



Student Congress

March 1, 2010

Strategic Planning, Transformation, & Future

What is the university plan?

What plans or goals does the university have?

Strategic Planning, Transformation, & Future

Strategic Planning Record

OU in 2020



Oakland University Mission Statement

As a state-supported institution of higher education, Oakland University has a three-fold mission. It offers instructional programs of high quality that lead to degrees at the baccalaureate, master's and doctoral levels as well as programs in continuing education; it advances knowledge and promotes the arts through research, scholarship and creative activity; and it renders significant public service. In all its activities, the university strives to exemplify educational leadership.

Vision Statement

Oakland University fulfills its distinctive role among Michigan public universities by steadily enhancing an intellectual and ethical environment that prepares students to lead and serve in the local and world communities.

University Principal Objective

Oakland University offers individualized academic student experiences linking theory and research with community engagement to produce graduates whose critical thinking skills and problem-solving spirit make them highly valued in the workplace and society.

University Passion Statement

Making a difference in people's lives by creating opportunities for them to succeed.

Core Values

- Stewardship
- Innovation and creativity
- Integrity
- Excellence
- Student success
- Diversity
- External community engagement
- Knowledge and discovery

Strategic Planning, Transformation, & Future

Strategic Planning Record

OU in 2020

Core Components of the 2020 Vision

National University

Oakland University will continue to develop, enhance and support areas of excellence to achieve national recognition as a university of distinction in teaching, learning, research and the arts as well as cultural and social experiences. OU will be a destination school known for its distinctive undergraduate experience. OU will be known as a university that prepares students to make meaningful and substantial contributions to society and the workplace.

Global Experiences

Through exposure to a diverse learning environment and opportunities to study and live abroad, Oakland University graduates will develop a keen sense of the global community. International exchange, international curricula, study abroad endowments and research collaboratives will expose students to an appreciation of diversity as well as the global environment in which we live and work. OU graduates will be prepared as leaders for the workforce of today, and tomorrow.

Professional Schools

Oakland University will expand its wide range and depth of professional programs to meet marketplace demands while continuing to maintain and support a strong liberal studies program. These programs will have the capacity to deliver highly effective graduates who contribute directly to economic growth in the local community, region, state and nation. Building on these professional programs, while maintaining a strong liberal educational foundation, is critical to enrollment growth and to achieving a widespread reputation for distinction.

Engaged/Partnership

Oakland University will engage with communities to develop partnerships that form solutions to community needs, will resonate in the business and philanthropic communities, and will create and expand experiential opportunities for OU students. Through a multitude of partnerships with hospitals, Fortune 500 companies, individuals, cities, government agencies and educational institutions, Oakland will continue to help the community solve problems and build thriving sustainable businesses. These associations also reward students with internship opportunities and university researchers with access to the latest technology resources.

Research Intensive

OU will broaden a research-intensive agenda to enhance undergraduate, graduate and faculty research opportunities, meet the needs of corporate partners, effectively expand external and internal funding, and increase the university's presence in the global research community. OU will advance its reputation for its program of applied research that directly impacts society and advances the frontiers of knowledge.

Student Centered

Oakland will offer a student-centered education with flexible learning methods and improved classroom and housing facilities, student services, classroom technologies, labs, internships, undergraduate and graduate research opportunities and challenging degree programs. Oakland will create unique and distinctive learning experiences, resources and environments that will provide students with a rich and well-rounded education. Graduates entering the workplace will be able to think critically and creatively, communicate effectively, manage and use information technology and interact well with others.

25,000 Students

Future growth and enrollment will continue toward a 25,000 student target with growth also in faculty, staff, campus and student services and technology enhancements. Oakland will provide a high quality educational experience within an environment rich in human diversity, with dedicated support services, extensive non-classroom activities and outstanding instructional, residential, cultural and recreational sport facilities.

Satellite Campuses

OU will continue to extend its reach into the community through the development of satellite campuses and partnerships with other institutions of higher learning. Oakland will build collaborative relationships with other educational institutions to offer students convenient, effective opportunities for learning. OU will extend these opportunities into other communities and expand student enrollment and opportunities for an Oakland education.

For Profit Programs

OU will provide opportunities for entrepreneurship through additional resources and programs to meet corporate training needs. Oakland University's SmartZone Business Incubator (OU INC) will continue to offer entrepreneurial resources and strategic business solutions to develop intellectual property. The Incubator will engage faculty, students and partners in support of existing and growing new technology-based and life science businesses using university resources, decision support technology, business counseling services and financial/capital acquisition assistance.

Specific Unit Goals

For a complete look at the university goals that will achieve the 2020 vision, as outlined by each university unit, visit www.oakland.edu/2020.



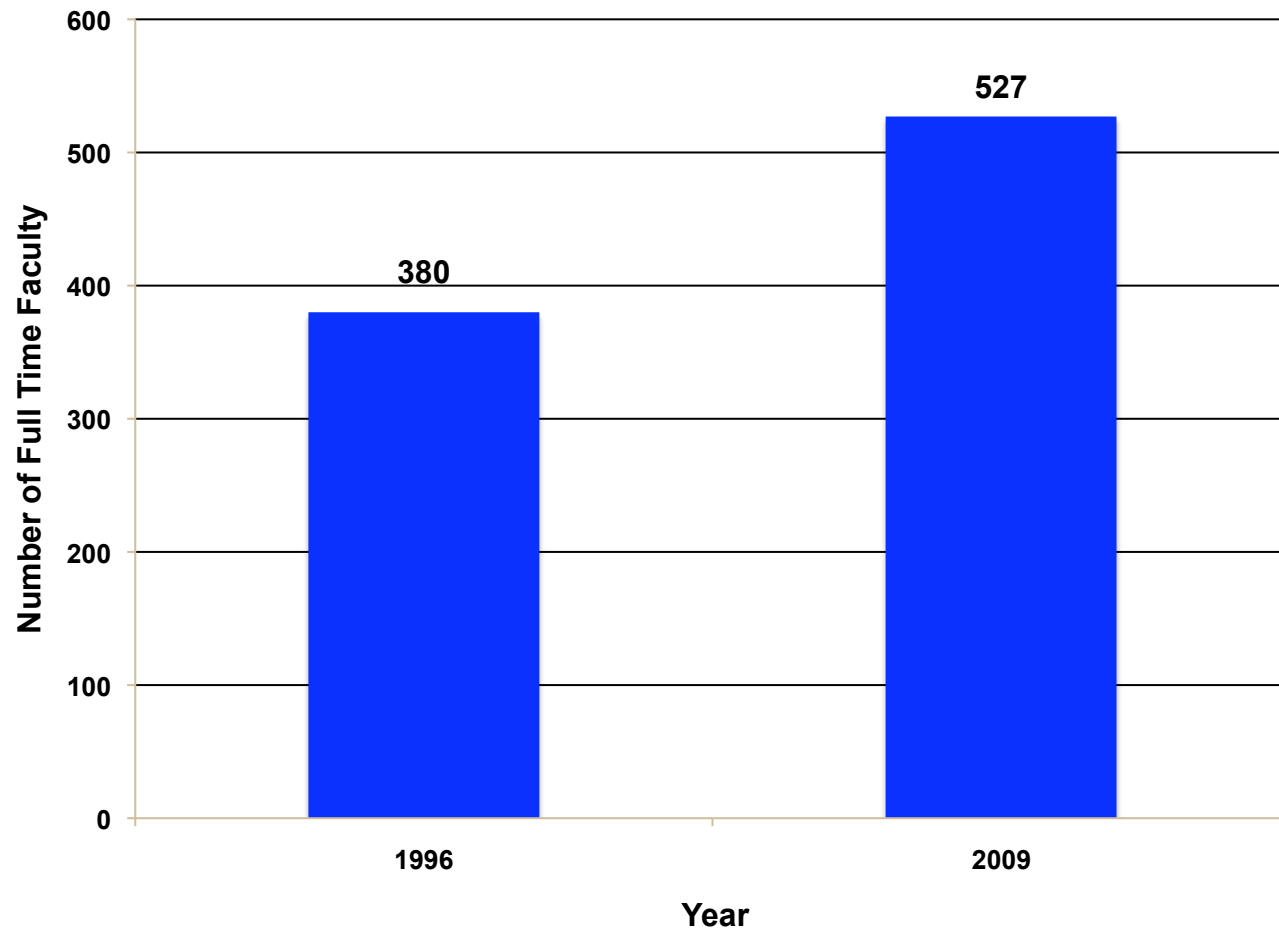
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What does the university plan on doing to maintain the quality of it's undergraduate education?

Strategic Planning, Transformation, & Future

Quality – Investing In The Academic Core

Full Time Faculty



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Quality – Investing In The Academic Core

Externally Funded Research

Grant and Contract Activity

FY95

- Total Awards \$8,274,225
- Federal Awards \$4,583,921

FY09

- Total Awards \$12,332,762
- Federal Awards \$7,401,559

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Quality – Investing In The Academic Core

FY2009 Indirect Cost Recovery Allocation

- Current University Research Expenditures - \$33,000,000
(faculty effort, student support, staff, grants, start up, bridge funding, etc.)
- Indirect Cost Recovery Earned in FY09 - \$1.9M
- Amounts Distributed to Academic Units:

College of Arts and Sciences	\$180,219
School of Engineering and Computer Science	130,183
Eye Research Institute	90,520
School of Nursing	45,948
School of Education and Human Services	3,141

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Quality – Investing In The Academic Core

Research - INCubators

OU INC

1995 – No Incubator

2009 – Rochester Hills

- 3 Client Tenant Companies
- 7 Affiliate Companies

– Macomb

- 5 Client Tenant Companies
- 6 Affiliate Companies

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Quality – Investing In The Academic Core

Student Global Experiences

Active Agreements

1995 – 3

2009 – 34

Active Student Exchanges in Numerous Countries

Active Study Abroad Programs

New Offices:

- International Students & Scholars (Incoming Students)
- International Education (Study Abroad)

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Quality – Investing In The Academic Core

Selected Partnerships

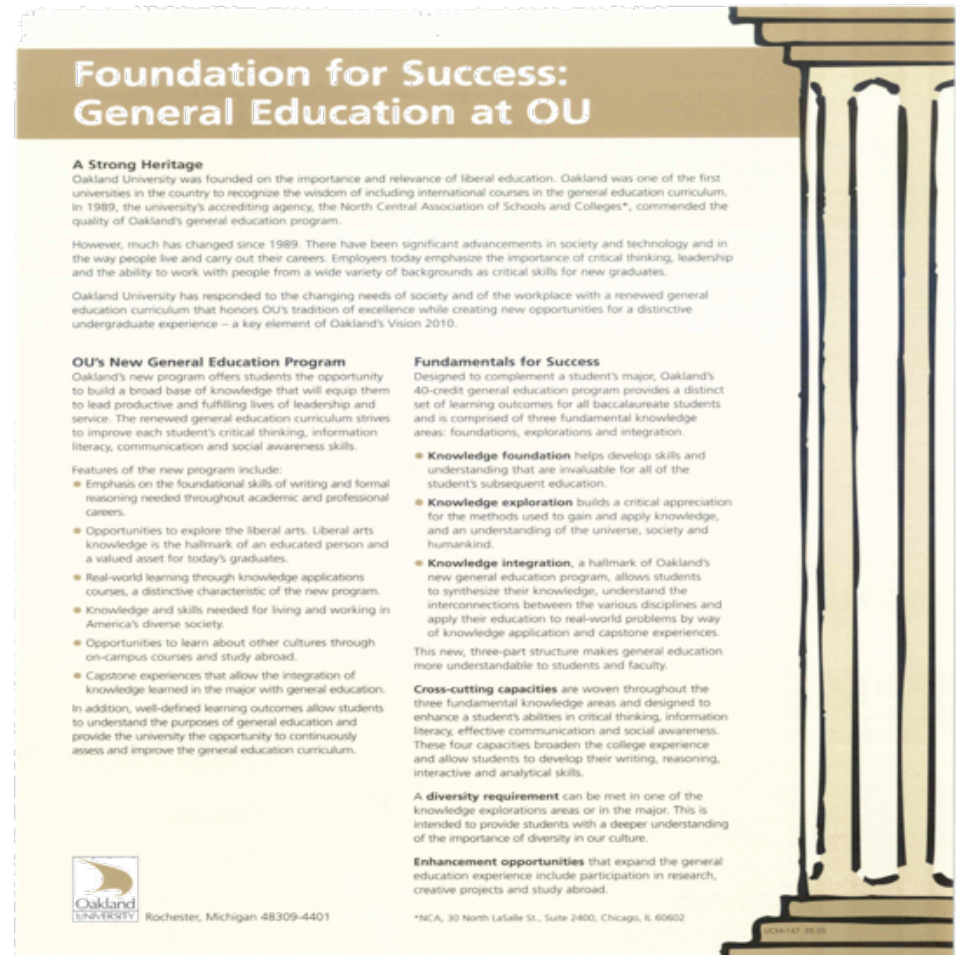
- Legal Education Partnership – Cooley Law School Auburn Hills
- Doctorate of Pharmacy – Wayne State
- Doctorate Nurse Practitioner Program – Northern Michigan
- Accelerated Nursing Program – St. John Health System – Riverview Hospital
- City of Rochester – partnerships with Rochester Regional Chamber and DDA – Adopt the City
- Oakland University Conference Center at Royal Park Hotel
- Auburn Hills, Rochester Hills, Pontiac, SE Michigan Partnerships (100s)

Strategic Planning, Transformation, & Future Quality – Investing In The Academic Core

Undergraduate Education

1995 – Menu General Education

2009 – Foundations for Success



Foundation for Success: General Education at OU

A Strong Heritage
Oakland University was founded on the importance and relevance of liberal education. Oakland was one of the first universities in the country to recognize the wisdom of including international courses in the general education curriculum. In 1989, the university's accrediting agency, the North Central Association of Schools and Colleges*, commended the quality of Oakland's general education program.

However, much has changed since 1989. There have been significant advancements in society and technology and in the way people live and carry out their careers. Employers today emphasize the importance of critical thinking, leadership and the ability to work with people from a wide variety of backgrounds as critical skills for new graduates.

Oakland University has responded to the changing needs of society and of the workplace with a renewed general education curriculum that honors OU's tradition of excellence while creating new opportunities for a distinctive undergraduate experience – a key element of Oakland's Vision 2010.

OU's New General Education Program
Oakland's new program offers students the opportunity to build a broad base of knowledge that will equip them to lead productive and fulfilling lives of leadership and service. The renewed general education curriculum strives to improve each student's critical thinking, information literacy, communication and social awareness skills.

Features of the new program include:

- Emphasis on the foundational skills of writing and formal reasoning needed throughout academic and professional careers.
- Opportunities to explore the liberal arts. Liberal arts knowledge is the hallmark of an educated person and a valued asset for today's graduates.
- Real-world learning through knowledge applications courses, a distinctive characteristic of the new program.
- Knowledge and skills needed for living and working in America's diverse society.
- Opportunities to learn about other cultures through on-campus courses and study abroad.
- Capstone experiences that allow the integration of knowledge learned in the major with general education.

In addition, well-defined learning outcomes allow students to understand the purposes of general education and provide the university the opportunity to continuously assess and improve the general education curriculum.

Fundamentals for Success
Designed to complement a student's major, Oakland's 40-credit general education program provides a distinct set of learning outcomes for all baccalaureate students and is comprised of three fundamental knowledge areas: foundations, explorations and integration.

- **Knowledge foundation** helps develop skills and understanding that are invaluable for all of the student's subsequent education.
- **Knowledge exploration** builds a critical appreciation for the methods used to gain and apply knowledge, and an understanding of the universe, society and humankind.
- **Knowledge integration**, a hallmark of Oakland's new general education program, allows students to synthesize their knowledge, understand the interconnections between the various disciplines and apply their education to real-world problems by way of knowledge application and capstone experiences.

This new, three-part structure makes general education more understandable to students and faculty.

Cross-cutting capacities are woven throughout the three fundamental knowledge areas and designed to enhance a student's abilities in critical thinking, information literacy, effective communication and social awareness. These four capacities broaden the college experience and allow students to develop their writing, reasoning, interactive and analytical skills.

A **diversity requirement** can be met in one of the knowledge explorations areas or in the major. This is intended to provide students with a deeper understanding of the importance of diversity in our culture.

Enhancement opportunities that expand the general education experience include participation in research, creative projects and study abroad.

 Rochester, Michigan 48309-4401

*NCA, 30 North LaSalle St., Suite 2400, Chicago, IL 60602

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Quality – Investing In The Academic Core

New Academic Degree Programs

- 58 Since 1996
- Bachelors, Masters, Ph.D.s

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Quality – Investing In The Academic Core

Teaching and Learning Environment

- Science Laboratories – The two phase renovations touched a total of 18 labs and classrooms in Hannah Hall, O'Dowd Hall and Wilson Hall. The updates enhanced instruction in chemistry, biology, physics, nursing, art and art history and physical therapy.
- Information Commons/E-Learning – The Information Commons, the e-Learning and Instructional Support and the Writing Center coupled with the Help Desk offer a one-stop, state-of-the-art educational support facility.
- Classroom and Technology Upgrades – All general purpose classrooms (101) are now 100% equipped with an instructional technology package.

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Quality – Investing In The Academic Core

Teaching and Learning Environment

- Music Studios
- Art and Art History Laboratory
- SECS Laboratory
- Dodge Hall Learning Space
- Science & Engineering Building
- Elliott Hall
- Pawley Hall
- O'Dowd Hall

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Quality – Investing In The Academic Core and Student Life

Teaching, Learning, and Living Environment

New Facilities

Honors College (Vandenberg)	750 sf	1997
Science & Engineering Bldg.	165,494	1997
Student Rec./Athletic Ctr	253,494	1998
Biomedical Res. Support Fac.	14,300	1999
Elliott Hall	74,582	2000
Pawley Hall	132,406	2002
Student Apartments	181,291	2002
Oakland Center Expansion	30,858	2003
Human Health Building	160,260	2012
Total Sq. Footage Addition	1,013,435 sf	(33% of Total)

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Resource Acquisition & Development

Resources From Partnerships

- Faculty lectureships
- Faculty research
- Faculty externships in business and industry
- Faculty consultantships
- Student research
- Student internship experiences
- Faculty, Staff, and Students engaging in community events and service
- Positive public relations

Strategic Planning, Transformation, & Future Quality Improvement

External Validation - Accreditations

FY96 – 14 External Accreditations

Today – 19 External Accreditations

Ten-Year Accreditation – The Higher Learning Commission of the North Central Association of Colleges and Schools has indicated that Oakland University's accredited status will continue. The next comprehensive visit is scheduled for 2019.

This is the first time that OU has had a comprehensive visit with no required follow-up visits or reports.

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Quality Improvement

External Validation

Building OU brand regionally, nationally...strengthening position among competitors

FY96

The Carnegie Classification of Institutions of Higher Education categorizes Oakland University as a “Comprehensive University.”

Today

The Carnegie Classification of Institutions of Higher Education categorizes Oakland University as a “Doctoral/Research University.”

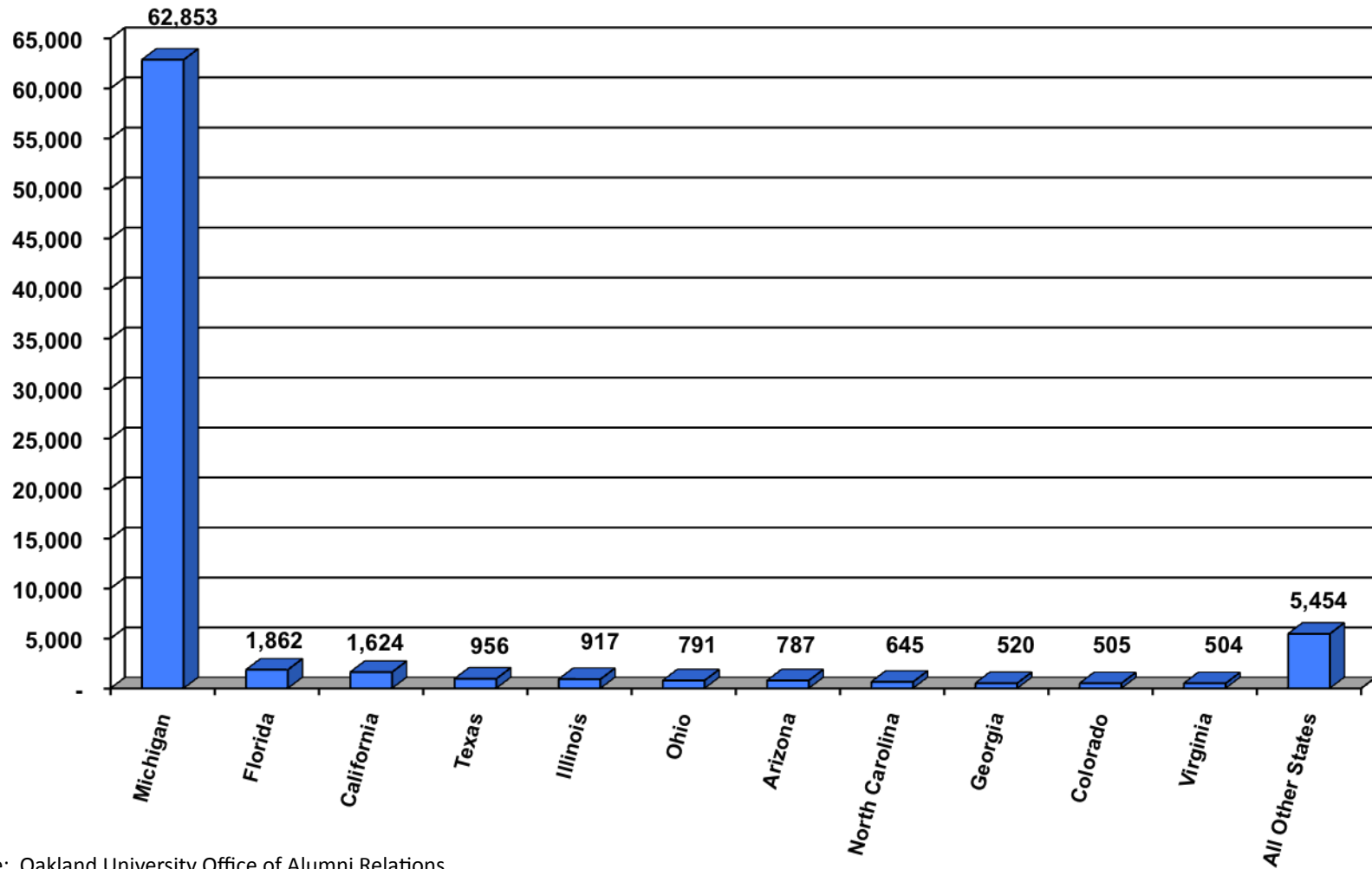
Strategic Planning, Transformation, & Future Quality Improvement

According to our most recent Postgraduate Survey results from 2007-2008 undergraduates at Oakland University, 90% of the student respondents were employed and/or pursuing professional or graduate school.

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Quality – Preparing Leaders

Alumni Demographic



Source: Oakland University Office of Alumni Relations

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How important is student life and how committed is the university to support campus life?

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Quality – Investing in Student Life

Campus Life Organizations

1995 – 64 Student Organizations, 1,900 events

2009 – 176 Student Organizations, 2,500 events

1995 – 10 Fraternities/Sororities, 167 students

2009 – 12 Fraternities/Sororities, 279 students

1995 – 6 Sports Clubs

2009 – 15 Sports Clubs

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Quality – Investing in Student Life

Resident Life

1995 – 1,160 Residents

2009 – 2,000 Residents (wait list)

Residential Programs:

Hamlin Hall – Freshman Experience

West Vandenberg – Honors College

Other –

Pre-Nursing

Pre-Business

International Students

Undecided Majors

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Quality – Investing in Student Life

Security/Crisis Preparedness

1995

- Mandatory Training & Limited Use of Technology

2009

- U.S. Dept. of Education Grant - \$424K

Emergency Management for Higher Education (1 of 13 in nation, only university in MI.)

- Crisis Management Team
- Emergency Notification System and Evacuation Plan
- Threat Assessment Team
- Trained Operational Response Group
- State Recognized Emergency Management Coordinator
- Automatic Electronic Defibrillators
- Significant Equipment, Training, Technology and Security System Upgrades
- External Public Address System

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Quality – Investing in Student Life & Visibility

Intercollegiate Athletics

1995 – NCAA Division II
No Visibility

2009 – NCAA Division I
Growing Visibility

- The Golden Grizzlies have won 18 regular season Summit League championships, 35 tournament titles and made 24 NCAA appearances in 10 years of Division 1 competition.
- Oakland has won 161 individual national titles and nine team national championships.

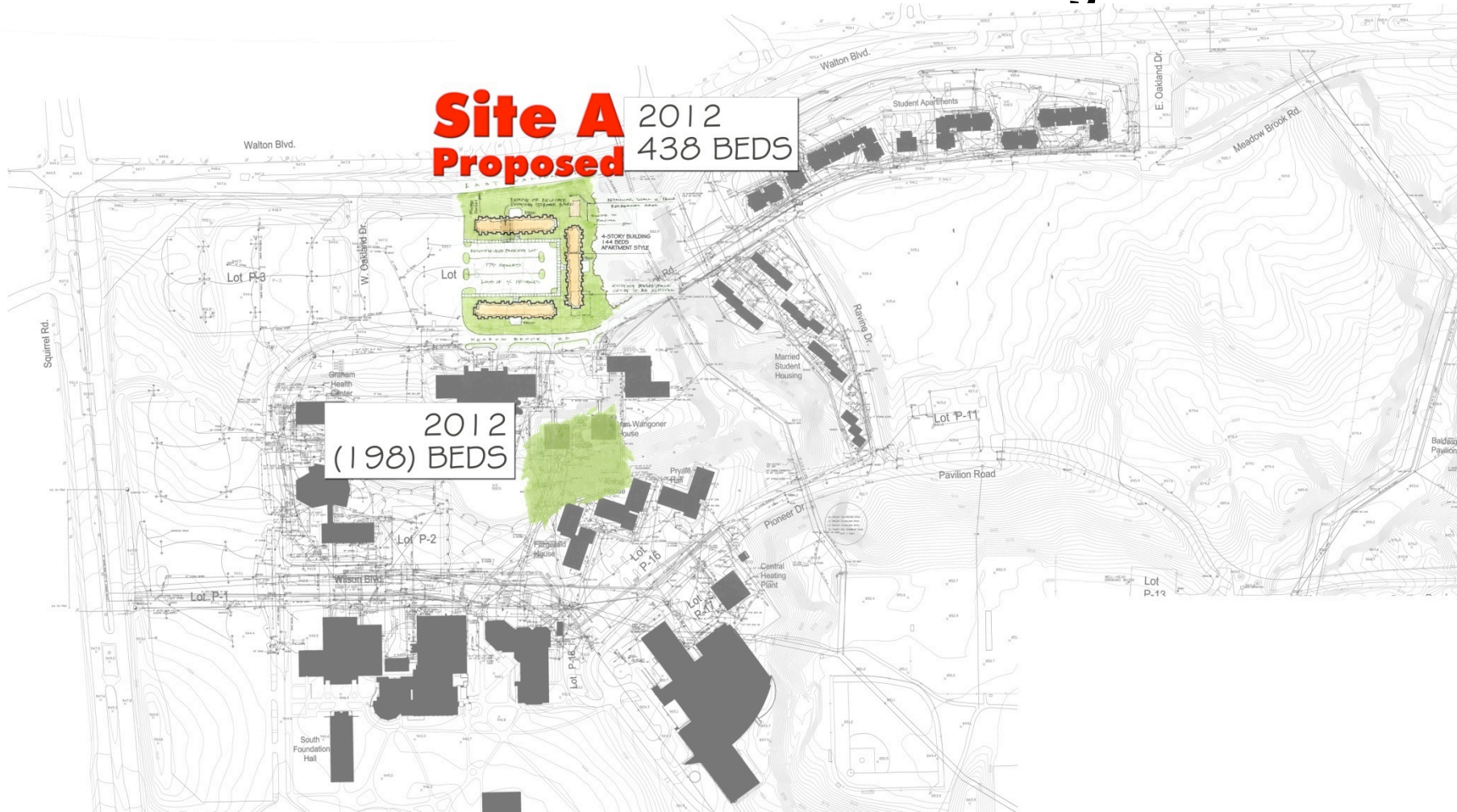
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When is new housing proposal on the table?

How does the university plan to increase the number of residents on campus?

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Potential Student Housing



2012

Includes 26 beds from Vandenberg

Total Beds: 2,150

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- We are seeing record demand by undergraduates who want to stay in our residence halls and apartments.
- We welcome that trend because more residential students results in more campus life activities and school spirit.
- Our strategy for making campus housing even more popular includes the creation of special interest floors such as Pre-Nursing, Pre-Business, International Living, Honors and an area for students who wish to explore different majors.
- We're currently talking to the School of Engineering about a special interest floor.
- The Greek Cottages off Adams have also attracted more students to live close by.

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- Another element of our strategy is to maintain the Cafeteria in good shape and to regularly change the food choices. For example, we're considering the installation of a Mongolian-type grill in the coming months.
- The Recreation Center, Oakland Center improvements, outdoor field lighting, new residence halls, the student tech center, homecoming, Welcome Week, Convocation, and the like are just a few examples of what we've been able to do to enhance the overall experience of our students.
- Finally, we try to keep our room and board rates affordable. Though it might feel like you're paying an arm and a leg to live on campus, we are the third lowest cost in the state among the 15 public universities.

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What new projects are on the table?

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Quality – Investing In The Academic Core

New Professional School

- Oakland University William Beaumont School of Medicine
- LCME Accreditation Decision in February 2010

Strategic Planning, Transformation, & Future

Quality – Investing In The Academic Core

Teaching and Learning Environment Human Health Building

- 160,260 sq. ft. building
- \$62M building
- School of Nursing, School of Health Sciences
- Groundbreaking - April 12, 2010
- Occupancy - 2012
- Location: Corner Squirrel and Walton
- **Provides 10 additional general purpose classrooms (1,000 new seats)**

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Parking/Traffic Exits

- 2000 – 2009: 1,831 Spaces Added (Including Parking Structure)
- Staging for Human Health Building: Decrease 150 Spaces (temporarily)
- Summer 2010: Add 468 Spaces
- Summer 2011: Planning Underway
- Consulted with:
 - Senate Campus Development & Environment Committee – 12/7/09
 - Student Leadership – 11/23/09 and 12/14/09
 - Student Congress – 2/1/10
- Traffic Flow
 - Designing Squirrel Road Acceleration/Deceleration Lanes
 - Studying Additional Stop Signs and Roundabouts

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Campus Signage

Reasons for Review

- Academic Building Names
- Improve Direction to Student Services
- General Improvement

Consulted with:

- Academic Affairs – Deans
- University Senate Representatives
- President's Division
- Division of Student Affairs
- Division of Finance & Administration
- Meadow Brook Theatre
- East Campus
- Senate Campus Development and Environment Committee (February)
- Student Congress (February)

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Squirrel Road

- Reconstruct Summer 2010
- Likely to impact traffic flow
- Working to keep access to campus open

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Where exactly is the money from the tuition increase going?

FY2010 Base Budget Adjustments

Total Allocation \$10,500,000

Financial Aid = 43%

Fixed Cost + Benefits = 29%

Academic Enhancements = 19%

Other = 9%

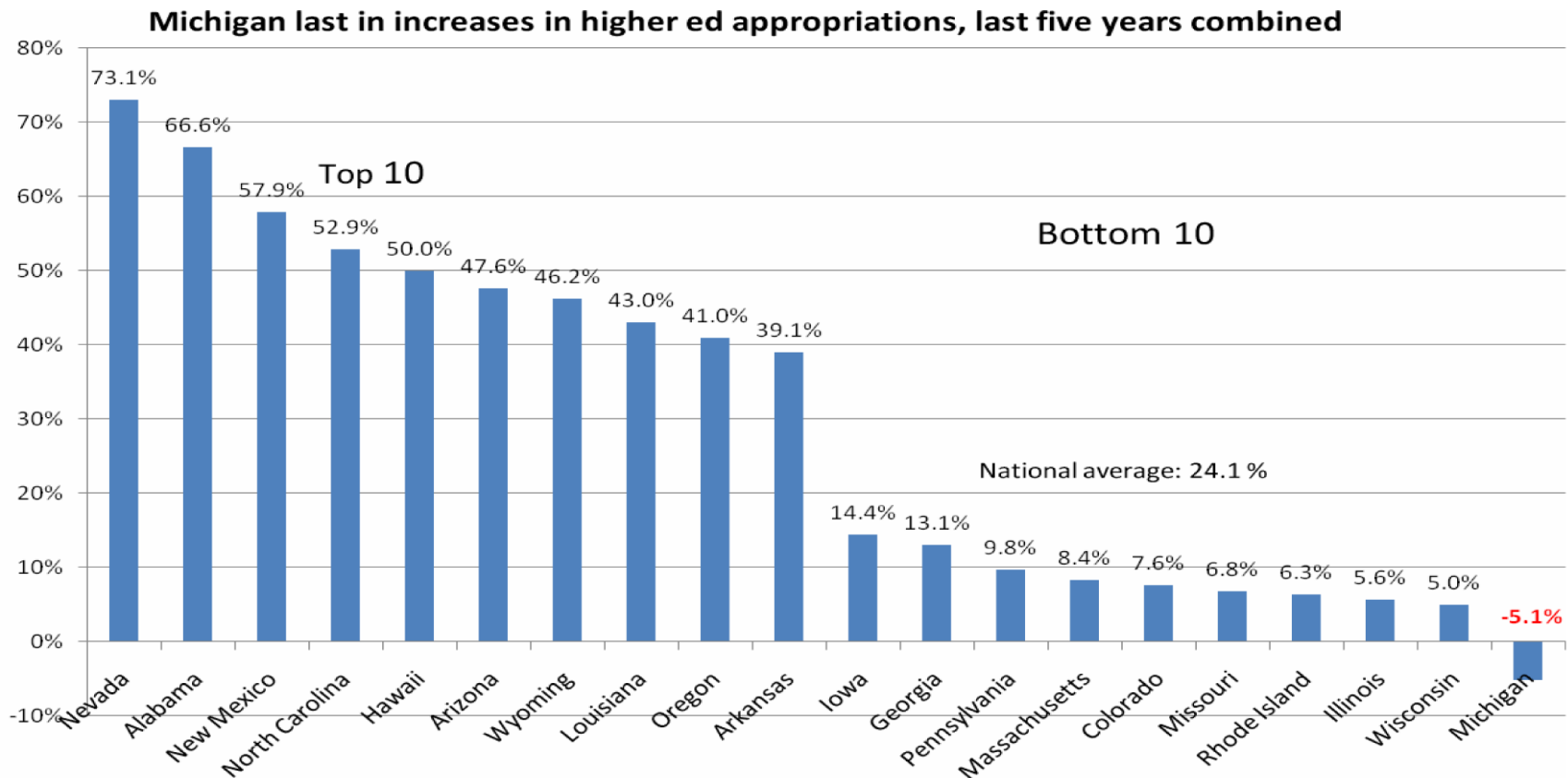
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Are there any projections for a proposed tuition increase this year?

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Key Forces/Threats

Disinvestment In Higher Education



Growing states like Nevada, Alabama and North Carolina are stepping up investment in higher education

Source: Illinois State University's "Grapevine Project"
<http://www.grapevine.ilstu.edu/>

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Key Forces/Threats

Condition of the State

- Job Loss: Last Decade; 895,000
2009; 271,000

Oakland County mirrors job loss in the State

- Unemployment: 2009; 14%
2010; 14.9%
2011; 14.4% (projected)
- Per Capita Income: 2001-2008; 20th to 37th
2009; 40th
- State Revenue: 2009; Down 21.3%
2010; Down 4.8%
2011; Up 1.1% (projected)

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Key Forces/Threats

Condition of the State

- Car Sales: 1999; 17 Million
2009; 10 Million
Big "3" Market Share: Drop 65% to 45%
- Detroit CPI Inflation Rate: 2010; 2.3%
2011; 2.2% (projected)
- Consensus Deficit: FY2011; \$1.6-1.8B (projected)

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Key Forces/Threats

Funding Higher Education:

- FY2010 Stable State Appropriation
 - No mid year cut expected
- FY2011 Minimum 3% Base Cut
 - Potential double digit reduction

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The court ruling in the OPTIONS case, is it being appealed and why?

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OPTIONS Appeal

- The appeal is necessary to preserve the university's academic freedom to determine who qualifies for our programs that are reserved for degree-seeking students.
- “. . . the Court is treating the university like the owner of a federally subsidized housing project . . . By identifying housing as a separate program, the Court has severed housing eligibility from the academic program it serves, turning the dorm into just another commercial apartment complex . . . if correct . . . we will have to rethink lots of rules and practices . . . I hope the school appeals . . . “

Professor of law and member of the Editorial Advisory Board for Section 504 Compliance Handbook writing in a list serve to professionals involved in the delivery of services to students with disabilities in higher education

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Student Body Activities/Suggestions

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Student Body Activities/Suggestions

- My hope is that we might see an increasing number of students who decide that they want to grow campus life by initiating new activities, especially on the weekends.
- We'd love to have more students who show up for club sports games like hockey or cricket, who join the Grizz Gang for basketball games, who apply for RA or OGL jobs, who join student congress to rally in Lansing, who write for the Post, who agree to be a club officer and so on.
- I hope you can tell by changes you've seen on campus that this administration is committed to improving the overall experience of our students both in and out of the classroom.
- We know that co-curricular involvement is a critical factor in student success. You learn so much about yourself and others when you participate in student activities, lead a club, study abroad, serve on student congress, have an on-campus job and the like.

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Student Body Activities/Suggestions

- The practice you get from engaging in these kinds of extra-curricular activities definitely helps you prepare for job success.
- It's my job to provide the facilities, the space and mentoring to facilitate campus life, but it's my view, that the best ideas about how to make campus a more exciting place should come directly from the students themselves.
- I encourage you to let us know when you have an idea you'd like to test out. We're open.