

**STRATEGIC PLAN  
OAKLAND UNIVERSITY**

**STUDENT DEVELOPMENT**

**TASK FORCE REPORT**

**OCTOBER 1, 1993**

**OPENING HEARING**

**OCTOBER 20, 1993  
12:00-1:30PM OAKLAND CENTER  
GOLD ROOM C**

**OCTOBER 20, 1993  
5:00-6:30PM OAKLAND CENTER  
CROCKERY ALCOVE**

## **MEMBERS**

**Dr. Lettie Alston, College of Arts and Sciences**  
**Dr. John Atlas, School of Education and Human Services**  
**Ms. Carole Crum, Academic Services and General Studies**  
**Ms. Diana DeLater, Library**  
**Mr. Joel Gibson, College of Arts and Sciences major**  
**Mr. Mel Gilroy, Public Safety and Police**  
**Dr. Paul Hartman, Athletics**  
**Dr. Edward Haworth Hoepfner, College of Arts and Sciences**  
**Ms. Jennifer Johns, Nursing major**  
**Ms. Katie Kazarian, School of Business Administration**  
**Mr. David Kniola, Human Resources and Development major**  
**Mr. Thomas Landry, President, A. J. ETKIN Construction Co.**  
**Dr. Charles Lindeman, College of Arts and Sciences**  
**Dr. William Macauley, College of Arts and Sciences**  
**Ms. Eleanor Reynolds, Residence Halls**  
**Ms. Anne Sandoval, Admissions**  
**Ms. Maura Selahowski, Campus Information Programs and Organizations**  
**Dr. Richard Stamps, College of Arts and Sciences**

# STUDENT DEVELOPMENT

## TASK FORCE

### STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

#### STRENGTHS

- Devoted faculty and staff
- Student accomplishments - academic, athletic, community
- Creative management of limited personnel resources
- Beauty of physical environment
- Safety of campus
- Variety of cultural activities
- Location
- Valuable real estate

#### WEAKNESSES

- Facilities - sports center, residence halls, parking locale, lack of classrooms for growth
- Program inflexibility - meeting times, days - office hours
- Morale
- Location
- Public Image/awareness
- Racial Climate
- Conservative management decisions
- No football
- Lack of scholarships
- Minority representation in student body

#### OPPORTUNITIES

- Corporate/community partnerships - co-op education, joint ventures
- Alumni
- Location
- Review of athletic programs
- Community College partnerships

#### THREATS

- Lack of money
- Relationship with Lansing
- Oakland Community College
- Identity crisis
- Higher education encroachment

# STUDENT DEVELOPMENT TASK FORCE

## Task Force Charge

**"...PLAN FOR THE ADVANCEMENT OF STUDENT RECRUITMENT AND SERVICE, INCLUDING ATHLETICS AND FACILITIES THAT SUPPORT RESIDENCE LIFE."**

## Proposed Vision Statement

**OAKLAND UNIVERSITY WILL BE RECOGNIZED AS AN INSTITUTION OF EXCELLENCE, RESPONSIVE TO THE NEEDS OF ITS CONSTITUENCIES, AND PREEMINENT IN SELECTED AREAS OF TEACHING, LEARNING, RESEARCH AND SERVICE.**

## Process

We first defined our charge to encompass services and facilities that support commuters and non-traditional students as well as residents. We then decided that the following areas were under our charge:

Recruitment	Residence Halls
Admissions	Public Safety & Police
Orientation	Graham Health Ctr/Psych. Serv.
Scholarships/Financial Aid	Oakland Center
Athletics	Bookcenter
Intramurals	Meadow Brooks
Recreation	Lowry Child Care
Golf Course	Office of Equal Opportunity
Arts/Music/Theatre/Dance	Student Organizations/Government
CIPO (Campus Info Programs)	Campus Ministry
Food Service	Student Life
Support Offices: (Registrar, Records, Student Accts, Cashier)	

We invited speakers with expertise in these areas to give us their viewpoints: Wilma Ray Bledsoe, Vice-President for Student Affairs; Karl Boelter, Chair, Department of Music, Theatre and Dance; Paul Hartman, Director of Athletics; Stuart Hyke, Director of Cultural Affairs; Manuel Pierson, Assistant Vice-President for Student Affairs; Eleanor Reynolds, Director of Residence Halls; Anne Sandoval, Associate Director of Admissions and Beth Talbert, Director of Orientation.

In order to get community input, we held two open hearings and publicized them by sending announcements to the university community and individual memos to the presidents of 90 student organizations. We sent 675 letters asking students to fill out an enclosed survey or to join one of four student focus groups we held.

We then divided our areas of concern between 3 sub-committees: campus life; recruitment; and extra-curricular activities. Each sub-committee submitted a report to the committee of the whole where open discussion and debate lead us to the following conclusions.

In order to be ". . . responsive to the needs of its constituencies, . . ." as declared in the Oakland University vision statement, the task force on student development makes the following recommendations.

### **Recommendation #1**

#### **BROADEN THE COMPOSITION OF THE STUDENT BODY.**

**Rationale:** We want a diverse student population that reflects the communities the university is charged to serve. This would include local, state and some national and international students. We further recommend a particular focus be placed on the recruitment of ethnic minorities. This recommendation is based on our current enrollment of approximately 13,000 students. Enrollment growth is a separate issue that should be reviewed thoroughly before any action is taken.

- Objective 1: Increase overall scholarship funding in order to become competitive with other state universities in attracting an academically excellent and ethnically and geographically diverse student population.
- Objective 2: Increase specific funding for under-represented students. The university should adopt a less conservative interpretation of the Elliot-Larsen Act and openly identify and promote minority specific scholarships, allowing the university to more adequately recruit in this very competitive market.
- Objective 3: Develop and produce a recruitment video highlighting our academic and student achievements.

### **Recommendation #2**

#### **PROVIDE SERVICE TO MINORITY STUDENTS AND STRIVE TOWARD A NON-HOSTILE ENVIRONMENT.**

**Rationale:** To truly become "an equal opportunity institution" in fact as well as in rhetoric, Oakland must create the atmosphere necessary to welcome and support the academic and environmental needs of ethnic minority students.

- Objective 1: Establish a university committee under the direction of the new Office of Minority Equity to review all current minority programs to see if they meet the needs of our current students or if new programs should take their place, e.g., involvement with community colleges.
- Objective 2: Study the feasibility of establishing a small ethnic studies or inner college using the old Charter College model as was suggested in Dr. Pierson's proposal to establish an Office of Minority Equity.
- Objective 3: Provide the necessary staff, resources and direction to make the new Office of Minority Equity a truly successful endeavor.
- Objective 4: Survey current ethnic minority faculty, staff and students to determine their

thinking relative to the conduciveness of the academic and social atmospheres at Oakland University as regards their work and achievement. Results to be acted upon by the committee set up in objective 1.

### **Recommendation #3**

#### **EXPAND THE RESIDENT STUDENT POPULATION.**

**Rationale:** The university will improve its ability to attract and retain students if an active and vibrant campus life is consistently sustained. The residence halls population should be preserved at a level large enough to serve as the core group of students instrumental to the support of campus life.

**Objective 1:** Refurbish current facilities.

**Objective 2:** Construct new apartment style living facilities for single students.

**Objective 3:** Increase available apartments for family housing.

**Resources:** Explore and develop potential partnerships with housing developers. Identify borrowing capability for new construction.

### **Recommendation #4**

#### **CONDUCT COMPREHENSIVE UNIVERSITY-WIDE FACULTY AND STAFF TRAINING TO PROVIDE A COMMON/SHARED UNDERSTANDING OF THE GOALS OF THE INSTITUTION AND AN UNDERSTANDING OF THE NEEDS OF BOTH OUR TRADITIONAL AND NON-TRADITIONAL STUDENTS.**

**Rationale:** It is of critical importance that the entire University commit to a primary focus of providing exceptional service to our students. Dedicated effort at the point of service provision is required to provide for the most courteous and friendly environment possible. We recommend that comprehensive University-wide faculty and staff training and orientation be undertaken to provide for a common understanding of the goals of the institution and a commitment to student satisfaction.

**Objective 1:** Central administration should provide information/programs on the goals, priorities and demographics of the university and how they fit in with the different needs of traditional and non-traditional students.

**Objective 2:** Mandatory programs for all staff in how to provide information and service to accommodate the needs of our students in order to become a user-friendly campus.

**Objective 3:** Mandatory programs for all faculty in the teaching/learning dynamics of classroom communication and student development theory.

**Objective 4:** Provide recognition in the advancement toward tenure for faculty who advise, counsel and mentor students.

### **Recommendation #5**

#### **BUILD A STUDENT RECREATION/ACTIVITIES BUILDING THAT IS FINANCED THROUGH STUDENT FEES AND CENTRALLY LOCATED ON CAMPUS.**

**Rationale:** Current campus facilities cannot meet the needs of students, faculty and staff. An activities building would provide student employment and help to develop a sense of community. It would provide recreation and social opportunities for the entire campus family. Traditional as well as non-traditional students and their spouses and children would benefit. Physical health and fitness as well as intercollegiate athletics have been and should continue to be a distinguished component of student development at Oakland University.

Strategy for implementation of this recommendation is already underway under Wilma Ray-Bledsoe, Vice President for Student Affairs.

### **Recommendation #6**

#### **CONDUCT A FEASIBILITY STUDY REGARDING OUR CURRENT AFFILIATION WITH THE NATIONAL COLLEGIATE ATHLETIC ASSOCIATION (NCAA) DIVISION II.**

**Rationale:** Division I basketball and a football program need to be given serious consideration. Possible benefits include national recognition; increased alumni support; increased donor gifts; development of campus family spirit and loyalty; and an increase in residence hall students and campus life activities.

**Objective 1:** Charge the President's Advisory Committee on Inter-collegiate Athletics to study the feasibility of Division I basketball and a football program during the next academic year.

### **Recommendation #7**

#### **REQUIRE A ONE OR TWO CREDIT FRESHMAN SEMINAR/ORIENTATION CLASS FOR ALL INCOMING FRESHMAN.**

**Rationale:** Research has shown that this type of course enhances students' academic, extracurricular and personal lives increasing the likelihood of retention through to graduation. A pilot program began this fall under the leadership of Beth Talbert, Director of Orientation, through funding by the O.U. Foundation.

**Objective 1:** Charge the University Committee on Instruction to review whether a class of this nature should be required of all freshman; the amount of academic credit it should be assigned; the course content; and whether it should be taught by faculty or a combination of faculty and staff.

### **Recommendation #8**

## **PROVIDE APPROPRIATE AND ESSENTIAL SERVICES FOR TRADITIONAL AND NON-TRADITIONAL STUDENTS.**

**Rationale:** Students, especially non-traditional students, do not perceive the campus as "user-friendly" in meeting their needs. Student input from open hearings, surveys and focus groups indicate that some offices regard them as "an interruption of their work" rather than an integral part of their responsibility. Information is not forthcoming in a friendly, helpful manner and critical offices are not open in the evening.

**Objective 1:** Issue a university directive that offices utilize flex-time and remain open during the noon hour and two evenings per week during the academic year or whatever schedule seems feasible. It's important that it be university-wide and all offices participate.

**Objective 2:** Increase the number of evening and week-end class offerings and review the number of majors available for evening only students to see if we are meeting their needs.

**Objective 3:** Provide resources under the direction of the Financial Aid office to develop an interactive computer program for student use that details available scholarships and criteria.

**Objective 4:** Increase campus signage, e.g. a map similar to the one we had at the entrance off Squirrel Road located between the Oakland Center and North/South Foundation Halls.

**Objective 5:** Provide a free Oakland University bumper sticker to all students and staff.

### **Recommendation #9**

## **INCREASE CHILD CARE OPPORTUNITIES FOR STUDENTS, FACULTY AND STAFF.**

**Rationale:** Current facilities and operating times do not meet the needs of students, faculty or staff.

**Objective 1:** Increased child care hours and flexible time schedules to include evenings, Saturdays, exam times, and registration times. The university should review possible options including a joint venture partnership with an external provider given access to on-campus property.

### **Recommendation #10**

## **DEVELOP CREATIVE RELATIONSHIPS BETWEEN THE DEPARTMENT OF MUSIC, THEATRE AND DANCE AND THE MEADOW BROOKS.**

**Rationale:** Our long history as a center of culture and the arts should be built upon as an integral part of student development.

**Objective 1:** Designate a Meadow Brook internship for students majoring in Music, Theatre



and Dance.

**Objective 2:** Study the feasibility of a student production at Meadow Brook Theatre.

**Objective 3:** Greater efforts should be exerted to emphasize student volunteer involvement in the Meadow Brooks and awareness of the cultural attractions and activities on campus through higher visibility perhaps in a freshman seminar class or at orientation.