



University Update
September 21, 2011

University Update

Agenda

- Strategic Plan
 - Jeff Williams, CEO, Public Sector Consultants
 - Gary Russi
- Creating the Future II
 - Gary Russi
- Division Goals
 - Virinder Moudgil, Academic Affairs
 - John Beaghan, Finance and Administration
 - Mary Beth Snyder, Student Affairs and Enrollment Management
 - Eric Barritt, Community Engagement
 - Rochelle Black, Government Relations



360° Environmental Scan

Campus Update

September 21, 2011

Agenda

- Trends & projections
 - Economics
 - Workforce
 - Demographics
- Higher education as the gateway to prosperity
- OU in a time of scarcity, competition, and opportunity

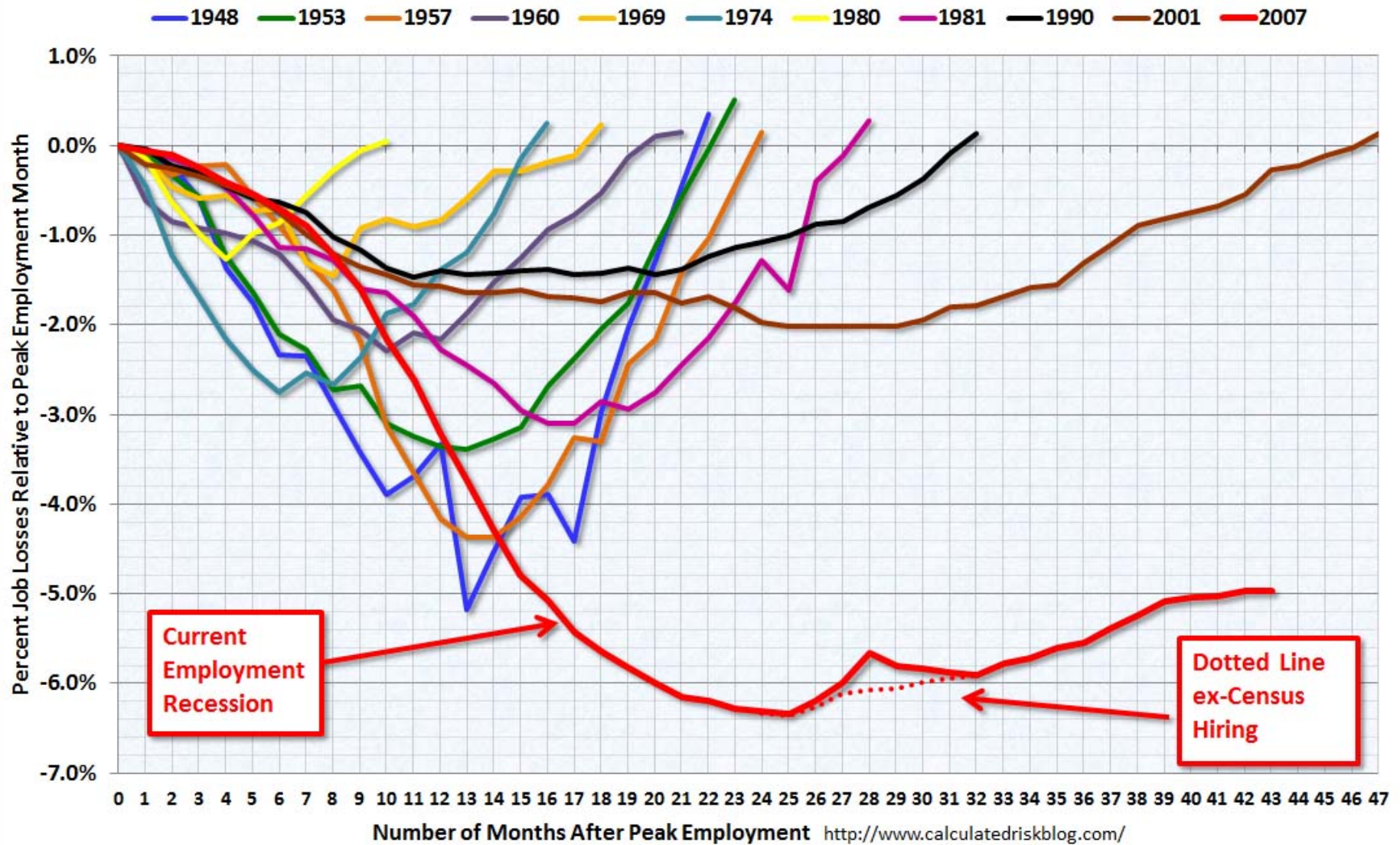
Key Questions for the Scan

How will OU maximize resources?

What is OU's competitive advantage?

Who is OU? What makes it great?

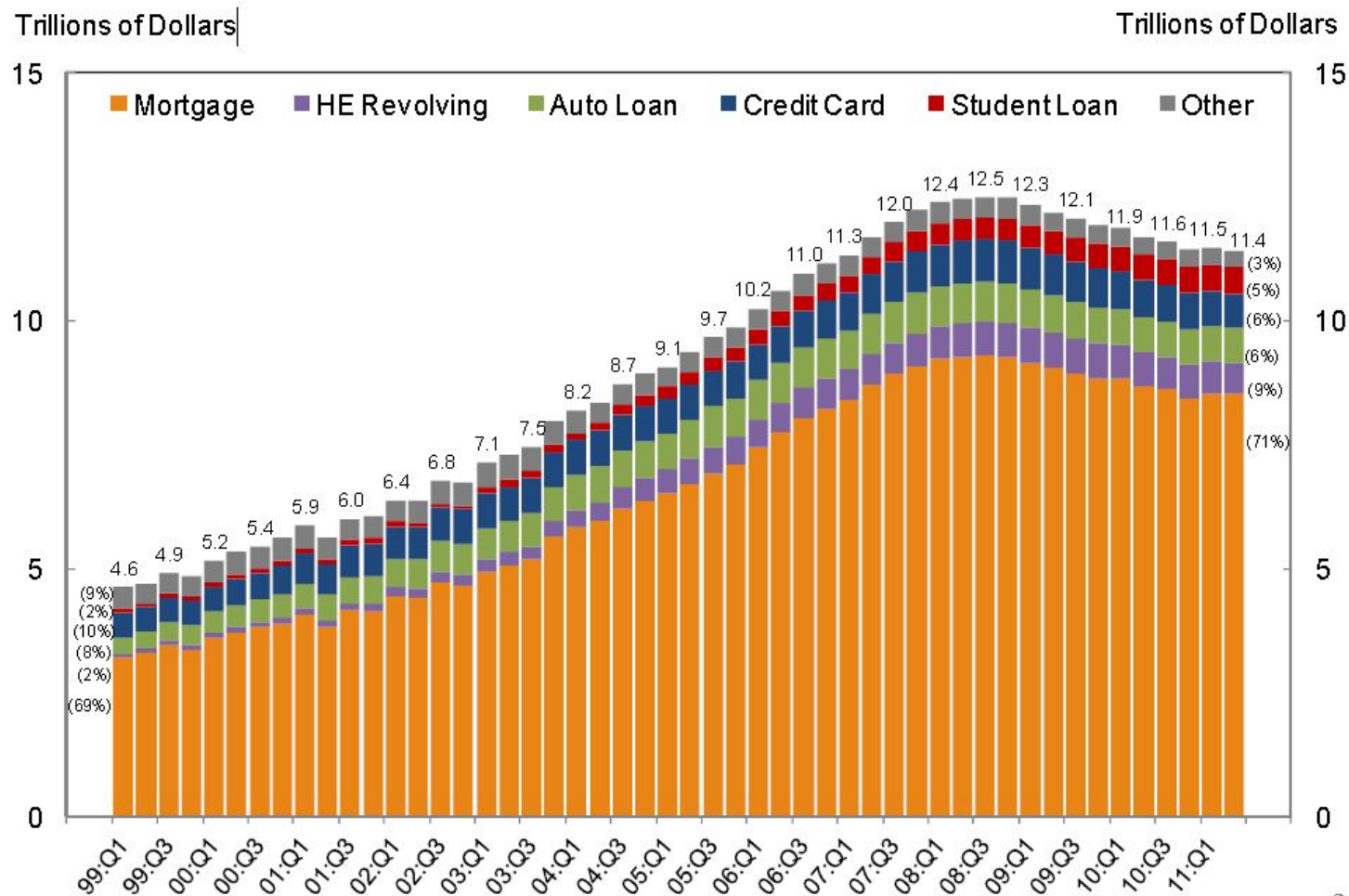
Percent Job Losses in Post WWII Recessions



Source: Calculated Risk blog

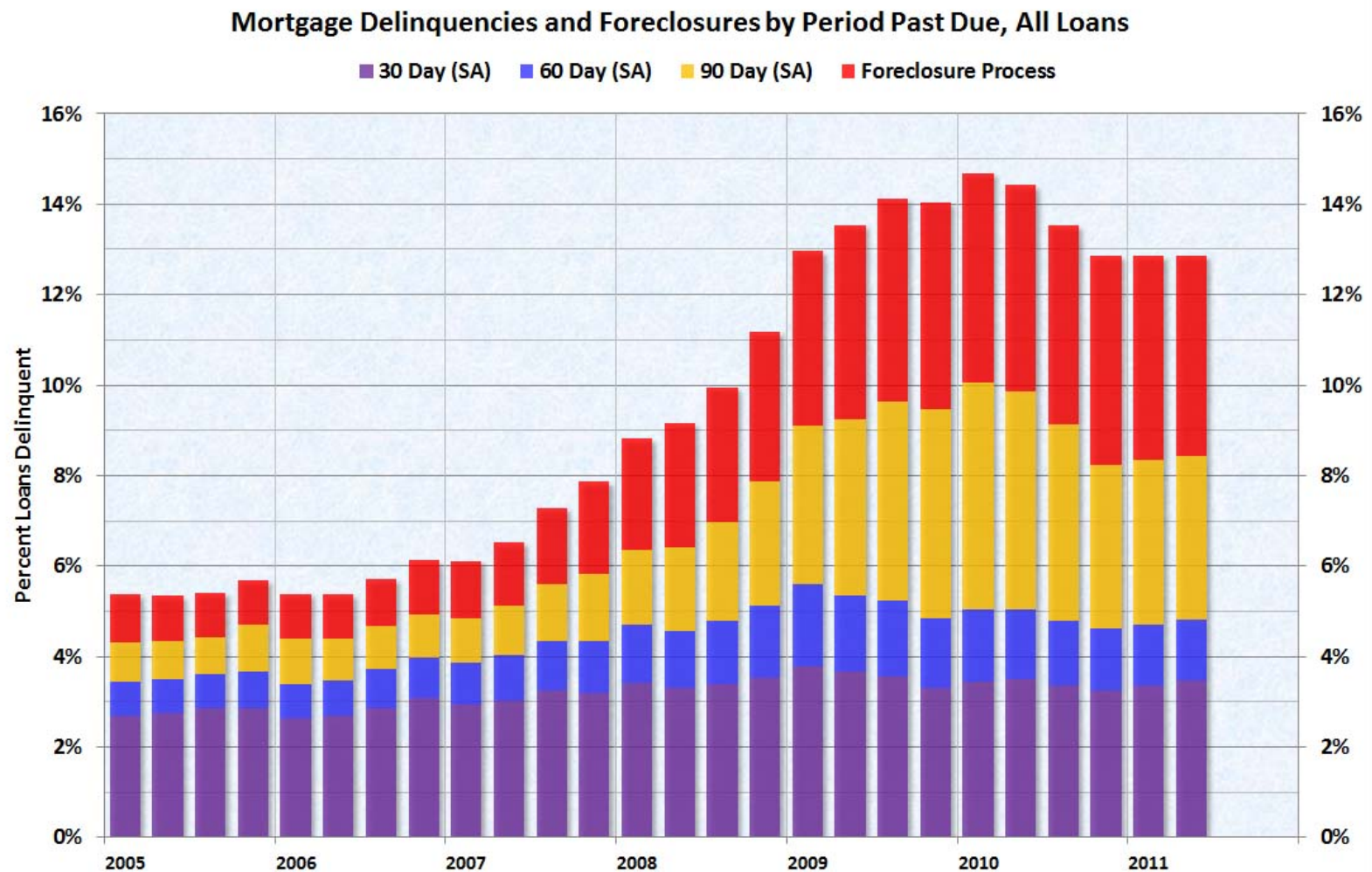
National Debt Binge

Total Debt Balance and its Composition



Source: Federal Reserve Bank New York's Feb. 2011 Quarterly Report on Household Debt and Credit

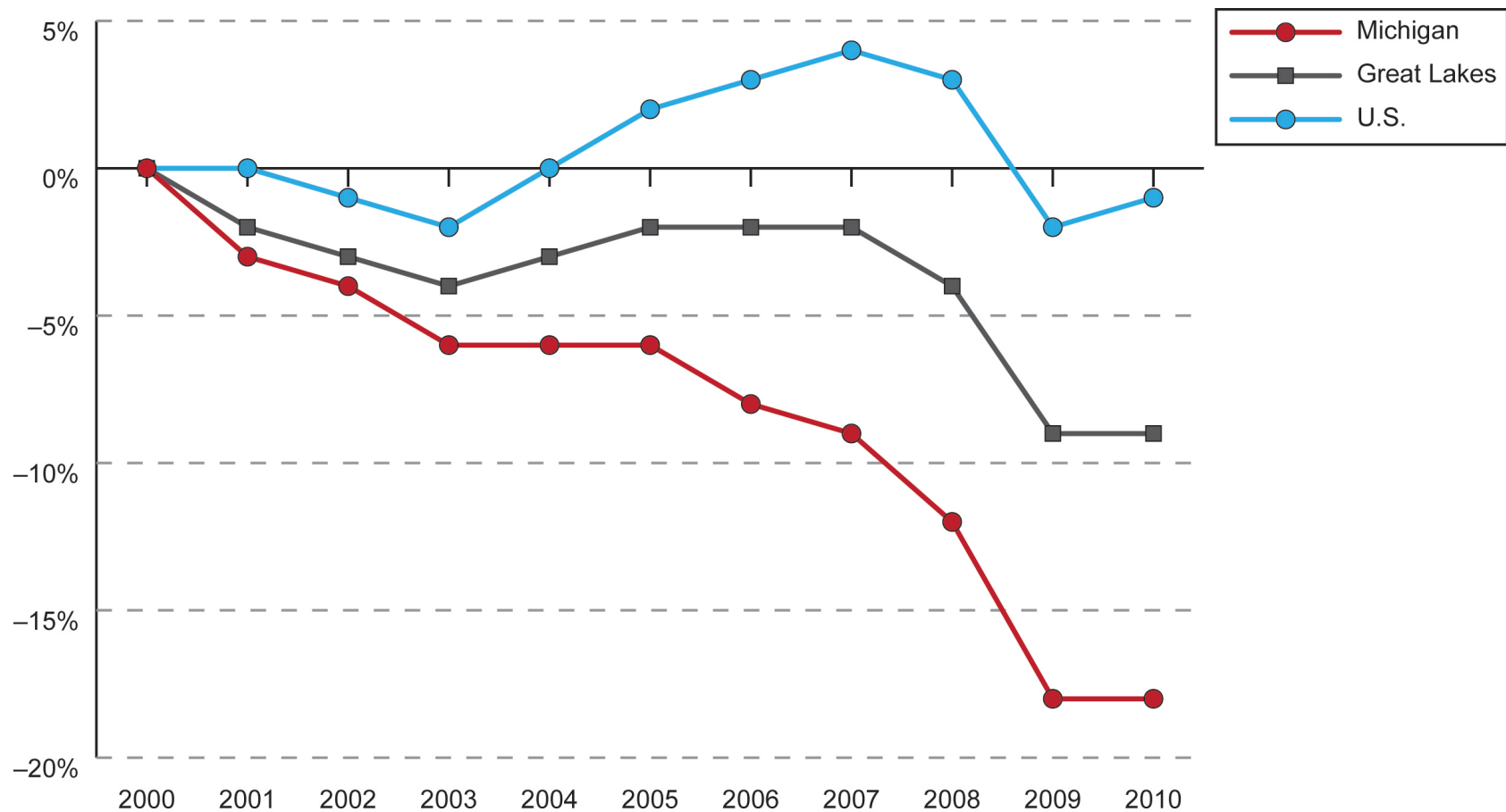
The Mortgage Debt Hangover



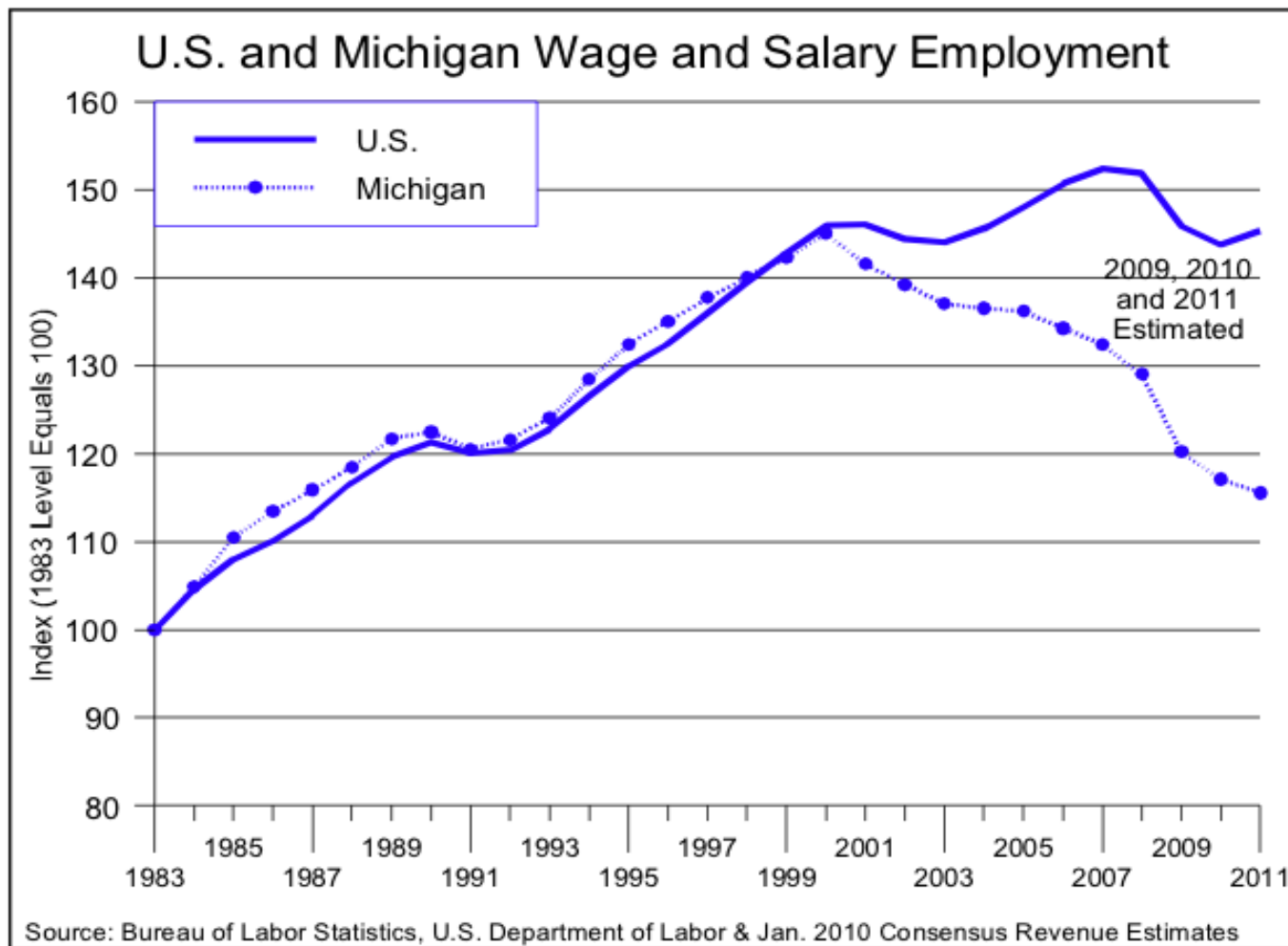
Source: Mortgage Banking Association via calculatedriskblog.com

Michigan... officially back to the pack

Percent Change in Employment, 2000–2010



Decline in Employment



Source: 10 Year Review of Michigan's Economy, Senate Fiscal Agency, April 2010

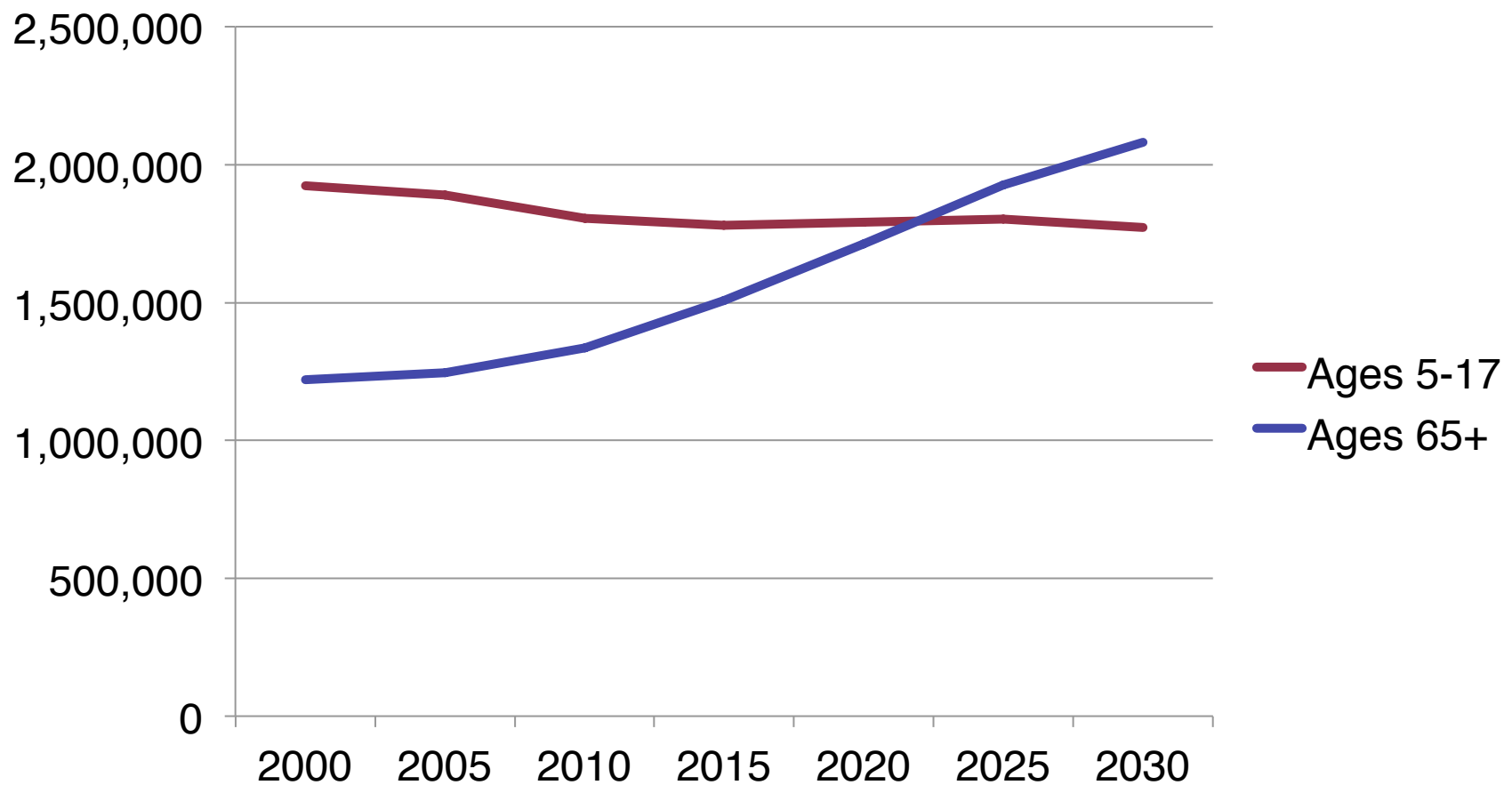
Michigan and Manufacturing through Sickness and Health

	<u>% of employment</u>		Total Employment Loss	Earnings per Worker
	2002	2010		
Nationally	9.61%	7.09%	3,507,000	\$68,000
Michigan	14.33%	9.74%	288,000	\$73,261
Detroit MSA	13.77%	8.77%	150,000	\$83,794

Michigan Employment Projections 2010–2020

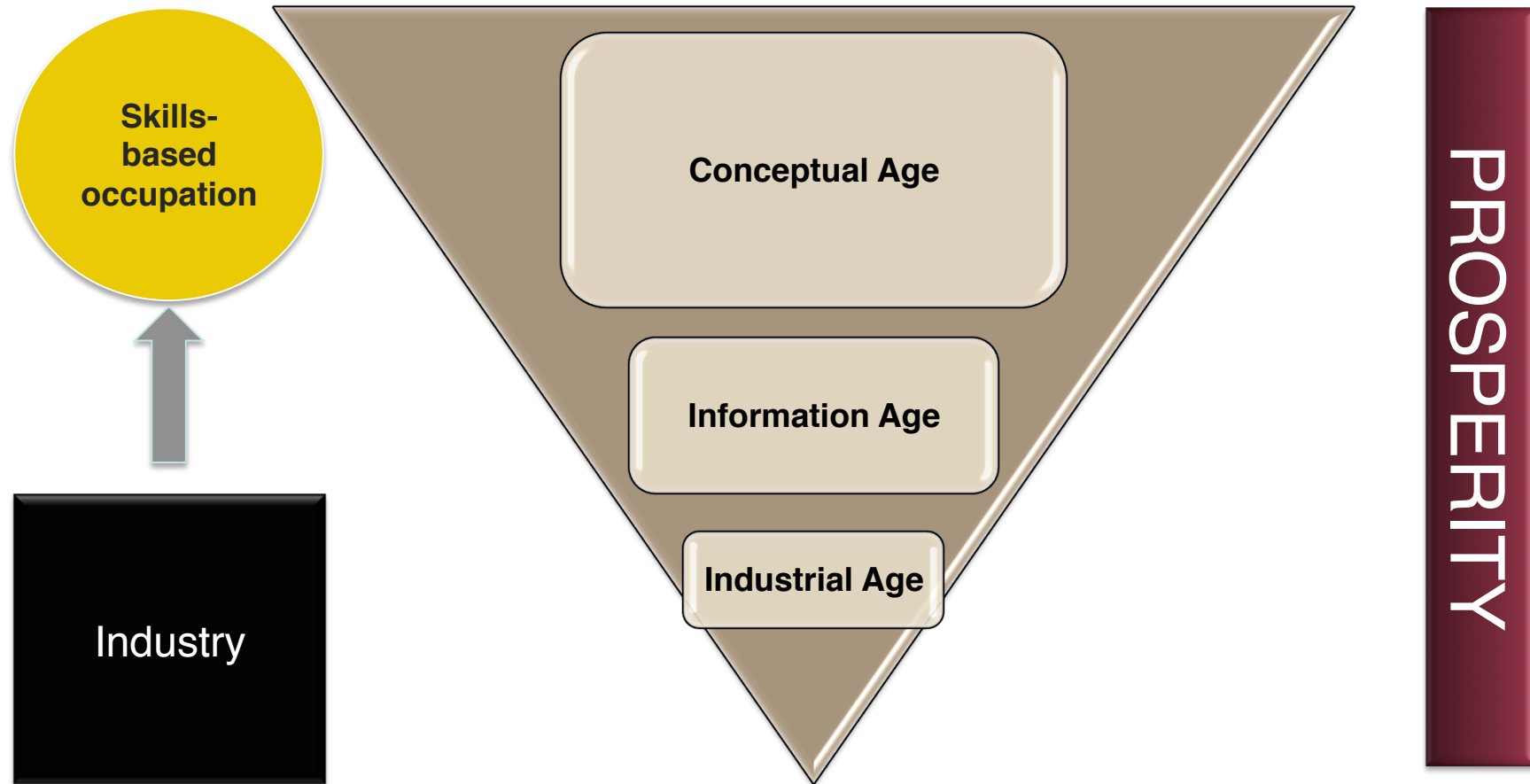
Industry	2001 Jobs	Change, 2001-2020
Agriculture, construction, manufacturing	1,260,190	-388,963
Trade & transportation	995,450	-112,983
Government	668,276	-53,754
Other services not elsewhere classified	247,972	15,782
Arts, entertainment, leisure	442,296	33,641
Education and health services	604,006	280,502
Finance, insurance, real estate & professional services	1,219,309	291,575

Aging Population



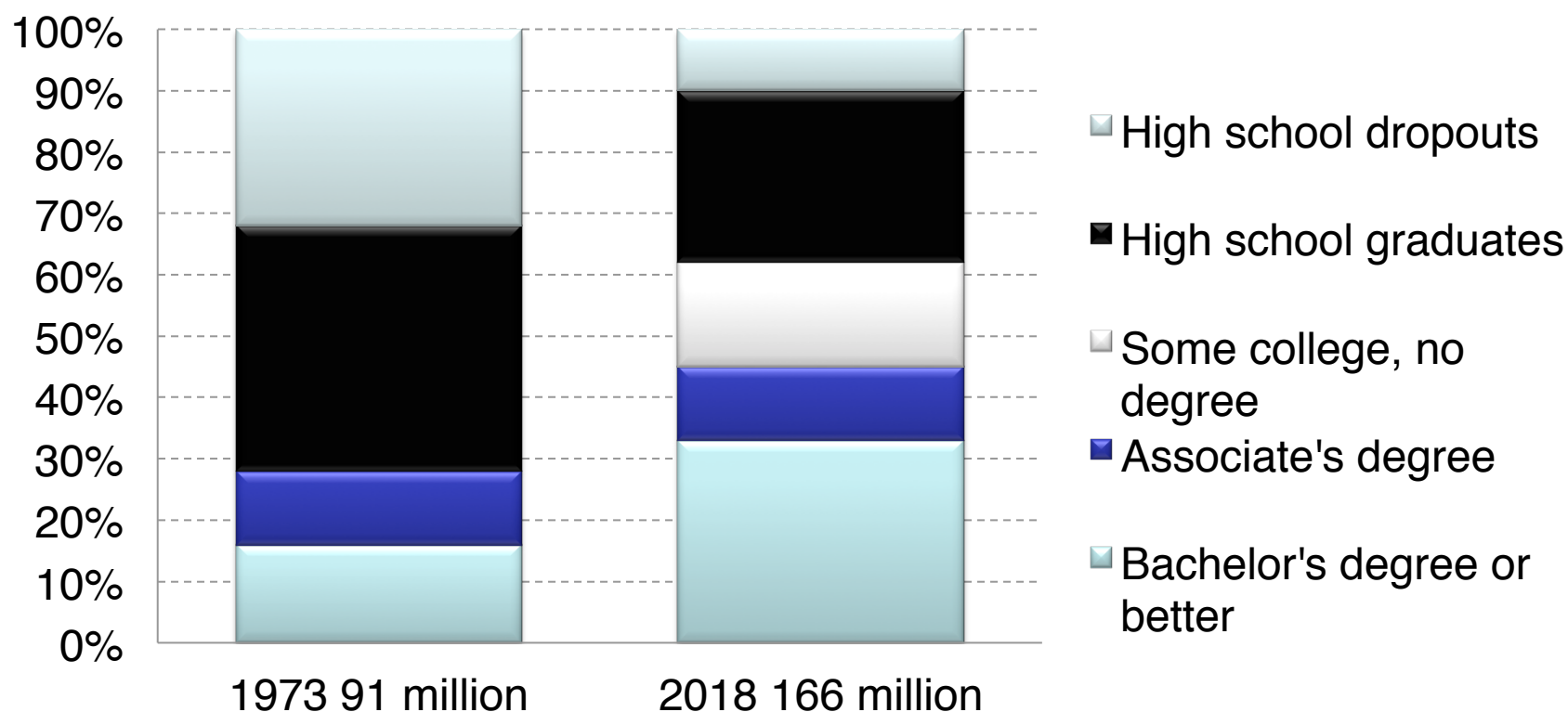
Source: American Community Survey and Census 2010; projections by Proximity

The New Economy



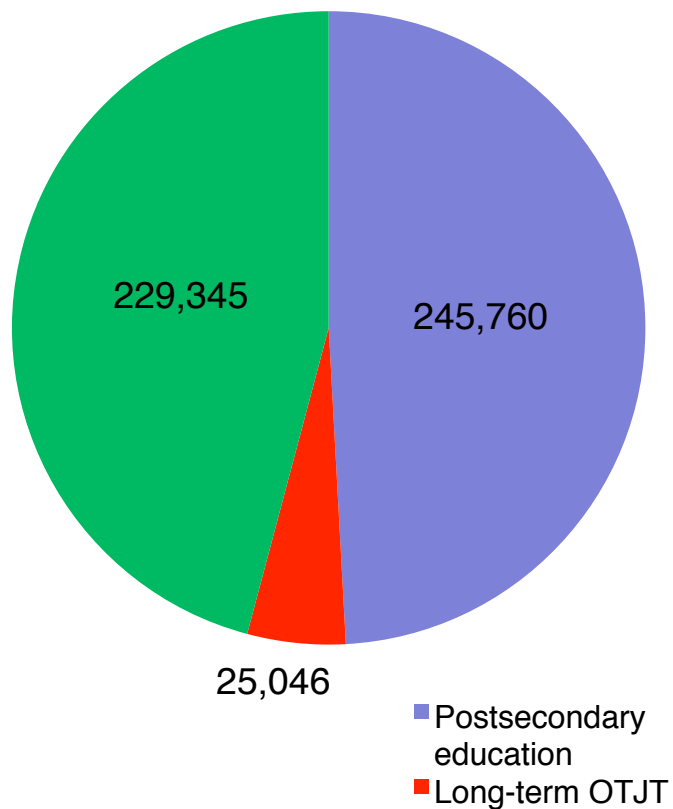
Higher Education is the Gateway to the New Economy

U.S. Jobs Available by Educational Attainment

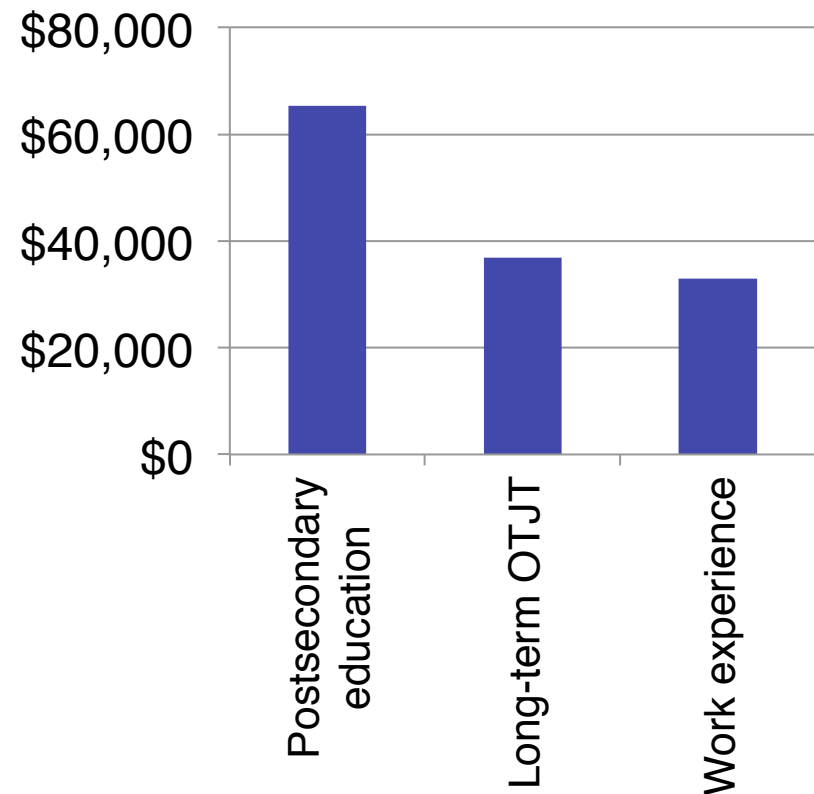


Job Openings by Education Level, 2010-2020

Job Openings

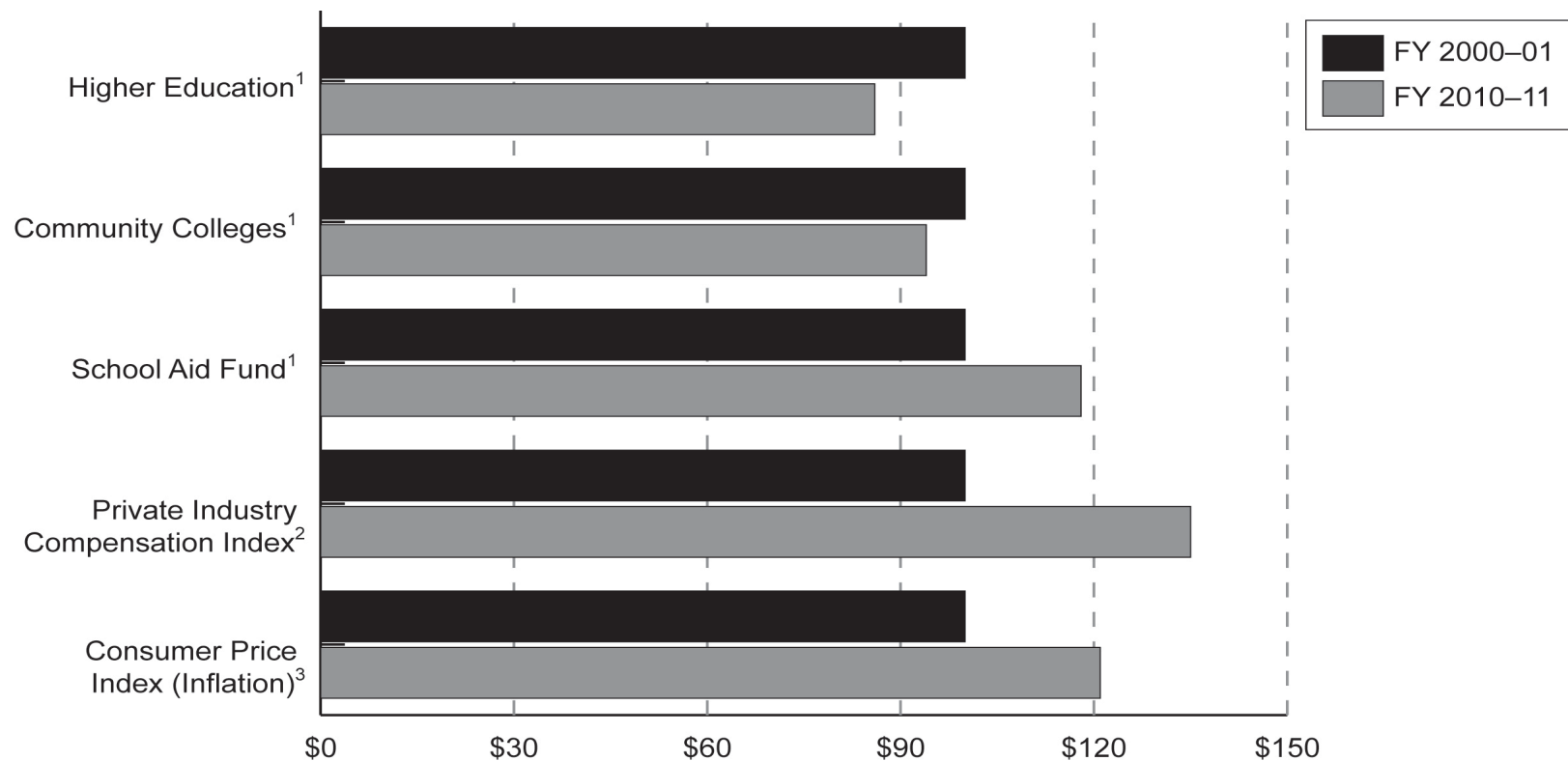


2011 Median Annual Wages

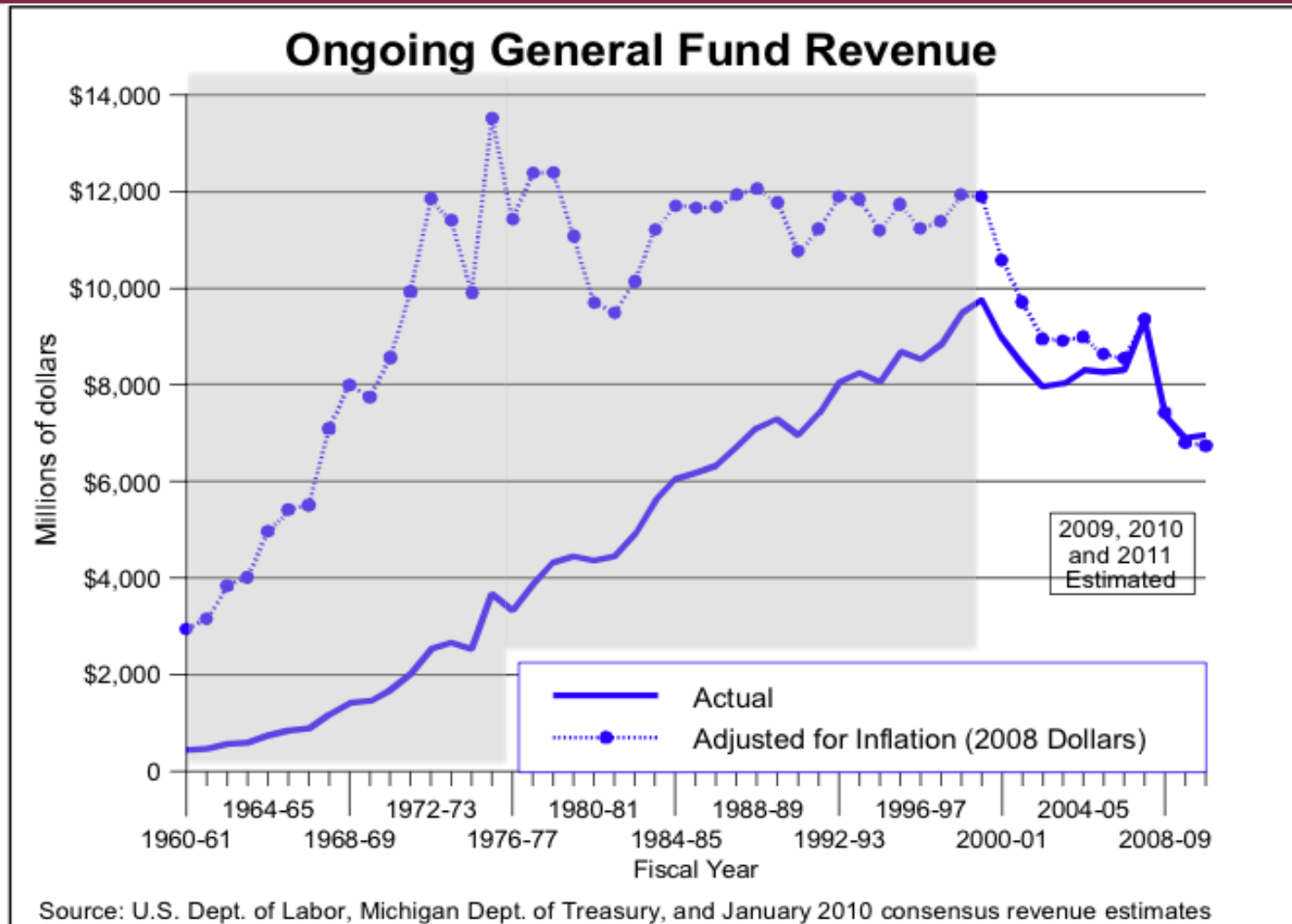


Financing of Higher Education

State Spending on Education



The State Budget (GF/GP)



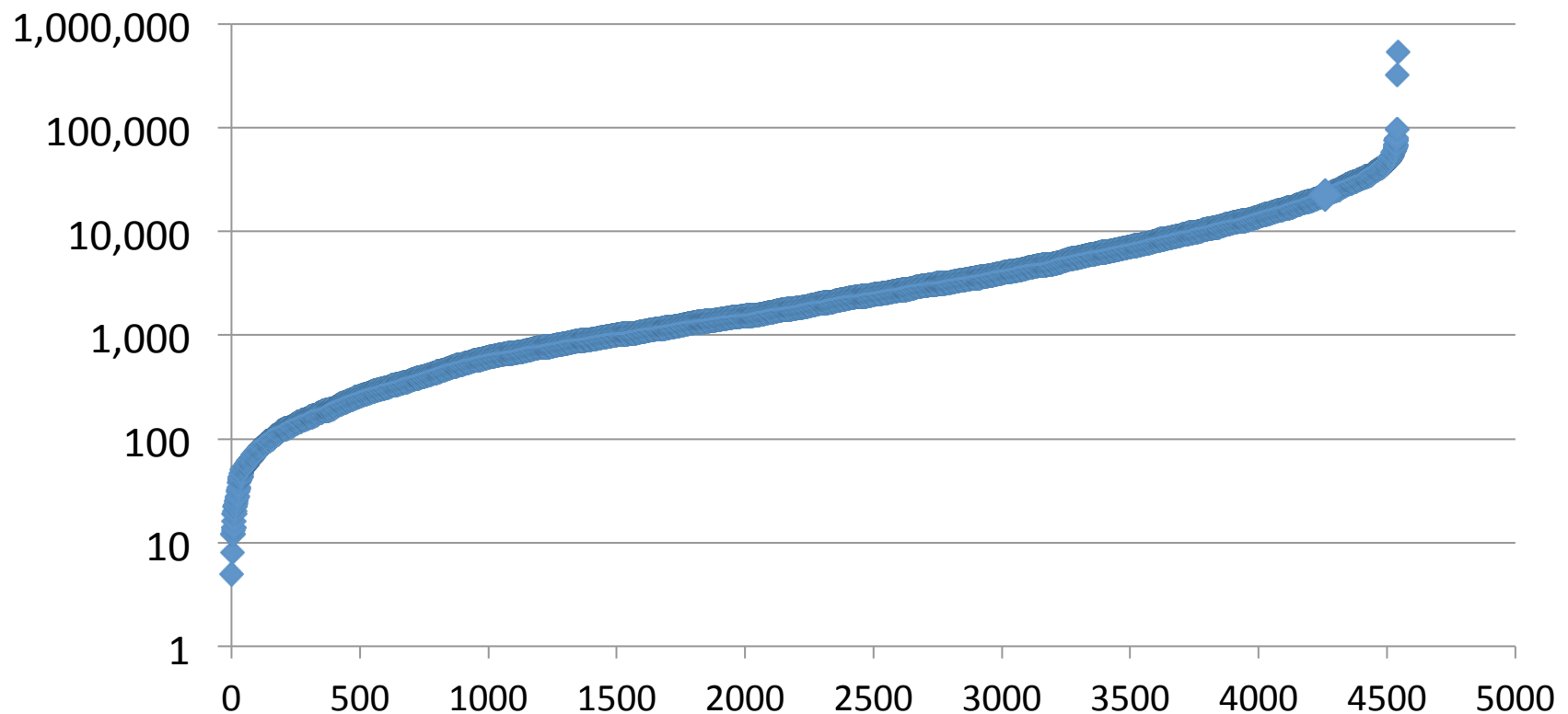
Source: 10 Year Review of Michigan's Economy, Senate Fiscal Agency, April 2010

Advice for University Boards and Presidents

- Avoid the capital arms race
 - Remain focused on assets that enable students to interact with each other and the world
- Embrace and enable technology, but get out of the way
 - Ensure that students can access Internet, but let them bring their own platforms
- Double-down on programs that encourage collaboration
 - Student-to-student, student-to-business, student-to-research, student-to-globe

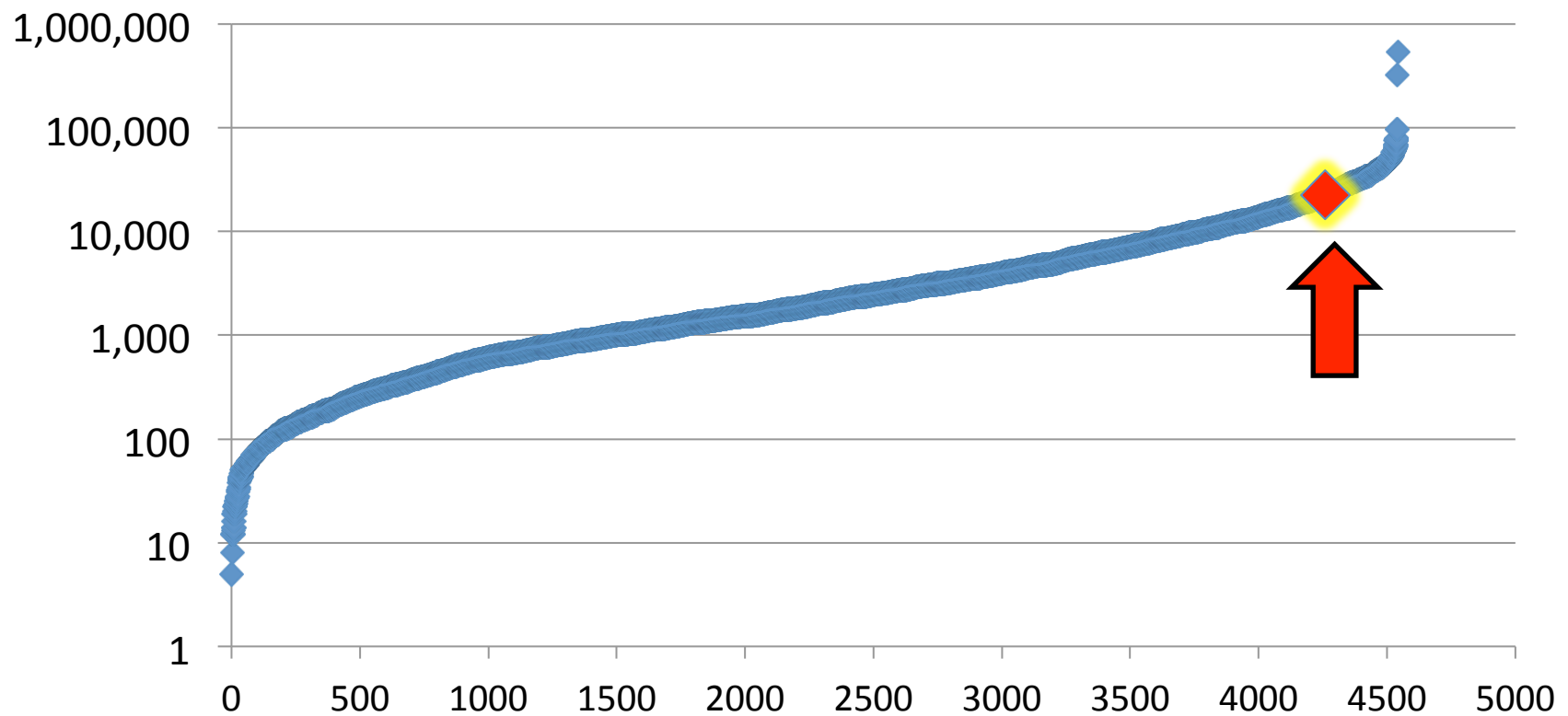
Oakland University Competition

IPEDS 12-month Unduplicated Headcount, 2008-09



You are here.

IPEDS 12-month Unduplicated Headcount, 2008-09



The Future of Oakland University

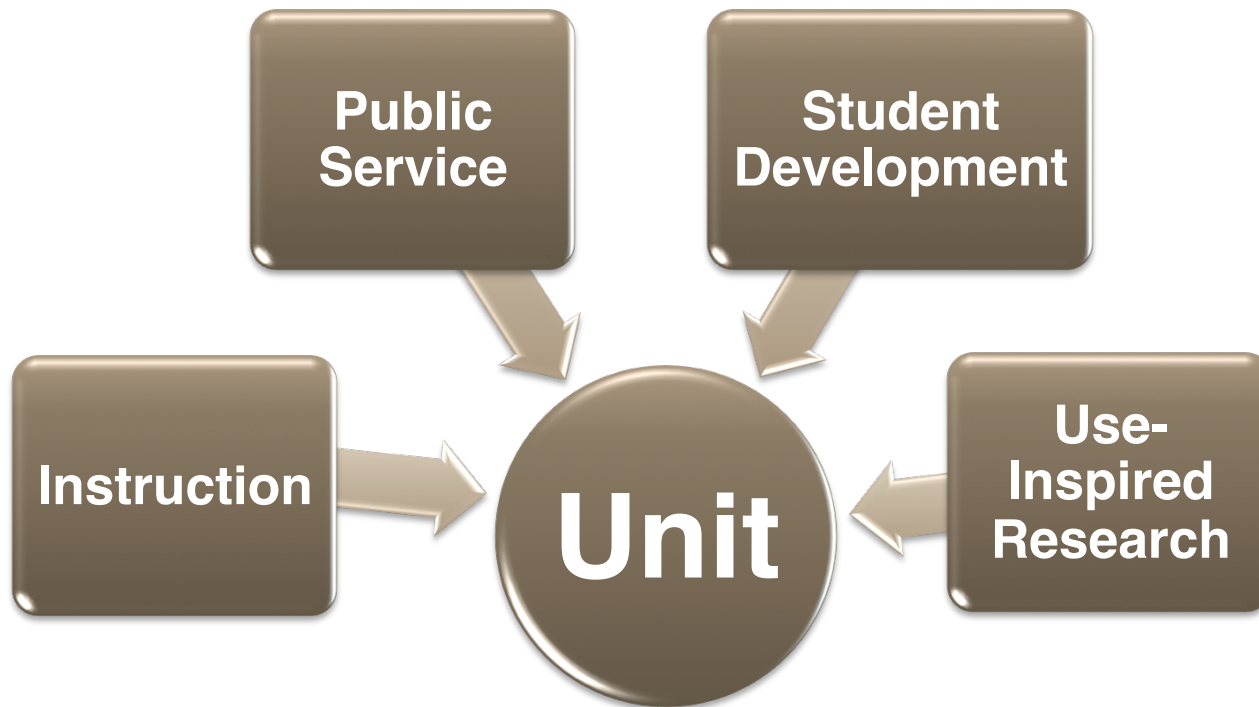
How will OU maximize resources?

What is OU's competitive advantage?

Who is OU? What makes it great?

How will OU maximize resources?

Renew Focus on OU's Core Competencies



What is OU's competitive advantage?

Tapping into OU's unique assets

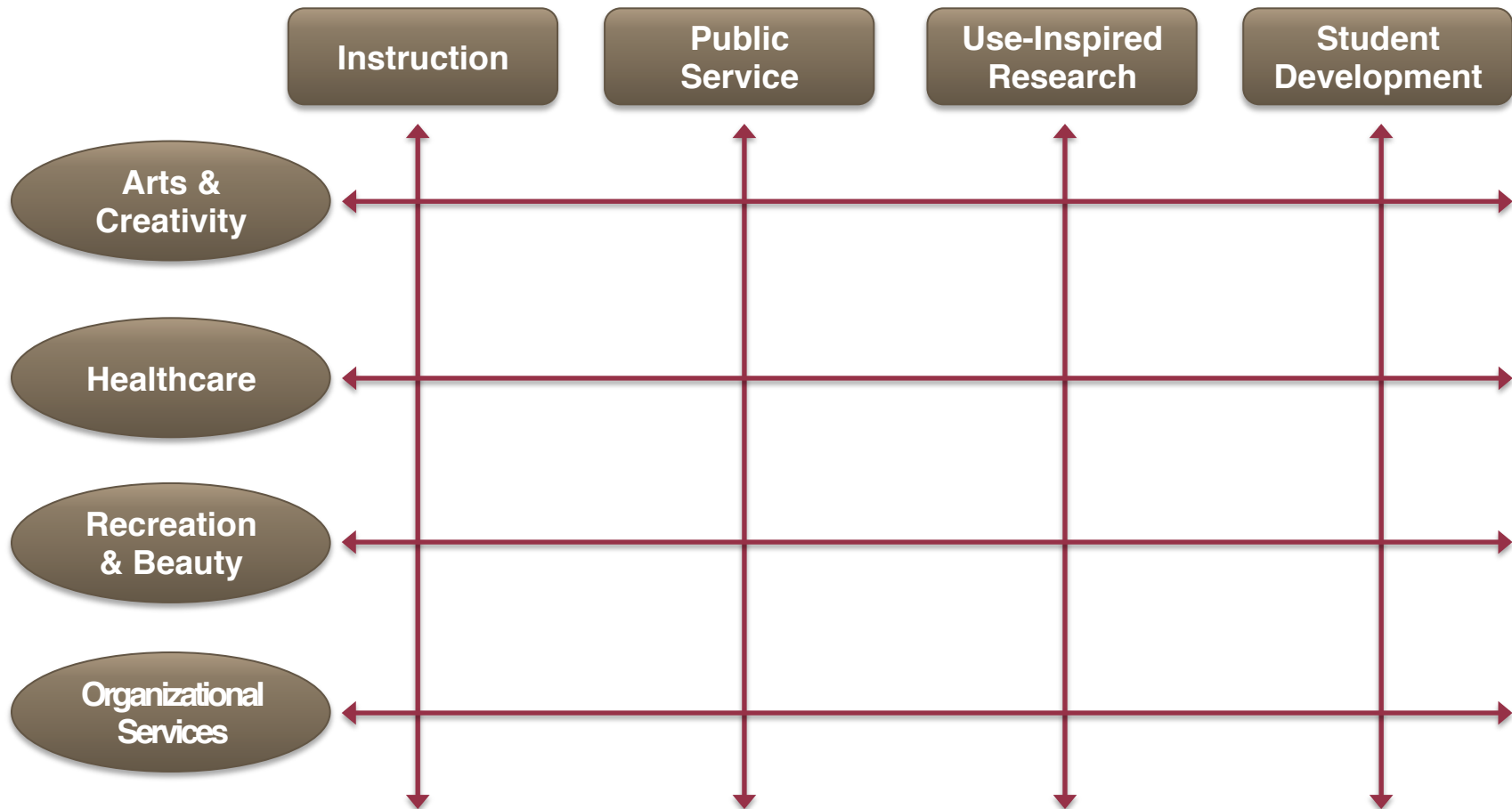
- **Physical space:** under-leveraged campus that inspires recreation and beauty
- **Geographical location:** Southeast Michigan, and Oakland County in particular, remains the intellectual, financial, and human capital heart of the state
- **Institutional status:** OU remains undefined
- **Sense of sophistication:** driven by the Fine Arts

Who is OU? What makes it great?

**Extending
OU assets
into the
community**



Define the Intersections



Conclusion

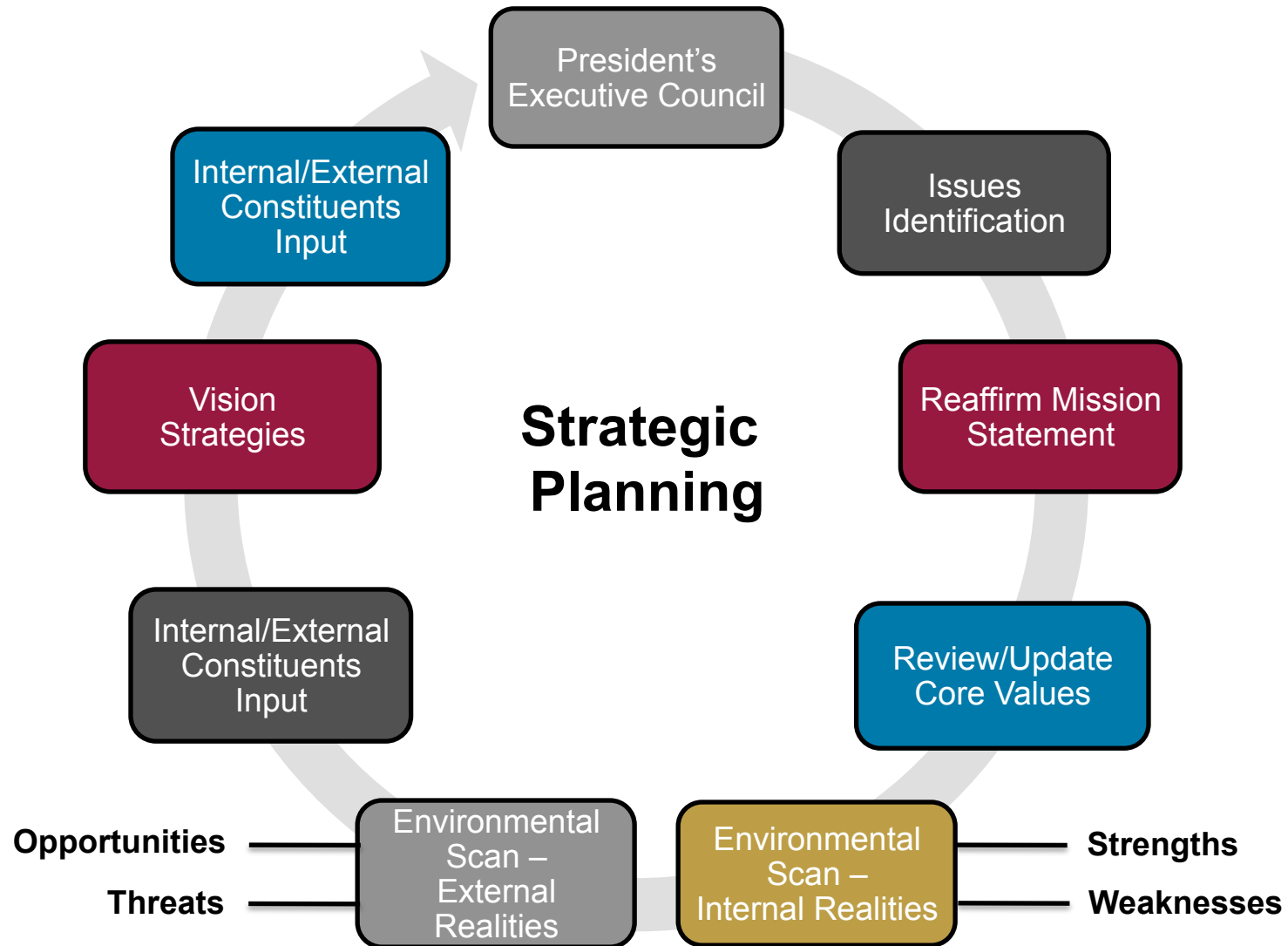
- The squeeze is on, and the middle is a very inefficient and expensive place to be.
- Every program can become top market or mass market. Sustaining average programs will be expensive and inefficient.
- Resources are scarce, as are students. Master core competencies while seeking complementary partnerships.
- Be a nimble organization, and promote programs that develop nimble students.
- Find a market niche and own it.

Conclusion

Smart ... to Creative.

University Update

Strategic Plan



President's Executive Council, Approved March 22, 2011

University Update

Strategic Plan

Vision Statement

Building on our legacy of academic excellence, Oakland University will be recognized for leveraging university and community assets to create distinctive faculty/student experiences.

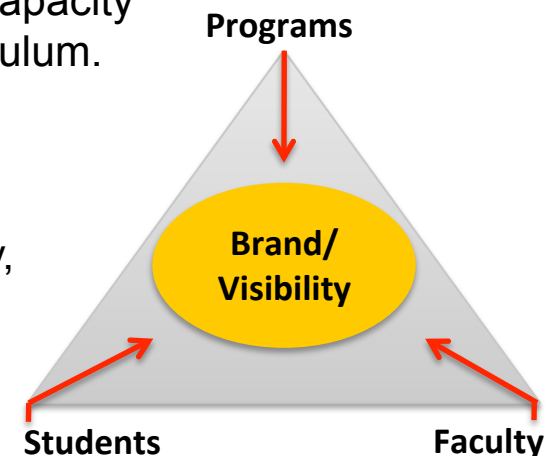
President's Executive Council, Approved March 22, 2011

University Update

Strategic Plan - Key Goals and Action Steps

Institutional Priority 1: Create Productive Student and Faculty Experiences

- Students – focus on education quality and support services
 - Gauge student success in measurable categories such as enrollment, retention, graduation rate, and placement
 - Increase services that support student academic achievement
- Program – focus on program quality, delivery and distinction
 - Offer high quality academic programs centered on student success
 - Encourage innovation in curriculum and use of high impact educational practices to achieve the best student learning outcomes
 - Commit resources to those academic programs that have the capacity to achieve distinction while maintaining a comprehensive curriculum.
- Faculty – focus on recognition and support
 - Promote and reward excellence in teaching and learning
 - Facilitate faculty development, research, scholarship, discovery, creativity, and engagement
- Brand/Visibility – focus on getting the word out about our successes
 - Demonstrate the quality of an OU education through student and faculty success

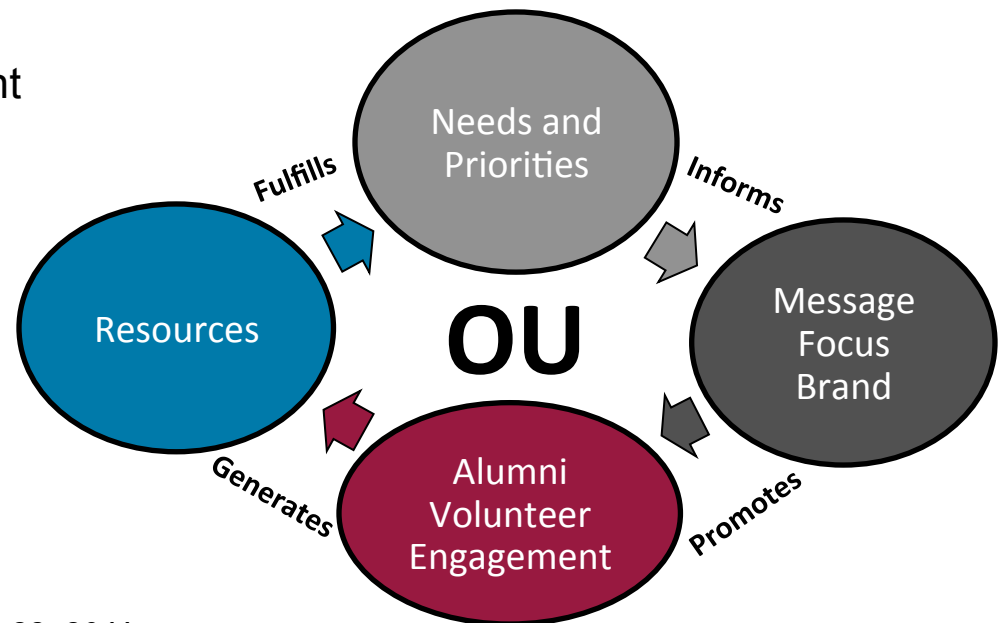


University Update

Strategic Plan - Key Goals and Action Steps

Institutional Priority 2: Engage OU and Community Resources for public good

- Engage OU-Community resources for public good
 - Create an OU Portal – *Window to connect OU and Community*
 - Use the OU Portal and connect
 - OU to Community to enhance faculty-student experiences (research and experiential learning) that help public needs
 - Community to OU to get faculty, students and staff engaged in activities that help public needs
- Enhance OU interactions with government



University Update

Creating the Future II

Oakland University held the Creating the Future II Summit on April 1, 2011 at the Royal Park Hotel in Rochester, Michigan. Nearly 300 participants gathered to assist Oakland University's President Gary D. Russi and Board of Trustees to refine the vision of OU in 2020.

University Update

Creating the Future II

Participants identified the following as the most significant issues facing the region in the next 5 – 10 years:

- Developing business diversity beyond auto industry/manufacturing
- Jobs – unemployment/underemployment
- Keeping young people in Michigan

They said they would feel great about Oakland University if it could make the following happen:

- Be a resource for business innovation and new industry
- Achieve national/regional prominence
- Change the perception of OU as a commuter school/have more residential housing

University Update

Creating the Future II

Attendees and survey respondents identified the following key themes and examples for OU to focus on to help turn Michigan around:

Health

- Establish a center for bio-technology
- Reach out to surrounding stakeholders (hospitals, nursing community, federal government)
- Seek funding from community governments, international agencies
- Focus on geriatrics
- Launch a physician assistant program
- Develop a geriatrics concentration in undergraduate health sciences area
- Increase faculty recruitment/retention to have a top quality bio-medical research center
- Build synergy between human health areas

University Update

Creating the Future II

Energy, environment and transportation

- Develop a case study on the need for a Detroit/Windsor bridge and present to dean of Engineering and other OU schools, University of Windsor
- Further explore alternative energy (wind power, solar, battery development)
- Focus on green technology – from recycling to harvesting raw materials
- Establish a program in manufacturing energy curriculum
- Create new courses in power engineering

University Update

Creating the Future II

Creativity, innovation and technology

- Create a competition for student innovation projects
- Establish a Center for Entrepreneurship
- Focus on partnerships – best in class (region/nation/international) specific to technology
- Invest in a Center for Innovation and Creativity
- Grow community outreach through the arts
- Create an office of intellectual property
- Expand incubators
- Create opportunities for middle school students and workforce mentoring
- Develop a model for more students to be entrepreneurial or have a career plan
- Give every student some kind of experience in creativity and entrepreneurship
- Leverage research programs
- Develop academic programs in robotics, bionics, defense and homeland security, drones, surgical devices

University Update

Creating the Future II

Education and community (including suburban policy, community service)

- Strengthen community involvement/create stronger ties with city halls and chambers
- Develop a support network for current teachers
- Promote the Reading Recovery program
- Push the Autism program
- Establish a Center for Educational Excellence
- Launch a Suburban Policy Research Center
- Partner with high schools that specialize in math, science, computers, biotech
- Involve alumni in job shadowing
- Invest in a one-stop career learning center with mentorship opportunities
- Create an atmosphere for community involvement

University Update

Creating the Future II

Pre-Summit respondents described what OU should and should not be like in 2020:

What OU Should be Like In 2020

Top tier, academic excellence
Valued, respected
Innovative, creative
Recognized, known
Research intensive
Challenging
Flexible
Exciting, dynamic
Affordable
Relevant
Diverse

What OU Should Not Be Like in 2020

Static, stagnant, mediocre
Impersonal
Unknown
Commuter school
Diploma mill
Irrelevant
Expensive, overpriced
Second choice
Not competitive
Elitist

University Update

Division Goals – Academic Affairs

- **Academic Programs & Leadership:** OUWBSOM, New Academic Programs, Executive Searches
- **Community Engagement:** Pontiac, Rochester, Rochester Hills, Incubators, Oakland & Macomb Counties, strategic programs (CE)
- **Graduate Education:** Challenges and Opportunities
- **Educational Outreach:** Macomb County, AFC, Riverview–Detroit
- **Incentive Policy**
- **Distance Learning/On-line Education**
- **Student Academic Experience/Research**
- **Fundraising/Development Activities**

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Division Goals – Finance and Administration

- Major Capital Projects
 - Human Health Building
 - O'Dowd Curtain Wall
 - Anton/Frankel Center Renovation
 - Capital Outlay Request – Top Priority
- Fiscal Management
 - Audited Financial Statements
 - Investment/Endowment Management
 - 2012 Bond Issuance
- Collective Bargaining
 - OUCMT
 - OUPSA
 - POAM
 - POLC
- Meadow Brook Music Festival Management

University Update

Division Goals – Students Affairs and Enrollment Management

- Lead Admissions and Financial Aid in major strategy shift to refocus yield activities on building personal relationships in Oakland and Macomb counties with outreach to west side of state, including digital marketing enhancement
- Evaluate CRM system including communications tracks for continuing students to promote degree attainment
- Streamline Financial Aid operations and communications, including document management system
- Identify permanent support for Veterans Affairs, Gender and Sexuality Center, Disability Support Services
- Develop First-Year/Pre-Major Advising Center
- Initiate RFP for added campus housing
- Enhance student affairs development work starting with alumni reunion of former student housing staff

University Update

Division Goals – Community Engagement

- Proactively secure major and planned gifts at the highest level possible for Oakland University, including the OUWB School of Medicine, in partnership with the president, deans, and executive officers.
- Continue to lay the foundation for OU's next campaign by expanding individual and corporate and foundation prospects; identifying and articulating unit/university needs and priorities; expanding donor relations activities; strengthening the UR infrastructure; building campus-wide partnerships in support of philanthropy; and continuing to follow up with CTFII attendees.
- The goal of Alumni Engagement and Annual Giving for FY 2012 is to add an additional 1,000 alumni donors.
- Develop a campaign communications plan that puts forward a strategic and integrated approach for communications designed to further engage and excite the external community, donors, alumni and internal audiences in emerging campaign themes and priorities.
- Plan and host high caliber and effective presidential and university relations events that inspire and motivate donors and alumni to engage with and support Oakland University.

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Division Goals – Government Relations

- Arrange more opportunities for elected officials and/or members of their staff to visit campus for various activities
- Encourage students, alumni and other university supporters to become actively engaged in the political process with the ultimate goal of running for office or serving as a staff member
- Expand the Office of Government Relations operation to include federal, local and community initiatives
- Provide government relations support for the Oakland University William Beaumont School of Medicine at the federal and state levels
- Provide individual and institutional support for the State Relations Director and Lansing-based lobby firm
- Provide support for Creating the Future II
- To make certain Oakland University is treated fairly in the appropriations process, including the higher education and capital outlay budgets and future funding formulas
- Weigh in on any and all legislation that could have an adverse or positive impact on Oakland University's mission and operations

University Update

Question & Answer