

# Oakland University Strategic Plan

Mission	Oakland University is a public, doctoral research institution, with a global perspective. As a metropolitan university, 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 promotes the arts in a diverse and inclusive environment. Oakland University is an active community partner providing thriving civic, cultural, and recreational opportunities and valuable public service.									
Vision	Metropolitan University with Global Perspective		Distinctive Educational Experiences			Faculty and Student Research and Creative Activity			Community Engagement	
Values	Excellence and Distinction	Student Success	Knowledge, Discovery and Creativity	Opportunity	Access	Diversity	Inclusion	Integrity	Stewardship	Community Engagement and Outreach
Goals	1. Foster student success through a robust teaching and learning environment supported by comprehensive student services.									
Strategies	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.									
	1.1 Assess and realign programs, services, and initiatives to strengthen their quality, to recognize growth potential, and to link with institutional resources and priorities.		2.1 Enhance campus-wide support infrastructures for research.			3.1 Promote our visibility and preeminence among business and government leaders.				
	1.2 Reassess and realign course scheduling, sequencing and prerequisite requirements and set targets for program size.		2.2 Attract research-active faculty who can bring in external grants and evidence considerable scholarship.			3.2 Position the university as a leading resource for the arts and community activities.				
	1.3 Evaluate and implement effective student retention assessment and success initiatives, as well as academic and other support services.		2.3 Provide enhanced research support for faculty.			3.3 Further develop partnerships, internships, and collaborations that benefit students and increase opportunities for service learning.				
	1.4 Develop plans for recruitment and support of international students, transfer students, and graduate students.		2.4 Actively engage students in faculty research and scholarship.			3.4 Help solve local and regional issues, including regional economic and workforce development.				
	1.5 Enhance student involvement by supporting a range of campus experiences, extracurricular or co-curricular activities.		2.5 Support synergy between teaching and scholarship for individual faculty and for academic units.			3.5 Strengthen collaborations and partnerships with K-12 schools.				
	1.6 Create an environment that values, supports, and increases diversity and inclusion.		2.6 Maintain peer competitiveness with other Michigan Universities, as well as doctoral research universities in the region.			3.6 Build and support an institutional culture of philanthropy.				
	1.7 Commit to excellence in teaching and implement best practice strategies for assessment of teaching.					3.7 Develop metrics and set goals that provide accountability for all of the above.				

**Affirmation**

The University's three goals are a concise expression of our institutional aspirations. It is important to recognize that student success is meant to encompass the full range of student experiences and opportunities while at the University. We recognize that an intrinsic part of achieving these goals must include ensuring the University's excellence and the attainment of its mission through effective institutional processes, shared decision-making and transparent best practices.

**Task Force Activities in Support of University Goals**

<b>1. The Institutional Process Task Force</b> will help identify existing university processes that impede, complicate, or hinder our forward progress, institutionally and/or individually. The task force will also recommend potential changes.	<b>2. The Shared Governance Task Force</b> will help address ways to enhance and strengthen a culture of effective, respectful, collaborative, and collegial communications, as well as transparent best practices.	<b>3. The Budget and Finance Task Force</b> will focus on the need to diversify revenue streams and to develop new financial plans and budget models to guide university operations in the years ahead.
<p>1.1 Increase professional development, including leadership training and succession planning.</p> <p>1.2 Align recruitment and hiring with the University's strategic priorities and core values.</p> <p>1.3 Empower leaders and create a culture of performance-based accountability and merit-based awards.</p> <p>1.4 Create a comprehensive talent management strategy for retention.</p> <p>1.5 Utilize transparent strategic leadership as criteria in the hiring process.</p> <p>1.6 Address salary compression and increase institutional competitiveness in the marketplace.</p> <p>1.7 Assess and re-engineer processes and procedures to maximize efficiency, economy, and productivity.</p>	<p>2.1 Reaffirm and enhance shared governance by instituting university-wide orientation and education about the roles and responsibilities of shared guidance.</p> <p>2.2 Articulate a plan for Board cultivation and development.</p> <p>2.3 Utilize transparent strategic leadership throughout the University.</p> <p>2.4 Broaden interactions, bridge hierarchies, and fully utilize governance channels to increase the quality of decisions.</p>	<p>3.1 Aggressively identify the means to diversify revenue streams to include learning environments, tuition, fees, fee-paying graduate programs, international programs, continuing education, fund-raising, etc.</p> <p>3.2 Study the potential for new budget models that would incentivize and benefit schools, departments, and individuals.</p> <p>3.3 Develop long-range and sustainable business and financial plans, including budget forecast models</p>