Management Education (GAME) conference held in New York
Accomplishments

School of Health Sciences

• Received a grant from the US Soccer Foundation to implement “Pop up Soccer” lessons at various sites throughout the City of Pontiac in Summer 2015

• Jacqueline Drouin awarded the American Physical Therapy Association’s (APTA) Oncology Section Debra Flomenhoft Humanitarian Award

• Lynn Williams received the 2016 American Society of Clinical Laboratory Sciences-Michigan Lifetime Achievement Award
Accomplishments

School of Nursing

- The Nurse Anesthesia Program is in the top 20 in the nation
- The SON has been the sponsor of the statewide Nightingale Awards for the past 28 years, the only awards ceremony of its kind in Michigan
Accomplishments

School of Education and Human Services

- Opened a new Applied Behavior Analysis (ABA) Autism Clinic
- Received a $380,000 grant from the Michigan Department of Health and Human Services (MDHHS) as part of a statewide effort to better treat and understand autism spectrum disorder (ASD)
College of Arts and Sciences

- **Model UN** team (led by Paul Kubicek) placed first at Lake Erie Model United Nations and the North American United Nations competition in Toronto vs. prestigious universities
- **MTD’s** production of *Equus* was selected for the Kennedy Center American College Theatre (KCACTF) regional competition, with several performers and technical staff selected for national recognition
- The **Department of Psychology** will award its first two Ph.D.’s - both completed in four years
- **Grants:** Yang Xia (Physics) $2.2 million NIH grant and Fabia Battistuzzi (Biological Sciences) received NASA grant ($580,000)
Eye Research Institute

- Ken Mitton received a grant from the National Eye Institute ($448,000)
- Frank Giblin and Ken Mitton and Shravan Chintala participated in Beaumont Ophthalmology Resident Applicant interviews

University Libraries

- The introduction of Fit Desks to the Library
- The acquisition of the Mike Rogers Papers
- The gift from Michael and Penny Nyberg
Honors College

- Continuous growth: in Fall 2016 there will be 1400 students
- Each year, 95-97% of Oakland University Honors College graduates are now admitted to the graduate schools of choice
- All are in the top 5% of graduates, nationally
New Faculty Hires

New faculty in 2015-16: 37

Approved Searches for 2016-17: 45
New Academic Staff Hires

Selected Positions

Advising and Student Support:
- Coordinator, Pre-professional Advising
- Manager, Student Success
- Academic Adviser, SECS
- Office Assistant, SHS

International Activities:
- Director, International Educations
- Director, ESL
- ISSO Adviser
- Office Assistant, International Education
Incentive distributions to academic units total
• Approximately $4.5 million in the last 4 years

Selected Research Support
• Provost funded faculty start-up funds in FY16 - $877,000
• Autoclave Project - $243,000
• Student research support - over $100,000 each year

IT upgrades (funded from central funds)
• Degree Works, Argos Campus Reporting, Virtual Computing Lab, SPSS
• 80% of OU’s budget is driven by tuition revenue

• Academic Affairs accounts for 65 percent of the total annual university budget, or $167 million of $258 million

• 85 percent of the Academic Affairs budget is in personnel
Academic Affairs proposed this initiative with the following goals:

- Find additional revenues for faculty hires and other support for academic areas
- To bring OU programs in select professional areas to median pricing levels compared to peer institutions in MI
- Peer analysis showed fees or tuition differentials in business, engineering, nursing, and health science areas
- Implemented differential tuition in Fall 2015
Differential tuition utilized for the following improvements to date:

- Seven new faculty positions
- Five new academic advisors
- Two new positions to support Degree Works (one in Registrar, one in UTS
- Grant Administrator - increased to full-time
- Elsevier Science Direct Library Collection
- New positions for SBA and SECS Career Services
- Research and lab equipment, student tutoring support
Academic Affairs and the University are exploring options that include:

- Pricing strategies for international student tuition
- English as a Second Language pricing
- Online course pricing
- Summer course offerings and opportunities
- Intermester strategies (J-Mester, Maymester, etc.)
Educational Advisory Board Resource Study Now In Process

- Academic Performance solutions
- Course enrollments, demand, and size
- SCH production
- Related costs to deliver
- Benchmark data
- Support data for resource allocation
Fundraising

- Campaign Planning
- College/School Priorities
- Creating a culture of giving
Teaching at OU

• Importance and Value of the Teaching mission at OU related to Strategic Goal #1
• Distinctiveness of OU’s mission with the balanced emphasis of teaching and research must be better defined and articulated
• Teaching Effectiveness Initiative is underway with committee representing college/schools
Oakland classified as a Doctoral University – Moderate Research Activity (R3)

Carnegie Basic Classification Data Elements

- Research expenditures
  - STEM & non-STEM
- Number of Non-faculty Researchers and Post Docs
- Number of Ph.D.s awarded
  - STEM
  - Social Sciences
  - Humanities
  - Other Ph.D.s
OU R&D Expenditure’s 2005-14

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<td>$7,605</td>
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OU contribution to R & D
Federally financed R & D
All R & D

Thousands
• Strategically invest in infrastructure support for research
  • (ex: grant writing, award support, startup funding, mentor in residence)

• Increase External Funding through sponsored research

• Enhance Interdisciplinary Research (centers initiative)
Community Engagement

- **Campus Compact**: OU a signatory on Action Statement
- **Macomb**: AFC, MUC, OU-Macomb Inc.
- **OU-Pontiac Initiative**: Parent University, $1.95M Grant for Healthy Pontiac initiative
- **Experiential Learning**: coordinator position being searched
Community Engagement

Goal: Achieve the Carnegie Community Engagement Classification

The purpose of community engagement is the partnership of college and university knowledge and resources with those of the public and private sectors to enrich scholarship, research, and creative activity; enhance curriculum, teaching and learning; prepare educated, engaged citizens; strengthen democratic values and civic responsibility; address critical societal issues; and contribute to the public good.
Campus Master Planning

LONG-TERM DEVELOPMENT PLAN
Master Plan
Classroom Usage Study Results

- General Purpose Classrooms
- Department Managed Classrooms
- Event Activity taking place in Classrooms

TIME OF DAY CLASSROOM USE
(Mon-Thurs Avg)

ENROLLMENT PROJECTION
11% growth by 2025

WEEKLY SEAT HOURS

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<th>Oakland</th>
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<td>16.7 wk / hrs</td>
<td>22 wk / hrs</td>
<td>24.4 wk / hrs</td>
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Diversity of Student Body

Percentage of URMs as a proportion of the student body by year and level

Fall Terms

- All Undergraduates
- Graduate
Faculty and Staff Diversity

URM proportions within faculty and staff, 2003 through 2013

- Full-Time Faculty
- Staff
- Part-Time Faculty
Faculty and Staff Diversity

Ethnic composition of faculty across Michigan universities, fall 2012 IPEDS

- OU
- EMU
- FSU
- GVSU
- LSSU
- MSU
- NMU
- SVSU
- UM-AA
- UM-DB
- UM-FI
- WSU

- White/Unknown
- URM
- Asian
- International
Enrollment Management and Strategic Outlook
Enrollment Trends

Understanding the Past

Looking to the Future
Oakland has done well

Overall average growth rate of 2.3% per year since 1995

Between 1995 & 2014:
- UG increased by **57%**
- Grad increased by **27%**

Source: Oakland University Office of Institutional Research
Oakland Compared to State Peers

5 Year Change: Michigan Public Universities

Source: Oakland University Office of Institutional Research
Fewer High School Graduates

Production of High School Graduates

Source: Western Interstate Commission for Higher Education (WICHE)
Enrollment Scenarios to 2025

- Steady State
- Moderate Growth
- Stretch Growth to 23,000

Source: Oakland University
Office of Institutional Research
In all scenarios, 80% to 90% of undergraduate growth is through increasing retention.

### Alternate rates of growth

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<th>Stretch Growth</th>
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<td>0.3%</td>
<td>0.6%</td>
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<td>Returning UG</td>
<td>0.8%</td>
<td>1.1%</td>
<td>1.7%</td>
</tr>
<tr>
<td>New Grad</td>
<td>1.3%</td>
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<td>3.0%</td>
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<tr>
<td>Returning Grad</td>
<td>1.0%</td>
<td>1.9%</td>
<td>2.7%</td>
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<tr>
<td>UG Total</td>
<td>0.6%</td>
<td>0.9%</td>
<td>1.4%</td>
</tr>
<tr>
<td>Grad Total</td>
<td>1.1%</td>
<td>2.0%</td>
<td>2.8%</td>
</tr>
<tr>
<td>Total</td>
<td>0.7%</td>
<td>1.1%</td>
<td>1.6%</td>
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Source: Oakland University Office of Institutional Research
Oakland’s share of Michigan’s FTIAC market has steadily increased.

OU expects to continue to increase market share, so that the number of incoming FTIACs remains stable in spite of the shrinking pool of students.

Source: Oakland University Office of Institutional Research
Distribution of High School GPA

As the class of incoming students has grown, the profile has improved.

Source: Oakland University Office of Institutional Research
The Enrollment Mix

Undergraduate and Graduate FTIAC and Transfer
Shift in OU’s Enrollment Mix

Consequences for the revenue mix

**Fall 2006**
43% FTIAC
31% Transfer
23% Grad

*Grad produced 23% of revenue*

**Fall 2015**
46% FTIAC
32% Transfer
17% Grad

*Grad produced less than 15% of revenue*

Source: Oakland University Office of Institutional Research

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**Fall 2015 Headcount (20,711)**

- PTIACs: 47%
- Transfer: 34%
- PB/Other UG: 3%
- Grad/PD: 3%

Grad produced less than 15% of revenue
Fall 2015 FTIAC Funnel

Prospects
77,658

Inquiries
14,262

Applicants
12,543

Admits
8,891

Enrolled
2,713

Source: Oakland University Undergraduate Admissions
Fall FTIAC Applications on the Rise

Fall FTIAC Applications
2008 - 2016

Source: Oakland University Undergraduate Admissions
Fall Transfer Applications

Source: Oakland University Undergraduate Admissions
Opportunities

- Enrollment growth from new markets (out-state, out-of-state, international)
- Enrollment growth from new academic programs (certificate leading to degree, online)
- Improved collaboration and academic alignment with community colleges
- Increased undergraduate enrollment through retention
SWOT Analysis

Threats

• Competitors more aggressively recruiting students from Oakland and Macomb counties

• Economic downturn especially in automobile industry

• Resources lagging behind enrollment growth

• Public perception of the cost and value of higher education
2014-15 Undergraduate On-Campus Visits

- Campus Tour attendance up 33%
  
  2,279 total students visited

- Academic Visit Day attendance up 20%
  
  1,004 total students visited

- Group Visit attendance up 26%
  
  3,387 total students visited

- TOTAL STUDENT ATTENDANCE up almost 19%
  
  8,953 prospective students visited campus over the last year
GRADUATE EDUCATION ACADEMIC YEAR IN REVIEW

Dr. Claudia Petrescu
Dean, Graduate Education
Steps towards Building a graduate culture

- Doctoral candidates graduation celebratory event
- End-of-semester social for graduate students
  - The 1st Graduate Students Research Conference – May 27th
  - Two dissertation awards (STEM and Non-STEM)
  - Celebration of faculty mentors
✓ New Graduate Assistantship policy

✓ Improved Graduate admissions
  • Streamlined and faster processing
  • Fully online application process launched for Winter and Summer 2017 →
    Goal: the whole admission process be done online by Winter 2017
  • Largest Winter Open House since 2012

✓ Improved Communication with faculty
  • Regular updates
  • Regular trainings
  • Regular meetings with program and doctoral coordinators
  • Celebration of doctoral candidates
Enrollment Comparison With Other Michigan Schools
# 10-Year Trend Benchmarking

## 10 Year Graduate Enrollment

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<tr>
<td>CMU</td>
<td>6,927</td>
<td>6,697</td>
<td>6,814</td>
<td>6,777</td>
<td>6,756</td>
<td>6,613</td>
<td>6,361</td>
<td>6,368</td>
<td>6,275</td>
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<td>EMU</td>
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<td>4,886</td>
<td>4,774</td>
<td>5,151</td>
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<td>4,820</td>
<td>4,620</td>
<td>4,287</td>
<td>4,053</td>
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<td>FSU</td>
<td>1,166</td>
<td>1,252</td>
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<td>1,273</td>
<td>1,247</td>
<td>1,210</td>
<td>1,272</td>
<td>1,238</td>
<td>1,243</td>
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<td>LSSU</td>
<td>8</td>
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<td>18</td>
<td>19</td>
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<td>79</td>
<td>8</td>
<td>7</td>
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<td>MSU</td>
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<td>685</td>
<td>697</td>
<td>780</td>
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<td>OU</td>
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<td>3,844</td>
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<td>SVSU</td>
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<td>UMAA</td>
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<td>15,309</td>
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<td>UM-F</td>
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<td>WMU</td>
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<td><strong>Totals</strong></td>
<td>65,087</td>
<td>65,785</td>
<td>65,727</td>
<td>67,309</td>
<td>67,938</td>
<td>67,378</td>
<td>66,750</td>
<td>66,372</td>
<td>65,745</td>
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Source: Michigan Association of State Universities – Fall 2015 Enrollment Update
## Fall 2015 Total Headcount by Student Level

### MASTERS

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### DOCTORAL PROFESSIONAL PRACTICE

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### DOCTORAL RESEARCH

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<td>LSSU</td>
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<tr>
<td>NMU</td>
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<td><strong>TOTAL</strong></td>
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### TOTALS

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<tr>
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<tr>
<td>UMAA</td>
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<tr>
<td>MSU</td>
<td>11,400</td>
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<td>9,553</td>
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<td>CMU</td>
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<td>GVSU</td>
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<tr>
<td>UM-D</td>
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<tr>
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<td><strong>66,928</strong></td>
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Source: Michigan Association of State Universities – Fall 2015 Enrollment Update
Graduate Enrollment Trends
Fall Graduate Enrollment
By School

Fall Grad New Enrollment Trend By School

Source: Oakland University Office of Institution Research
Fall Graduate Continuing Enrollment – By School

Fall Grad **Continuing Enrollment** Trend By School

Source: Oakland University Office of Institution Research
Graduate Application and Admission Data and Trends
## From Application to Admission

<table>
<thead>
<tr>
<th>Conversion rates (application to admission %)</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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<tbody>
<tr>
<td>CAS</td>
<td>39.69%</td>
<td>33.96%</td>
<td>35.04%</td>
<td>29.94%</td>
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<tr>
<td>SECS</td>
<td>39.22%</td>
<td>33.53%</td>
<td>38.24%</td>
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<tr>
<td>SBA</td>
<td>46.74%</td>
<td>44.44%</td>
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<td>39.78%</td>
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<td>19.08%</td>
<td>19.67%</td>
<td>14.07%</td>
<td>13.07%</td>
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<tr>
<td>SEHS</td>
<td>57.72%</td>
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<td>53.94%</td>
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<tr>
<td>NR</td>
<td>30.30%</td>
<td>12.10%</td>
<td>15.22%</td>
<td>19.55%</td>
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## Conversion Rates – Fall 2015

<table>
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<tr>
<th></th>
<th>Applications</th>
<th>FULLY ADMITTED</th>
<th>Rate of full admission</th>
<th>CONDITIONALLY ADMITTED</th>
<th>Rate of conditional admission</th>
<th>DENIED</th>
<th>Rate of denied</th>
<th>UPDATED TO A FUTURE SEMESTER</th>
<th>Rate of updated</th>
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<tbody>
<tr>
<td>CAS</td>
<td>520</td>
<td>156</td>
<td>30%</td>
<td>39</td>
<td>8%</td>
<td>68</td>
<td>13%</td>
<td>20</td>
<td>4%</td>
</tr>
<tr>
<td>SECS</td>
<td>294</td>
<td>144</td>
<td>49%</td>
<td>7</td>
<td>2%</td>
<td>11</td>
<td>4%</td>
<td>22</td>
<td>7%</td>
</tr>
<tr>
<td>SBA</td>
<td>723</td>
<td>391</td>
<td>54%</td>
<td>24</td>
<td>3%</td>
<td>57</td>
<td>8%</td>
<td>60</td>
<td>8%</td>
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<tr>
<td>SHS</td>
<td>648</td>
<td>180</td>
<td>28%</td>
<td>73</td>
<td>11%</td>
<td>52</td>
<td>8%</td>
<td>48</td>
<td>7%</td>
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<tr>
<td>SEHS</td>
<td>742</td>
<td>91</td>
<td>12%</td>
<td>30</td>
<td>4%</td>
<td>460</td>
<td>62%</td>
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<td>1%</td>
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<tr>
<td>NR</td>
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<td>88</td>
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<td>1%</td>
<td>152</td>
<td>38%</td>
<td>2</td>
<td>1%</td>
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</tbody>
</table>
Graduate Education: Next Steps
Develop recruitment and marketing strategies to diversify our student population
  - Step taken: hire a graduate recruiter

Analyze the graduate programs to identify areas of strength and growth through a program review based on Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, and HLC criteria

Understand retention, create and develop retention strategies

Continue improving the admission process

Develop services for enrolled graduate students (i.e. career related)
International Students At OU

Oakland University
International Students and Scholars

Number of Students

<table>
<thead>
<tr>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
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<td>163</td>
<td>205</td>
<td>254</td>
<td>352</td>
<td>848</td>
</tr>
<tr>
<td>SBA</td>
<td>96</td>
<td></td>
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<tr>
<td>SECS</td>
<td>347</td>
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<td>SEHS</td>
<td>29</td>
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<tr>
<td>SHS</td>
<td>42</td>
<td></td>
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<tr>
<td>SON</td>
<td>12</td>
<td></td>
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<td></td>
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<tr>
<td>OUBW</td>
<td>7</td>
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<td>No Coll</td>
<td>14</td>
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<td></td>
<td></td>
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<tr>
<td>Desig</td>
<td>7</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>UNIV</td>
<td>7</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
Top Countries Comparison

Oakland University International Students and Scholars

- South Korea
- Saudi Arabia
- Canada
- China
- India
- Jordan

<table>
<thead>
<tr>
<th>Year</th>
<th>South Korea</th>
<th>Saudi Arabia</th>
<th>Canada</th>
<th>China</th>
<th>India</th>
<th>Jordan</th>
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</thead>
<tbody>
<tr>
<td>2010/2011</td>
<td>168</td>
<td>33</td>
<td>84</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2011/2012</td>
<td>57</td>
<td>103</td>
<td>86</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2012/2013</td>
<td>108</td>
<td>43</td>
<td>77</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2013/2014</td>
<td>132</td>
<td>128</td>
<td>125</td>
<td>17</td>
<td>9</td>
<td>25</td>
</tr>
<tr>
<td>2014/2015</td>
<td>191</td>
<td>214</td>
<td>173</td>
<td>67</td>
<td>9</td>
<td>0</td>
</tr>
</tbody>
</table>
Persistence and Completion Initiatives at OU
The Impact of Retention

1% increase in retention would yield over $200,000 in additional revenue
6-Year Graduation Rates

Source: 2015 College Handbook Data
OU FTIAC Graduation Rates

OU FTIAC Graduation Rate by Year

2007: 44
2008: 44
2009: 41
2010: 40
2011: 40
2012: 43
2013: 43
2014: 46

OU Grad Rate
Majority vs URM 6-Year Graduation Rates
First-Year Retention Rates

Based on 2015 College Handbook Data

### 1st Yr Retention Rates

<table>
<thead>
<tr>
<th>Institution</th>
<th>1st Yr Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>UM AA</td>
<td>97</td>
</tr>
<tr>
<td>MSU</td>
<td>91</td>
</tr>
<tr>
<td>MTU</td>
<td>82</td>
</tr>
<tr>
<td>GVSU</td>
<td>81</td>
</tr>
<tr>
<td>UM F</td>
<td>80</td>
</tr>
<tr>
<td>WSU</td>
<td>77</td>
</tr>
<tr>
<td>Ferris</td>
<td>77</td>
</tr>
<tr>
<td>CMU</td>
<td>77</td>
</tr>
<tr>
<td>OU</td>
<td>76</td>
</tr>
<tr>
<td>EMU</td>
<td>73</td>
</tr>
<tr>
<td>LSSU</td>
<td>73</td>
</tr>
<tr>
<td>NMU</td>
<td>72</td>
</tr>
<tr>
<td>SVSU</td>
<td>70</td>
</tr>
</tbody>
</table>
OU First-Year FTIAC Retention Rates

OU First Year FTIAC Retention Rate

Retention Rate
Linear (Retention Rate)
Majority vs URM First Year Retention

- **Majority:** 62, 58, 67, 68, 63
- **URM:** 75, 73, 80, 80, 79

First Year Retention Rates of Transfer Students
By Incoming Cohort, Full Time Students Only

Source: Oakland University Office of Institutional Research
New Student Success Initiatives

- Michigan Student Success Conference
- Student Success Collaborative and Campus
- Second Year Experience
- CoDEI Diversity Initiatives
- Oakland 8 – Cross Division Collaborations
- HLC Academy for Persistence and Completion
- Graduation Completion Committee

- Grad Path
- Faculty Feedback
- Michigan Gateways to Completion (G2C)
- Institutional Learning Communities
- Expanded Funding for Supplemental Instruction
- Mandatory Transfer Orientation
- UPAC/MCC Transfer Student Success Research
Goals

- Create seamless transition from the First Year Advising Center to college/schools advising units
- Engage student in their major field of study through participation in two of the following:
  - Major/Minor Exploration
  - Major Engagement
  - Career/Research engagement
  - Campus Engagement
  - Community Engagement
- Increase persistence from second to third year
Percent of Students Retained to Third Year

<table>
<thead>
<tr>
<th>Year</th>
<th>Retained to Third Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-13</td>
<td>71.2%</td>
</tr>
<tr>
<td>2013-14</td>
<td>75.1%</td>
</tr>
<tr>
<td>2014-15</td>
<td>76.2%</td>
</tr>
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</table>
Student Success Collaborative Care Network
Feedback Loops Insure Connection to Quality Services

1. Analytics Identify Students

2. Utilization Reports and Outcomes

3. Feedback Improves System

- Comprehensive Student Risk Data
- Proactive Outreach and Interventions
- Campus-Wide Case Management
- Central Reporting and Evaluation

Predictive Analytics to Drive Student Prioritization

Student Referral Network

- Proactive Campaigns
- Advisors
- Case Referrals

Academic Support
Financial Aid
Tutoring

Effectiveness Feedback Loop

Utilization reports
Impact analyses

Leadership
Systemic Improvement

More precise identification of risk
Better targeted advice and support
Greater return on retention investments
The Michigan Gateways to Completion (G2C) Project
John N. Gardner Institute and The Kresge Foundation
Create and subsequently implement an evidence-based plan for improving teaching, learning, and success in high-enrollment courses that have historically resulted in high rates of failure and/or unsatisfactory progress.
Gateways Courses Defined

- Foundation-Level
- High-Risk
- High Enrollment
- “Killer Courses”
Gateway to Completion
The Comprehensive Model

- Course / Cross-Course Redesign Process
- Analytics Process Collaborative
- Teaching & Learning Academy
- Community of Practice
Participating Institutions

Eastern Michigan University
Oakland University
Wayne State University
Western Michigan University
University of Michigan Dearborn
<table>
<thead>
<tr>
<th>Category</th>
<th>Ranking</th>
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<tbody>
<tr>
<td>U.S. News</td>
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<tr>
<td>Nursing Anesthesia</td>
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<tr>
<td>Physical Therapy</td>
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<tr>
<td>Public Affairs</td>
<td>#146</td>
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<td>Online Education (graduate)</td>
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<tr>
<td>Graduate Education</td>
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<tr>
<td>Master of Business Administration (part-time)</td>
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<tr>
<td>Online Bachelor’s Programs</td>
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<tr>
<td>Other</td>
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<tr>
<td>Princeton Review Best Business Schools, national and Midwest</td>
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</tr>
<tr>
<td>Top 50 Online Engineering Management Degrees 2016</td>
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Thank You