President’s Report to the Board of Trustees

Ora Hirsch Pescovitz, M.D.
Monday, August 13, 2018
Oakland University cultivates the full potential of a diverse and inclusive community. As a public doctoral institution, we impact Michigan and the world through education, research, scholarship, and creative activity.
Oakland University will unlock the potential of individuals and leave a lasting impact on the world through the transformative power of education and research.
1. Foster **student success** through a robust teaching and learning environment and comprehensive student services.

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

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**.

4. Advance **diversity, equity, and inclusion** in an environment of mutual trust and respect at all levels of the institution and facilitate opportunities and success for all community members.
President’s Leadership Retreat: Student Success

- Held on Thursday and Friday, July 26-27, 2018
- Cabinet Members, Deans and Department Administrators
- Deans and Cabinet Members Read “Drive”
  - Thursday Dinner Discussion
- Charge: Develop a Strategic Enrollment Management Plan
- Enrollment, Recruitment, Retention and Credit Generation
1. Achieving goals is dependent on a stable and sustainable funding model.

2. OU’s funding model is primarily driven by tuition revenue (81%). State funding provides approximately 18% of OU’s budget.

3. University enrollment in Michigan is now challenged by steep declines in demographics that produce college-aged students, leading to lower enrollment from both FTIAC and transfer student populations.

4. With limited state funding and enrollment declines, tuition costs continually rise and are a barrier to many students and families.
Opportunities & Retreat Goals

1. Began creating a **Strategic Enrollment Management** (SEM) plan that counters downward trends through competitive strategies for attracting more first-year, transfer, graduate and adult learners.

2. Create a **strategic plan for student retention** that improves overall retention and graduation rates.

3. Create **opportunities to bring additional credits** to Oakland University while serving the needs of a changing population with curricular innovations that include online, certificate and contract educational partnerships.

4. **Purpose:** Established strategies and who is responsible with a defined timeline. It is expected that each individual will have an identified role to play in the pursuit of our goals.
2016 High School Graduate Projections
Western Interstate Commission for Higher Education

State Enrollment Scenarios to 2026
Only the ‘ambitious’ scenario gets enrollment back to 2017 level
Budget Impact of Potential Enrollment Increases

1% enrollment change = 1% tuition rate change = ~$2 million
2% enrollment change = 2% tuition rate change = ~$4 million
3% enrollment change = 3% tuition rate change = ~$6 million

Variables include:

- enrollment mix (i.e. undergraduate, graduate, upper/lower division, college/school, resident/non-resident)
- financial aid discount
- bad debt expense
Oakland University will be the University of Choice for students, faculty, staff and supporters.
Strategic Enrollment Management Program
Outline and Next Steps

• Three main areas of focus:
  o Recruitment
  o Retention
  o New Credit Generation
What is Strategic enrollment Management (SEM)?

Strategic enrollment Management is a concept and process that enables the fulfillment of the institutional mission and students’ educational goals.
The Purposes of SEM are Achieved by

1. Establishing **clear goals** for the number and types of students needed to fulfill the institutional mission

2. Promoting **students’ academic success** by improving access, transition, persistence, and graduation

3. Promoting institutional success by enabling effective **strategic and financial planning**

4. Creating a **data-rich environment** to inform decisions and evaluate strategies
The Purposes of SEM are Achieved by

5. Improving process, organizational and financial efficiency and outcomes

6. Strengthening communications and marketing with internal and external stakeholders

7. Increasing collaboration among departments across the campus to support the enrollment program
Implications: Retention and Student Success

Traditional Enrollment Perspective

- Recruitment / Marketing
- Orientation
- Classroom experience
- Co-curricular support
- Degree/goal attainment

Student’s college career

- Admission
- Financial Aid
- Academic support
- Retention
Implications: Retention and Student Success

The SEM Perspective

- P-14 partnerships
- Outreach
- Bridge programs

Recruitment / Marketing → Orientation → Classroom experience → Co-curricular support → Degree/goal attainment

Student relationship management:
- Admission
- Financial Aid
- Academic support
- Retention

- Satisfied, engaged alumni
- Donors
President’s Leadership Retreat

SEM Planning Framework

Sustainable Enrollment Outcomes

- Tactics
- Strategies
- Enrollment Infrastructure
- Strategic Enrollment Goals
- Data Collection and Analysis
- Key Enrollment Indicators
- Institutional Strategic Plan

Bontrager/Green
Sample Recruitment Council Goals and Actions

• Set new overall enrollment target (annual and through 2025) and develop tactics for success

• Set new enrollment targets for each area of incoming classes (FTIAC, Transfer, Graduate, and International) and customize actions for each area

• Engage in Financial Aid Optimization process and implement new strategy

• Search Engine Optimization: Update key program web pages from organic search to deep into the website to maximize recruitment effectiveness
Sample **Retention Council** Goals and Actions

- Develop a campus culture to support retention, success, and completion
- Course Scheduling: revamp course offerings and tailored to the needs of our students
- “Close the Gap” on retention and graduation rates between URM and all students, while increasing overall success metrics
- Improve DFWI metrics in Gateway Courses
New Credit Generation Council

• Online Offerings: Increase the number of fully online and hybrid programs at OU; develop the infrastructure required for delivery

• Build on the “Fast Track” degree options in Macomb County (Anton Frankel) to offer hybrid/online courses and programs

• Through PACE, create short, stackable, hybrid, and competency-based options for adult learners; expand contract education opportunities with regional businesses and corporations
New Credit Generation Examples

• Currently 16 Online Programs
  o 2 Undergraduate,
  o 13 Graduate (5 masters, 2 doctorate, 6 certificates)
  o 1 Continuing Education – more programs in development

• “Fast-Track” programs at the Macomb Anton Frankel Center in general management, marketing, human resources management and information technology
New Credit Generation Examples

- PACE offering Custom Brazil Program, Custom Continental Automotive, Lighting Program, Pilot License/Drone Taxi License Certificate

- PACE offered 217 Courses, Workshops and Programs
  - 5,356 Registrations
  - $3.68 Million Generated
  - 87% Revenue increase from prior year
Workgroups

• New student recruitment
  o FTIAC
  o Transfer
  o Graduate
  o International

• Retention, success and completion

• Credit generation

• Each workgroup needs:
  o Balance of academic and non-academic personnel
  o Co-chairs
Timelines

• Confirmation of goals and development of enrollment models to test them:
  o About 1-2 months

• Strategy refinement
  o About one month

• Tactical work plans (timelines, measurement, expected outcomes and accountability)
  o About 1-2 months
Oakland University SEM Organizational Framework

Executive Team
Ora Pescovitz, James Lentini, Scott Kunselman, John Beagham, Glenn McIntosh, John Young, Rochelle Black, Michael Westfall, Victor Zambardi, Steve Waterfield

SEM Steering Team
Jim Lentini, Glenn McIntosh, John Beagham, John Young, Dawn Aubry & Kristin Landis-Piwowar (co-chairs), Michelle Piskulich & Chris Reed (co-chairs), Jon Davidson & Reuben Ternes (co-chairs), Anne Hitt and Nancy Marshall (co-chairs)

Recruitment Council
Dawn Aubry & Kristin Landis-Piwowar (co-chairs)
Graeme Harper, Shane Lewis, Denica Holzworth, Todd Steele, Jill Tyus-Coates, Todd Nucci, Jon Margerum-Leys, Michelle Southward, Paul Battle

Credit Generation Council
Michelle Piskulich & Chris Reed (co-chairs)
Lori Crose, Beth Zou, Michele Knox, Julie Dichtel, Amy Banes-Berceli, Michael Mazzeo, Judy Didion, Shaun Moore

Data & Technology Team
Jon Davidson & Reuben Ternes (co-chairs)
Steve Szalay, Brian Long, Zack Budrow, Bill Johnson, Steve Meyer, Lori Tirpak, Leo Debiaggi, Nivedita Mukherji

Graduate Recruitment Committee
Susan Awbery and Julia Smith (co-chairs)
Kevin Ball, Dan Aloi, Carrie Buch, Rebekah Farrugia, Meir Shillor, Todd Steele, Kelly Smith, Paul Trumbull

International Recruitment Committee
Rosemary Max (convener), Claudia Petrescu, Louay Chamra, Dave Archbold, Kelly Flemming, Melissa Vervinck, Claire Rammel

Student Success Retention Council
Anne Hitt and Nancy Marshall (co-chairs)
Tricia Westergaard, Krista Malley, Shannon Esselink, Sara Webb, Omar Brown-El, Terrie Rowe, Cindy Hermsen, Kevin Corcoran, Mark Navin, Kelly Smith

Institutional Processes Committee
Scott Kunselman (convener), Dave Stone, Vic Zambardi, Steve Weiter, Jim Hargett, Peggy Cooke, Greg Jordan, Dennis Wade, Bob Van Til
Thank You