



President's Report to the Board of Trustees

Ora Hirsch Pescovitz, M.D.

Monday, August 13, 2018

Mission Statement



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.



Vision Statement

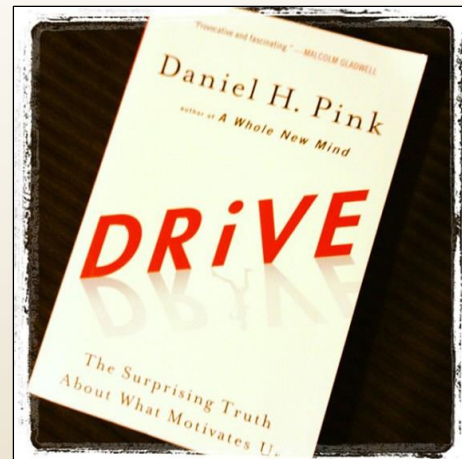
Oakland University will unlock the potential of individuals and leave a lasting impact on the world through the transformative power of education and research.



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



Challenges

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

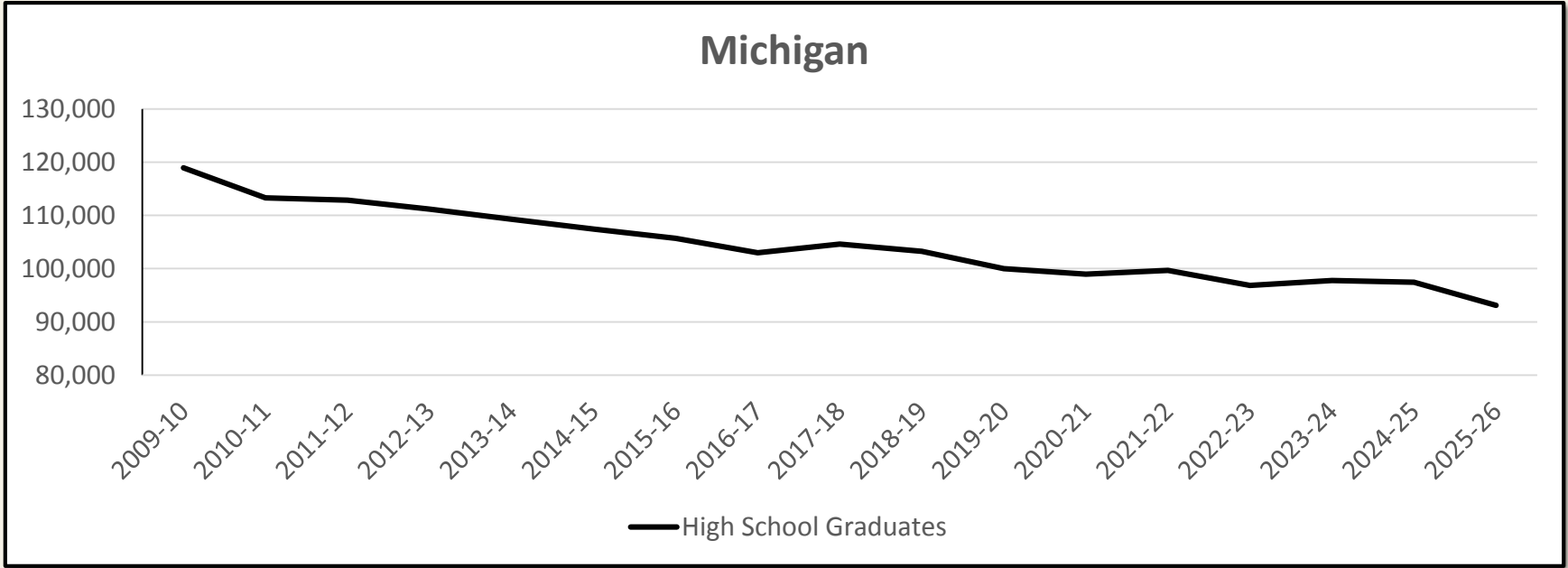
1. Began creating a **Strategic Enrollment Management** (SEM) plan that counters downward trends through competitive strategies for attracting more first-year, transfer, graduate and adult learners.
2. Create a **strategic plan for student retention** that improves overall retention and graduation rates.
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.

State Enrollment Scenarios to 2026



2016 High School Graduate Projections

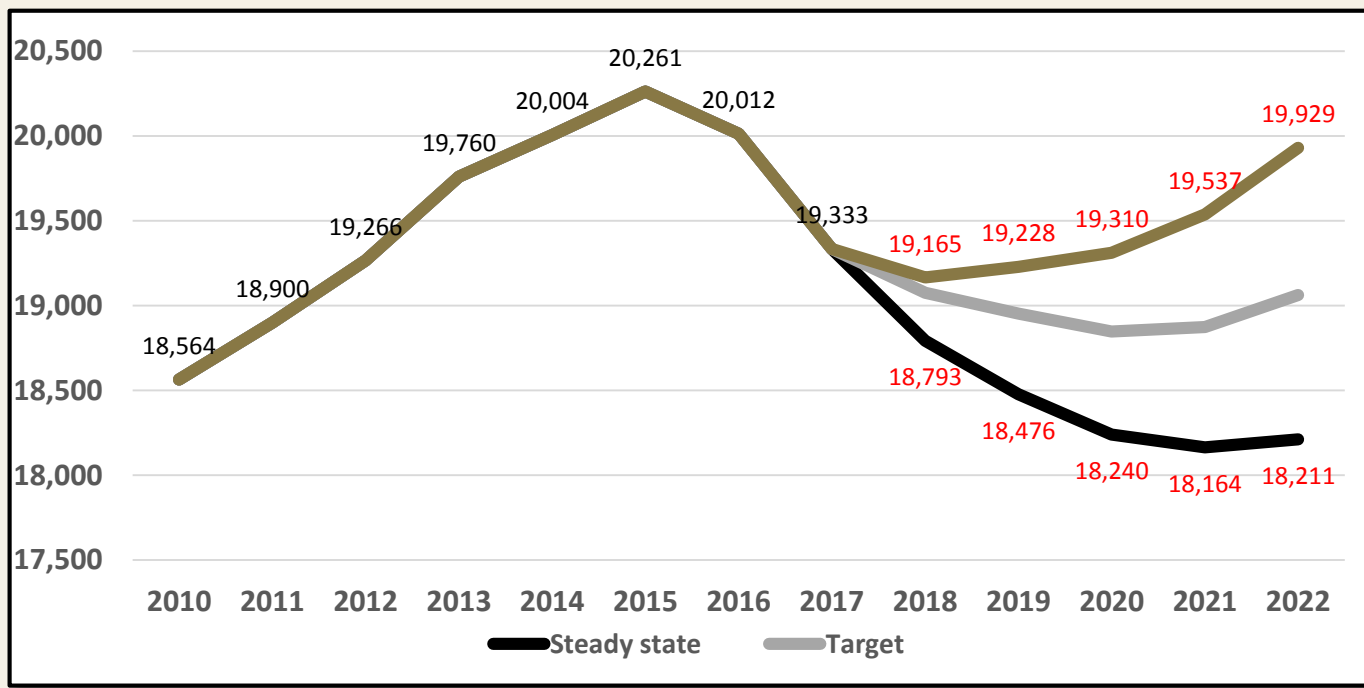
Western Interstate Commission for Higher Education



OU Enrollment Scenarios to 2022



Only the 'ambitious' scenario gets enrollment back to 2017 level



Fall 2017 Enrollment Components

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.





Provost's Update

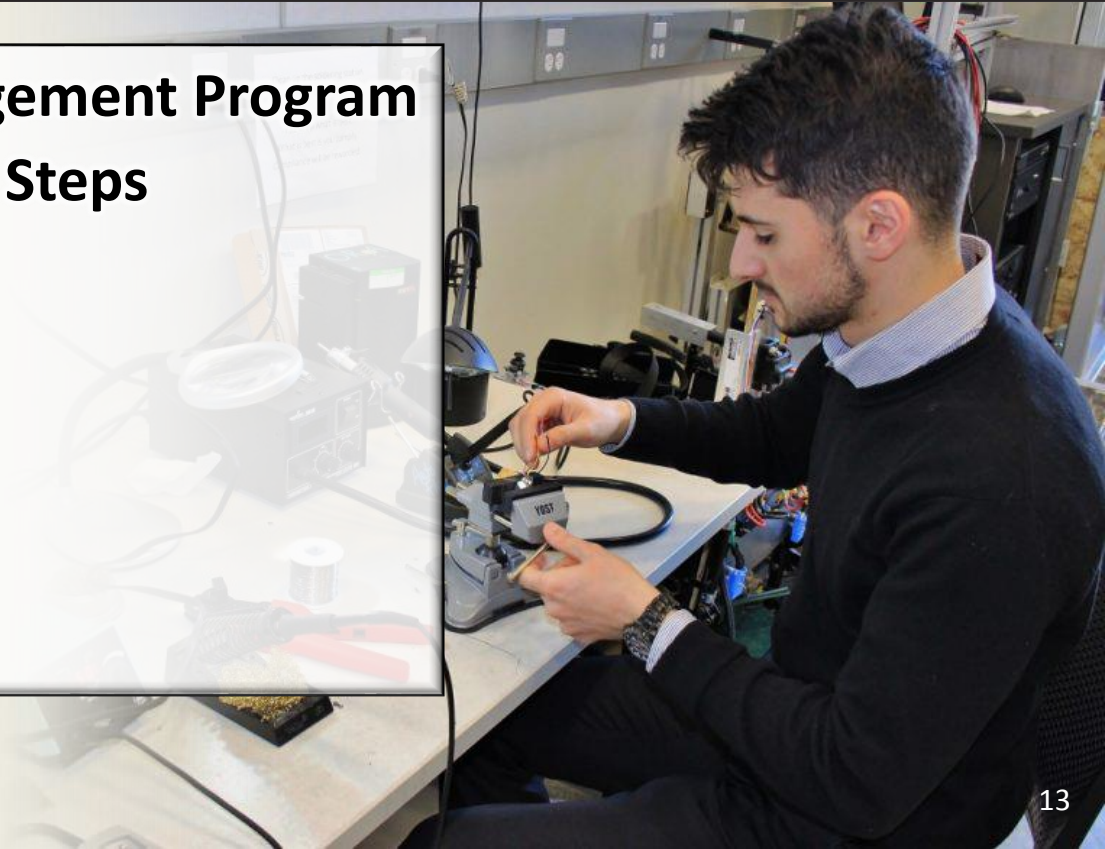
James P. Lentini, D.M.A.

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Strategic Enrollment Management Program Outline and Next Steps

- Three main areas of focus:
 - Recruitment
 - Retention
 - New Credit Generation



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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

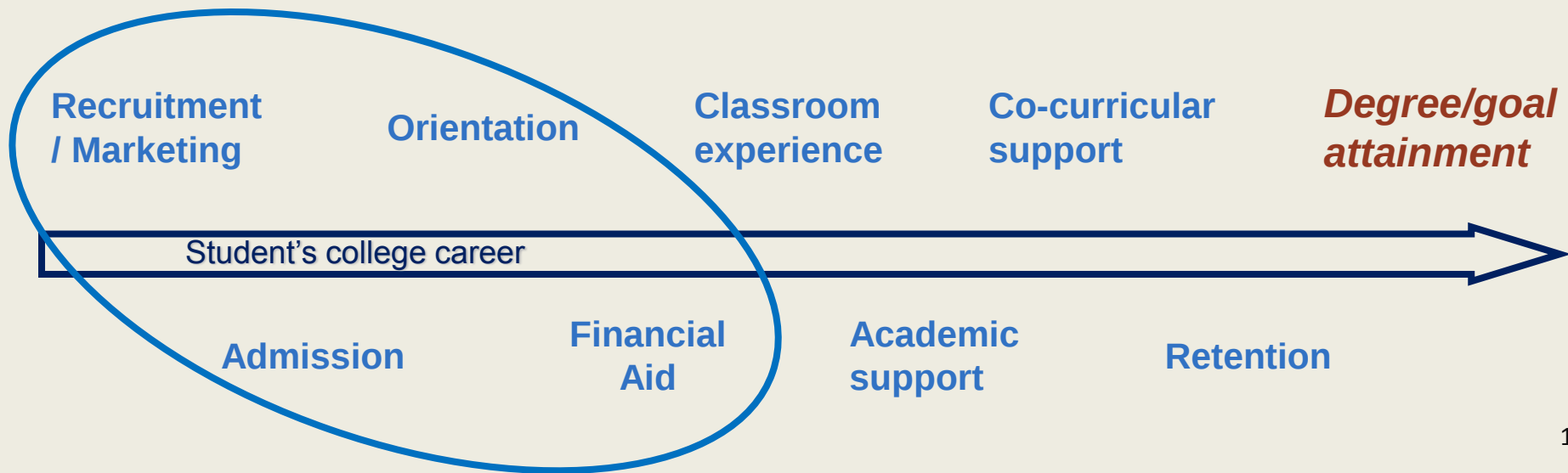
The Purposes of SEM are Achieved by

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

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Implications: Retention and Student Success

Traditional Enrollment Perspective

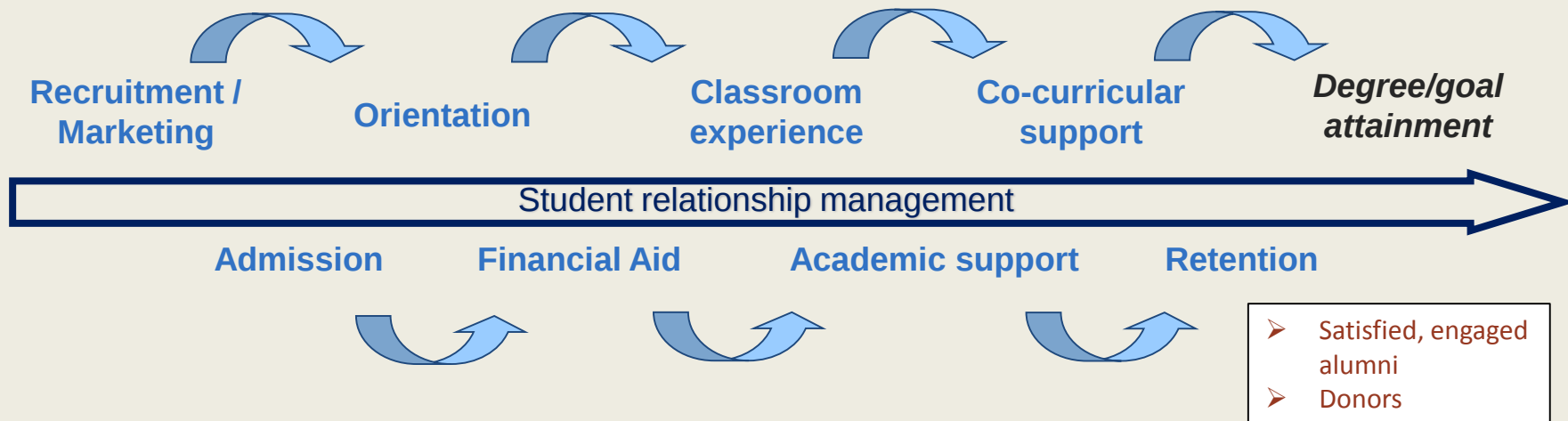


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Implications: Retention and Student Success

- P-14 partnerships
- Outreach
- Bridge programs

The SEM Perspective



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SEM Planning Framework



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
 - **2** Undergraduate,
 - **13** Graduate (**5** masters, **2** doctorate, **6** certificates)
 - **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

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Workgroups

- **New student recruitment**
 - FTIAC
 - Transfer
 - Graduate
 - International
- **Retention, success and completion**
- **Credit generation**
- **Each workgroup needs:**
 - Balance of academic and non-academic personnel
 - Co-chairs



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Timelines

- **Confirmation of goals and development of enrollment models to test them:**
 - **About 1-2 months**
- **Strategy refinement**
 - **About one month**
- **Tactical work plans (timelines, measurement, expected outcomes and accountability)**
 - **About 1-2 months**



Oakland University SEM Organizational Framework

Executive Team

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

SEM Steering Team

Jim Lentini, Glenn McIntosh, John Beaghan, 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

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 Hermesen, Kevin Corcoran, Mark Navin, Kelly Smith

Graduate Recruitment Committee

Susan Awbrey and Julia Smith (co-chairs)
Kevin Ball, Dan Aloï, Carrie Buch, Rebekah Farrugia,
Meir Shillor, Todd Steele, Kelly Smith, Paul Trumbull

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

Institutional Processes Committee

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

International Recruitment Committee

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



Thank You