

**Minutes of the Meeting
of the
Oakland University Board of Trustees Retreat
January 25, 1999**

Present: Chairman David J. Doyle; Trustees Henry Baskin, Ann V. Nicholson, and Rex E. Schlaybaugh, Jr.

Absent: Trustees David T. Fischer, Louis Grech-Cumbo, and James A. Sharp, Jr.

Also Present: President Gary D. Russi; Mr. David S. Disend, Dr. David J. Downing, Ms. LaShanda Evans, Ms. Susan Gerrits, Ms. Linda Hickmott, Ms. Rhonda G. Saunders, Ms. Lynne C. Schaefer, and Dr. Mary Beth Snyder

Chairman David J. Doyle called the meeting to order at 9:37 a.m. at the Novi Hilton. He welcomed the trustees to the retreat.

I. North Central Accreditation Self Study

Ms. Susan M. Awbrey, Vice Provost, presented a report to the Board on the North Central Accreditation (NCA) Self Study. She explained that NCA is one of six accrediting bodies in the United States for all levels of education. The evaluation incorporates the academic and non-academic components of the university. Ms. Awbrey stated that although accreditation is voluntary, it is a strong indicator of quality. She reported on Oakland University's self-study process, including utilization of national norm surveys, such as the ACE/HERI CIRP Survey of Incoming First-year Students, and the development of new surveys for alumni, faculty, professionals, and staff. Ms. Awbrey noted that the study follows an assessment of NCA General Institutional Requirements (GIRs) and standards demonstrating that Oakland warrants reaccreditation. She explained how OU has met the following criteria incorporated in those standards: clear public mission, effectively organized resources, accomplishing purposes, planning and evaluation to accomplish purposes, and integrity. As the study proceeded, open hearings were held and feedback received, and drafts of the results were discussed with the Senate and university community. The feedback was incorporated into the study and a final draft was prepared, disseminated to the campus, and placed on the OU Website. Ms. Awbrey stated that a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis was performed by the Cabinet and Deans' Council of the Strategic Plan implementation progress. The findings were broken down into Oakland University's greatest strengths and challenges under the topics of instruction, scholarship, student development, outreach/service, managing growth and change, and communications and morale.

Ms. Awbrey concluded by noting that an NCA site visit will occur February 15-17, which will include a February 16 breakfast meeting with the Board of Trustees at Meadow Brook Hall. The Site Visit Team will then provide a report to NCA and OU; OU will write a response to the report; NCA will make a decision on reaccreditation; and the university will follow-up based on the decision and team recommendations.

Ms. Awbrey commented that NCA sees no problem at this point with approving Oakland's reaccreditation; however, they want to focus their attentions on areas of concern as they did during their last visit when there were concerns raised about Kresge Library.

Trustee Ann Nicholson asked if there were any surprises that arose during the self study, and Ms. Awbrey replied that there were none and that the study reconfirmed Oakland's expectations, such as the identification of Oakland's faculty as being more research intensive than other doctoral institutions.

Trustee Rex E. Schlaybaugh, Jr. asked at what point the Board will begin discussions on the Creating the Future reports, and Chairman Doyle noted that brief question and answer sessions will be held after each report, but that another meeting will be scheduled for full discussions.

II. Creating the Future:

A. Task Force on the College of Arts and Sciences

Dr. William A. Macauley, Interim Dean, College of Arts and Sciences, reported that in determining the various strategies and tactics which can best help advance the institution and the College of Arts and Sciences (CAS), the college's task force was guided by the following four pivotal goals:

- ▶ Emphasize, refine and enhance the traditional liberal arts foundation of the undergraduate curriculum
- ▶ Maintain and foster the outstanding research, artistic and instructional activities of the college's faculty
- ▶ Respond to the needs of the greater community with relevant and creative programs
- ▶ Support and expand community outreach activities to enrich collective endeavors

To support these goals, the task force identified the following major strategies:

- ▶ Assume a leadership role in preparing all of its constituents for an increasingly international and diverse world

- ▶ More aggressively market the values and necessity of a liberal education
- ▶ Enhance the college's and Oakland's reputation as an intellectual and cultural resource for the community
- ▶ More effectively capitalize on the resources available in Oakland County

Dr. Macauley explained the tactics identified under each strategy. One priority tactic that CAS considers central to its mission is to assume a leadership role in preparing all constituents for an increasingly international and diverse world. To assist in accomplishing this tactic, a Holistic Center for International Studies will be created to build and expand upon the existing Center for International Programs. The center will have an integrated structure to support and recruit international students, to enrich the curriculum through additional credit and non-credit offerings, and to provide additional opportunities to both students and faculty for an international experience. Student Liaison Linda Hickmott stated that a "sister city" relationship with China would be one way to expand and develop the Holistic Center. Dr. Macauley agreed that such a relationship would be a natural fit for Oakland.

Dr. Macauley stated that another tactic that addresses diversity is the possibility of implementing a foreign language requirement of at least one or two years. Currently the university has a language requirement of one semester or an equivalent course in the study of a country's culture. There was a general discussion about a seeming contradiction between globalization and the university's current limited general education foreign language requirement. Dr. Downing stated that the task force was split on its decision to recommend a stronger foreign language requirement. Those who opposed it felt that it would limit the number of CAS majors, unless the requirement is instituted on a university-wide basis. Those who supported it felt strongly that the university should move in that direction. Trustee Henry Baskin questioned how prepared a graduate would be if he/she had to work overseas with only one semester of a language or no language training at all. Dr. Downing replied that the same question is being explored by the task force and the entire campus community to reach a consensus. He noted that peer institutions have the same general education requirement as Oakland. Trustee Schlaybaugh commented that if the community felt that globalization is a primary focus, the university should probably support an effective language requirement and should be taking steps that prepare people for the world today, even if it is not politically correct.

B. Task Force on Information Systems, Library and Learning Resources

Dr. William W. Connellan, Vice Provost, quoted the following vision statement of this task force:

As part of the vision of creating a learner-centered technology enriched university, OU will develop a strong information infrastructure to achieve university goals related to lifelong learning, partnering with the community and new pedagogy.

The following strategies were recommended by this task force:

- ▶ Develop a plan for a strong information infrastructure to achieve university goals
- ▶ Commit human and financial resources for a strong information infrastructure to achieve university goals
- ▶ Create a niche and identify target markets for a variety of university information services
- ▶ Develop a variety of learning packages that are time and location independent (i.e. distance learning)
- ▶ Create a learner-centered "Oakland experience" to develop computer and information literacy, critical thinking, and interpersonal skills for lifelong learners
- ▶ Create university center(s) for applied excellence to leverage unique geographic opportunities in Oakland County and surrounding areas for partnerships with business, industry, K-12 education, government, and the arts
- ▶ Reformulate the library into a Department of University Information with an expanded role to create, collect, and disseminate information and educate students
- ▶ Foster an environment that supports interactive partnerships between faculty and the external community

Dr. Connellan reported progress in the following areas: Banner, network, and Voyager System implementation; expanded Internet capacity; Michigan Virtual University; unit developing centers; and distance learning. He noted that one of the challenges is rapid growth in the demand for services. In order to maintain the stature of the Banner system and to support the growing demand for services a 30% increase in resources is needed. Chairman Doyle questioned where the university is falling behind in meeting those needs, and Dr. Connellan replied that although good progress has been made over the last year with Banner and the fiber-optics structure, the problem is actually two-fold: (1) Internet use has increased by 50% and will continue to increase 50% this year, and (2) faculty need support and resources in the classrooms. Trustee Baskin asked what is needed to maintain status quo, and Dr. Connellan stated that a 30% base infusion for approximately 5 years is needed with a 10% increase each year thereafter.

Trustee Nicholson noted that the Self Study Report indicated a decrease in the number of books checked out of the library, and she asked whether the task force considered this phenomenon. Dr. Connellan stated that the task force realized that information dissemination is much more focused towards Internet resources and that the trend is to rely more heavily on journals rather than books. Trustee Nicholson asked if the individual academic units determine what technological training the students need for graduation. Dr. Connellan responded that the units do choose the needs and that they vary from unit to unit.

Trustee Baskin asked if individuals have been “shut out” of the system because they cannot access the technology they need. Dr. Connellan stated that access is definitely hindered due to the 50% increase in use. President Russi reiterated that the task force focused on technology and determined that it would take 30% in increased funds to address those needs; however, additional funds are needed for the cost of retraining people. Dr. Connellan noted that over the last two years one-third of the classrooms have been equipped with needed technology.

C. Task Force on Market Positioning and Visibility

Mr. David S. Disend, Vice President for University Relations, reported that this task force was asked to address matters concerning alumni, the Meadow Brooks, athletics, and resource development. It focused on the best ways to raise the university’s profile in the community and to attract students through market positioning and visibility. The vision states that “Oakland will grow from mid-sized to large (more than 20,000 students) by being responsive to its community.”

Mr. Disend stated that outreach efforts will attract student, patron, philanthropic, and volunteer resources that will assure OU achieves its goals. The outreach will include relationships with strategic partners such as individuals, corporations, and nonprofit and governmental entities. Effective marketing efforts will also improve Oakland’s image. To accomplish those goals, the task force recommended the following strategies:

- ▶ Enhance the working relationships with corporate neighbors
- ▶ Hire a public relations and/or advertising agency
- ▶ Invest in advancement operations to increase the operating budget and improve endowment growth to sustain and support the university
- ▶ Establish a public relations council
- ▶ Strengthen Oakland’s quality image stressing the value and success added by attending Oakland (focus on use of Meadow Brooks)

- ▶ Strengthen out-of-classroom experiences for all students
- ▶ Focus on student retention
- ▶ Enhance position as being on front edge of application technology
- ▶ Improve quality of student body (university prestige enhanced by raising quality of students)
- ▶ Develop summer programs that bring talented high school students to campus (i.e. become site of Michigan Scholar Athlete Games)
- ▶ Make more proactive use of the Web
- ▶ Strengthen curricular links with the Meadow Brooks
- ▶ Use alumni in career networking/mentoring for students and alumni
- ▶ Market more directly to the students – encourage seniors to enroll in graduate programs; Alumni Association should promote membership benefits
- ▶ Encourage involvement in activities to strengthen student advising
- ▶ Organize alumni activities while students are enrolled via an Alumni Association student rep

Chairman Doyle questioned the drive to seek “quality students,” and Mr. Disend stated that market studies of prospective students showed that these prospective students ranked Oakland University lower than the University of Michigan - Flint, while the alumni and corporate leaders perceive OU as a quality education institution. He noted that over the past two years the Communications and Marketing Department has improved the university’s public relations image through advertisements in various media. The task force recommends that a public relations or advertising agency be hired to provide greater marketing efforts.

Student Liaison LaShanda Evans stated that part of the task to improve prospective students’ views of Oakland University is to improve the views of current OU students, since the prospective students pick up on the attitude of the current students. Ms. Hickmott added that it is important to remember the very reason why students go to college – to get jobs. A strong message would be that OU students are being chosen over other students for positions with local businesses. There should be more emphasis on the educational focus of the institution with the ads stating that businesses are looking for OU students as employees.

Mr. Disend also noted that marketing specific “hot” programs will also improve Oakland’s visibility and image.

Trustee Schlaybaugh asked if employer surveys have been conducted in the market area to determine their demands. Dr. Mary Beth Snyder, Vice President

for Student Affairs, replied that those measures are taken through the Enrollment Management Department. She added that the Career Placement Center is in constant communication with employers in the community. Every spring employers are brought on campus to discuss the skill levels of Oakland graduates and ways to improve them. Trustee Schlaybaugh requested that a survey be conducted among 10 to 20 local employers over a 10 year period to aid in determining current employer needs for graduates that are "worker ready." He recommended that the university review a Michigan State University comprehensive study recently conducted on liberal arts shortcomings. Dr. Snyder agreed to provide the Board with this information.

Trustee Baskin requested that, although the recommendations of this task force are very comprehensive, he would like them to be prioritized so the Board may take direction on them. Trustee Schlaybaugh concurred that a prioritized list would make it easier to allocate resources for programs that meet the needs of industry.

Ms. Evans reiterated that the students need a way to become energetic about Oakland. Trustee Baskin agreed that the university needs to boost the student enthusiasm level. Ms. Hickmott stated that the student liaisons recently participated in a Student Leadership Conference that addressed that issue. She and Ms. Evans offered to present the results of that conference at the March 4, 1999, Board meeting, and the trustees agreed that the report would be helpful in understanding the student perspective on this matter.

D. Task Force on School of Education and Human Services

Dr. Mary L. Otto, Dean, School of Education and Human Services (SEHS) reported that the best part of the task force process is that it is participatory and brings together a sense of shared accomplishments and goals to improve the kind of education Oakland University is offering students. She stated that the SEHS vision statement is "A community of learners committed to developing human potential." The task force stressed the concept of "building a shared vision" with the community. The SEHS mission statement includes the following tasks:

- ▶ Refine theory, knowledge, and practice through teaching, research, and service
- ▶ Create opportunities for integrating teaching, research and service
- ▶ Create a flexible organization that is project centered
- ▶ Build external partnerships
- ▶ Develop varied communities and settings that facilitate learning and support teaching

- ▶ Create an atmosphere that welcomes students and other individuals and supports their participation

The task force addressed the following questions:

- ▶ What is the description of a fully prepared teacher for the 21st century and how can SEHS ensure its programs provide the best possible preparation and educational support for professionals?
- ▶ What should the counseling and human resources development programs include in their curriculum to ensure that students are prepared to meet the needs of businesses and community agencies?
- ▶ What steps can SEHS take to ensure responsiveness to changing demographics of the community?

Dr. Otto explained the following strategies recommended by the task force:

- ▶ Develop lifelong learning models that create ongoing relationships with students and the professional community
- ▶ Enable teachers and school professionals to prepare students for the future
- ▶ Prepare teachers, counselors and human service professionals to respond to and work effectively with diverse populations
- ▶ Integrate the education and human services components of SEHS programs to prepare professionals with skills needed to work effectively in schools, communities, and businesses

Trustee Baskin asked if the SEHS curriculum will be changed if the recommendations are enacted, and Dr. Otto replied that SEHS plans to review its curriculum based on a technology and diversity format to ensure it is complying with the goals. Trustee Baskin asked how cultural education is selected, and Dr. Otto replied that it is determined by reviewing the surrounding community needs as well as by taking advantage of the expertise of SEHS faculty concerning various cultures.

Trustee Nicholson commented that obviously the Creating the Future process is helpful to SEHS. She asked what the Board could contribute towards those efforts. Dr. Otto replied that one way in which the Board can support SEHS is through affirmation and acknowledgment of the importance of these issues. For instance, the lifelong learning concept will need additional facilities and resources for access to information through books and learning tools.

Trustee Schlaybaugh asked if training is needed to instruct teachers on technology and vocational skills, and Dr. Otto responded that it is especially

needed for technology training of established teachers, which ties into the lifelong learning concept. New teachers are adequately trained to use technology and to adapt as technology changes.

Ms. Evans commented that faculty exposure to diversity is just as important as student exposure. She suggested that faculty should be encouraged to become members of diverse student groups on campus to help gain that exposure.

Dr. Otto agreed with that analogy, especially in light of the fact that most teachers in Michigan today are white and middle-aged.

The meeting recessed from 12:00 p.m. to 12:30 p.m. for a brief lunch break. Trustee Baskin left the meeting at this time.

E. Task Force on School of Business Administration

Dr. John C. Gardner, Dean, School of Business Administration (SBA), presented a video on SBA and reported on the task force recommendations. He noted that the SBA mission is “to advance knowledge and enhance students’ abilities to manage in a global business environment.” The following is the SBA vision statement:

To be recognized as a dynamic, innovative, high-quality provider of business education . . . SBA will continue to strive toward maintaining a diverse faculty, staff and student body. The school recognizes the advantages and enrichment realized through diversity and will meet the growing demand to educate an increasingly diverse population.

Dr. Gardner stated that these goals will be achieved through a combination of teaching, scholarship, and professional service with emphasis on the linkage of theory and practice, and the application and management of technology. SBA also plans to continue to promote collaborative relationships among students, faculty, staff, administrators, and employers. Dr. Gardner reported that the task force was divided into three focus groups that addressed questions on meeting employers’ needs, increasing student cultural and racial diversity, and enhancing mutually beneficial interactions with external constituencies. He explained that the tactics proposed to meet employers’ needs include courses on writing and presentation, student development through co-op and internship programs, and corporate collaborations. These goals are met through programs such as Applied Technology in Business, Network Management Program, Executive MBA in Health Care Management, and Executive MBA in Beirut, Lebanon. To increase cultural and racial diversity, the task force recommendation on

diversity calls for the SBA to work with the Office of Diversity and Compliance to identify areas of underutilization, to institute better recruitment and mentoring programs, and to develop ethnic diversity general education requirements and cultural diversity programs. Other tactics include an entrepreneurship program with Upward Bound, summer high school programs, and minority MBA scholarships. Dr. Gardner stated that enhancement of the interaction between SBA and external constituencies can be achieved by visibility through publications, events, faculty, students, and specific programs, such as the Center for Family Business, Birmingham MBA program, Chrysler certificate programs, CMA/CFM Review Course, CPA weekend, APICS certification, and advisory boards.

Trustee Schlaybaugh asked how the first strategy on meeting employers' needs is ensured. Dr. Gardner stated that it is met through advisory board recommendations and the SBA constitution. He also stressed the importance of active meetings with area executives in assessing those needs. Dr. Gardner stated that SBA placement is 100% because the students possess the technology and teamwork skills that meet the needs of the global environment.

Chairman Doyle asked Dr. Gardner his thoughts on the language requirement issue. Dr. Gardner stated that the requirement for all students might be too stringent at this time. It makes more sense to require a year of language for masters programs such as the MBA program.

F. Task Force on School of Engineering and Computer Science

Dr. Michael P. Polis, Dean, School of Engineering and Computer Science (SECS), highlighted the following SECS core values discussed by the task force:

- ▶ Hands-on laboratories integrated with the courses
- ▶ A common core for all undergraduate engineering programs
- ▶ An accent on a systems approach
- ▶ An emphasis on a liberal education
- ▶ Close student-faculty interaction
- ▶ Access facilitated for part-time commuter students, particularly at the graduate level

Dr. Polis reported that SECS teaching and research programs now have an automotive focus, which the task force supported.

Dr. Polis presented data on enrollments, grants, contracts, donations and faculty from fiscal years 1993 through 1997. He noted that undergraduates have

increased by 22%, for a total of 1,120 students, and graduates have increased by 35%, for a total of 642 students. In addition, full-time faculty have only increased by 11%, for a total of 41 faculty members. Dr. Polis also reported that new grants and contracts have substantially increased by 776%, while gifts have increased 611%.

The SECS task force recommends the following strategies:

- ▶ Partnerships with local industry and government (i.e. Development and Manufacturing Center partnership with DaimlerChrysler, Deloitte & Touche Consulting, Eaton, Lear, Mentor, TRW, Yazaki)
- ▶ Enrollment growth with quality (SECS enrollment increase at the rate that resources can be provided to meet the needs of the community; develop emphasis on automotive industry to maintain or increase the quality of students)
- ▶ Macomb Community College University Center (MCCUC) (aggressively pursue offering undergraduate programs in Computer Engineering, Electrical Engineering, Mechanical Engineering, and Computer Science at MCCUC)
- ▶ Curriculum Development (create specialized curriculum at BS and/or MS levels that are important to the automotive industry and its suppliers)
- ▶ Undergraduate curriculum changes (modify existing curriculum to emphasize communication and business skills, and simulation as a design and analysis tool)

The trustees asked a series of questions regarding the possible offering of SECS courses at MCCUC. Dr. Polis explained that MCC is building a new engineering facility, to open in the fall of 2000. SECS has been approached by MCC to offer some daytime undergraduate and evening graduate courses there. He noted that approximately 20% of the SECS students reside in Macomb County, and if Oakland decides not to hold classes there, another institution, such as Wayne State University (WSU), may accept the offer and Oakland would lose the market share of students from that area. WSU already has a MBA program there and OU has an education program there. Dr. Polis stated that if OU agrees to the initiative, 6 new full-time faculty, 5 graduate assistants, and a full-time technician would have to be hired. Resources of \$1M would be needed to equip the labs at that site. If this venture occurs, the OU degree would be controlled by OU and not MCC. MCC does not wish to make money on the collaboration. Oakland would lease the facility to cover maintenance costs only. Macomb County would like to have a university there, and this move would service that desire.

Trustee Schlaybaugh asked if the students would have the option to attend classes on the main campus or the Macomb location, and Dr. Polis replied that

the courses will be offered at both locations for the convenience of the students. Dr. Downing added that the program OU would administer at MCCUC is called a completion program, which is somewhat similar to a "2+2" or articulation agreement. SECS students would take two years of general education courses offered by MCC on the MCCUC campus, and then complete their program by taking classes offered by OU at the MCCUC campus. This would serve to draw students into the MCCUC classes.

Trustee Schlaybaugh inquired about Oakland's strategic ranking compared to other engineering institutions. Dr. Polis stated that Oakland falls behind universities such as University of Michigan, Michigan State University, Michigan Technological University, and Wayne State University.

Trustee Nicholson asked about the cost to offer classes at MCCUC. Dr. Polis stated that the program will probably pay for itself after 3 years. He added that MCC will bear part of the cost to equip the labs, and that WSU may also use them. Trustee Nicholson asked if the program would free up space on OU's campus to accommodate the growth, and Dr. Polis stated that it would definitely open up space, since SECS facilities are currently at capacity. He noted that the Science and Engineering Building only increased available classroom space by one-third, and that Oakland ranks 55% in the national norms on SECS space utilization. Dr. Polis added that 40% of SECS students are lost to other institutions, which could be due partially to the lack of space.

G. Task Force on School of Health Sciences

Dr. Ronald E. Olson, Dean, School of Health Sciences (SHS), reported that the task force is recommending the following strategies to strengthen the school by identifying unique programs and modifying existing curricula to meet the challenges of rapid changes in the health care system:

- ▶ All graduates should acquire additional knowledge in business, geriatrics, technology, ethics, culture, and customer service
- ▶ Develop mechanisms for current students or practicing professionals to acquire selected specialized areas of knowledge
- ▶ Develop a bachelor's degree in Exercise Science
- ▶ Restructure Meadow Brook Health Enhancement Institute to strengthen and emphasize its academic mission
- ▶ Develop a Managed Care Institute
- ▶ Develop an MS in Health Care Management
- ▶ Develop a PhD in Health Outcomes Assessment
- ▶ Develop a bachelor's degree program in geriatric administration

Dr. Olson explained that the recommendations fall into the following categories for implementation purposes:

- ▶ Create or enhance a sense of community in the programs
- ▶ Develop mechanisms for students to acquire specialized knowledge
- ▶ Develop new graduate certificate programs for focus areas within existing degrees
- ▶ Develop new degrees
- ▶ Develop a Managed Care Institute

Dr. Olson commented that strengthening the language requirement is not as essential as the issue of understanding the cultures of clients, which would aid in administering health care.

H. Task Force on School of Nursing

Dr. Justine Speer, Dean, School of Nursing (SON), reported that the task force determined that the SON vision must include the following directives:

- ▶ Leading school in the region
- ▶ Educational innovators
- ▶ Expert users of technology
- ▶ Active learners
- ▶ Developing science of nursing

In order to achieve these goals, certain assumptions were made that include practice outside acute care, expansion of expertise, collaborative practice, educational accountability, consumer relations, and community relationships. The following strategies were proposed by the task force:

- ▶ Curriculum development, health promotion, care/case management, and preparing for work
- ▶ Managing information, technology in the workplace, typologies of practice, and development of nursing information system
- ▶ Recruiting second degree students, late grade school, high school advisors, diploma nurses for completion, and focus on new opportunities
- ▶ Continuing education, nurses at work, nurses returning to work, health care institutions, industries, and schools
- ▶ Community partnerships to stimulate practice and educational change
- ▶ Area of research excellence that integrates teaching, clinical practice and community service missions
- ▶ Intra university collaboration, academic units, health of individuals, families, groups or communities, and joint ventures to promote health
- ▶ Continuous community input and program evaluation

Trustee Nicholson asked about the decrease in sophomore nursing enrollment, and Dr. Speer replied that the decrease appears to be a national trend due to hospital consolidations and finder's fees. Many jobs are being consolidated, because administrators and managers are being eliminated. Dr. Speer reported that last year SON had 100 undergraduate and 40 graduate students. Approximately 90% of OU Nursing graduates stay in Michigan, with 60% moving into acute care hospitals and 40% in other areas. All OU graduates are placed into jobs. Trustee Nicholson asked what the task force for SON targeted as priority concerns that the Board should consider. Dr. Speer stated that marketing and the commitment of funds to recruit and advise students are high priority SON issues.

I. Task Force on Campus and Student Life

Dr. Mary Beth Snyder, Vice President for Student Affairs (SA), reported the following assumptions that the SA task force reviewed:

- ▶ Oakland is a mix of traditional age, non-traditional age, and distance learners
- ▶ Teaching and learning must extend beyond classroom walls
- ▶ Future programs, policies, and services must be aimed at encouraging student involvement with a diversity of people and activities that promote positive learning outcomes
- ▶ Greater access to OU services through technology is essential
- ▶ Oakland must improve its record of undergraduate student retention
- ▶ Students who are more satisfied overall with their Oakland undergraduate and graduate experience will provide a stronger alumni base

Dr. Snyder explained the following priority strategies identified by the task force:

Priority 1: ●

- ▶ Academic support services and retention initiatives especially for first-year and transfer students
- ▶ Sustain student clubs and their activities as a centerpiece of campus life and a means of learning
- ▶ Upgrade and expand the student center to meet changing campus needs
- ▶ Improve student access to, and convenience of, all key student services via technology, centralized locations and improved staff service
- ▶ Centralize all career-related programs to improve services to students, alumni, and employers
- ▶ Create vibrant Oakland Alumni Association that is viewed positively and essential by students and alumni

- ▶ Achieve more diverse student body and foster a campus climate that celebrates pluralism

Priority 2:

- ▶ Design university residential programs to ensure distinct educational and social advantages and continuously improve food service to meet changing tastes
- ▶ Improve attractiveness of campus grounds and promote student-friendly establishments in areas surrounding campus
- ▶ Position Oakland as a dominant force in Division I-AAA Athletics
- ▶ Ensure safest possible campus environment via community model of policing
- ▶ Elevate the importance of experiential education and job placement throughout the university
- ▶ Revamp the look and mission of Graham Health and Counseling Centers

Trustee Schlaybaugh asked if Oakland's first year retention level is higher or lower than that of peer institutions. Dr. Snyder stated that Oakland's 6 year "to graduation" retention rate is 60% compared to 80-85% at UofM and 70-75% at MSU.

Chairman Doyle asked what Dr. Snyder viewed as the biggest changes proposed by the task force that the Board should consider. Dr. Snyder stated that the academic facilities and residence halls need upgrading to provide greater access through technology and design. Chairman Doyle asked how that would assist the commuter population, and Dr. Snyder noted that easier access via the Web would cut out red tape on campus for quick access, and that the process would require additional resources and staff training.

Ms. Evans stated that the same issue was also discussed at the Leadership Conference. The commuters have raised concerns regarding the creation of a more "friendly" campus and better communication to increase their awareness of the campus. One suggestion was the placement of a large bulletin board in the Oakland Center that is more visible for commuter students. It would contain notices regarding activities, scholarships, and newsletters. Ms. Evans added that more information is also needed on commuter availability to determine how to communicate that information to them. Trustee Nicholson stated that while reaching commuter students is a key step, it is difficult to fully accomplish.

Dr. Snyder stated that one way to address that issue is to try to provide E-mail to all students to better inform them.

III. Student Composition


Due to lack of time for this presentation, the Board decided to defer it to another time. Dr. Downing asked the Board for guidance to move forward on the implications of the balanced growth scenario. Chairman Doyle stated that he is comfortable with that step. Trustee Schlaybaugh requested that the scenario include what the strategy is and its real cost. It should be specific about growth and where it all occurs.

The student liaisons announced that they will be inviting the Board to a "Getting to Know Your Board of Trustees" luncheon on April 1 from 11:30 a.m. to 1:30 p.m. prior to the Board meeting. The attendees will include 15 student leaders, President Russi, and the vice presidents. The student leaders are to forward questions to the student liaisons, which will be mailed to the trustees prior to the meeting. The Board stated that they would be willing to participate in the event.

The meeting adjourned at 2:45 p.m.

Submitted,

Approved,



Susan Gerrits
General Counsel and
Secretary to the Board of Trustees

David J. Doyle
Chairman

bdret125.99