Dr. James P. Lentini
2016 State of Academic Affairs Address
Wednesday, April 13, 2016

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Academic Affairs Organizational Changes

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- Enrollment Management
  - Admissions
  - Financial Aid
  - Registrar

- International Students and Scholars Office (ISSO)

Academic Affairs Organizational Changes

- **Academic Human Resources**
  - Blending of "backroom" operations with UHR
  - Assistant Vice President for Academic Human Resources is being modified to focus on Academic Personnel Administration. This position will continue report to the Provost

- **University Technology Services**
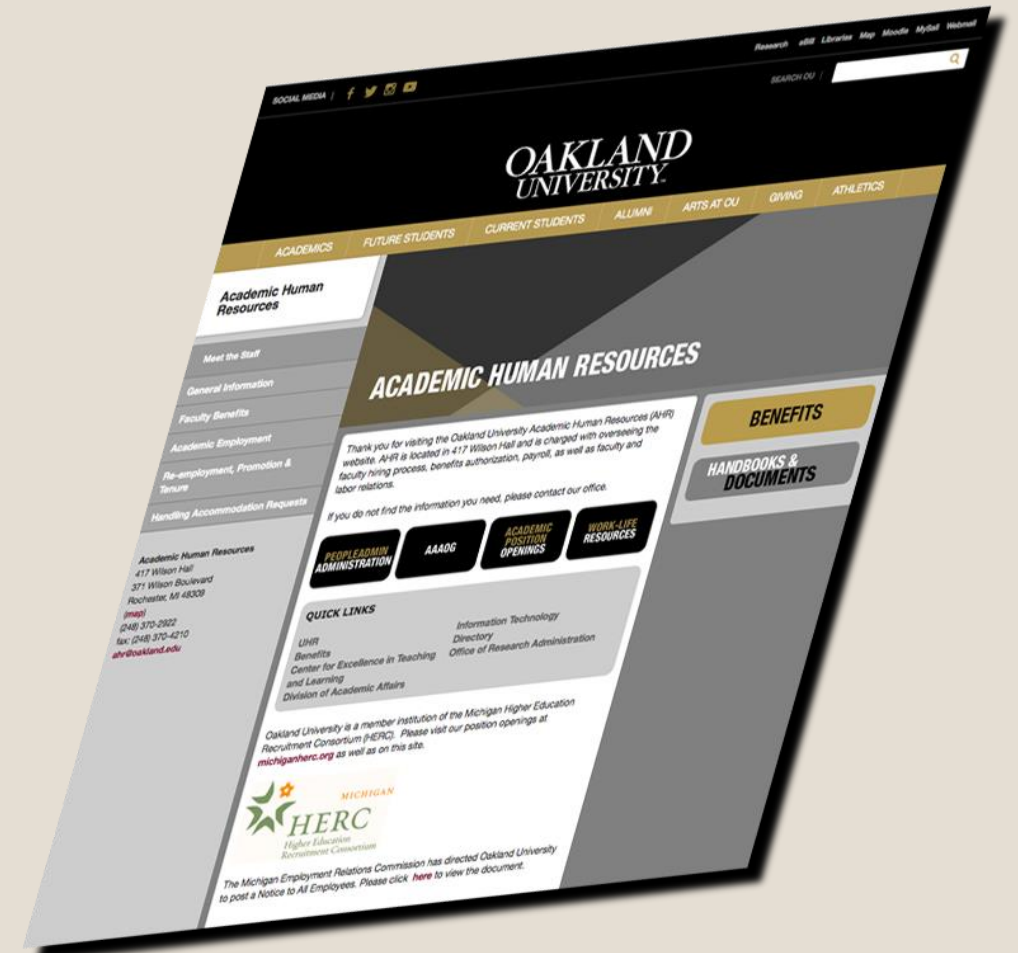
New Leadership

Stephen Weiter

Dean, OU Libraries

Jon Margerum-Leys

Dean, School of Education and Human Services

Claudia Petrescu

Dean, Graduate Education

New Leadership

Paul Schroeder

Associate Vice
President for Enrollment
Management Paul
Schroeder

**Alex
Zimmerman**

Director, Office of
International Education

**Melissa
Vervinck**

ESL Coordinator

New Leadership

- Associate Vice President for Research – In Progress

- Dean, School of Health Science – In Progress

- Dean, School of Nursing – In Progress

Accomplishments

Oakland University William Beaumont School of Medicine

Match Day 2016:

- 67 students were successfully matched with residencies
- Eight students will be going to Beaumont
- Seven student will be going to UM
- Students matched at exceptionally prestigious programs - Stanford, Yale, and Northwestern to name a few

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School of Engineering and Computer Science

- **6-Year ABET Accreditation** for B.S.E. in Electrical Engineering, B.S.E. in Computer Engineering programs, B.S.E. in Industrial and System Engineering, and B.S.E. in Mechanical Engineering
- **Dr. Osamah Rawashdeh** and students win $1M grand prize at Drones for Good competition in Dubai with their LoonCopter
- **Dr. Xia Wang**, new NSF-sponsored RET (Research Experience for Teachers program) $575,979 for three years
- **Dr. Jing Tang** wins NSF CAREER Awards ($500K) for her proposal in medical imaging

School of Business Administration

- Kresge Foundation established a $2 million investment fund for OU students to manage in a course (FIN 480) on investment fund management

- A donor funded investment class participated in the Quinnipiac Global Asset Management Education (GAME) conference held in New York

Accomplishments

School of Health Sciences

- Received a grant from the US Soccer Foundation to implement "Pop up Soccer" lessons at various sites throughout the City of Pontiac in Summer 2015

- Jacqueline Drouin awarded the American Physical Therapy Association's (APTA) Oncology Section Debbra Flomenhoft Humanitarian Award

- Lynn Williams received the 2016 American Society of Clinical Laboratory Sciences-Michigan Lifetime Achievement Award

Accomplishments

School of Nursing

- The Nurse Anesthesia Program is in the top 20 in the nation

- The SON has been the sponsor of the statewide Nightingale Awards for the past 28 years, the only awards ceremony of its kind in Michigan

Accomplishments

School of Education and Human Services

- Opened a new Applied Behavior Analysis (ABA) Autism Clinic

- Received a $380,000 grant from the Michigan Department of Health and Human Services (MDHHS) as part of a statewide effort to better treat and understand autism spectrum disorder (ASD)

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College of Arts and Sciences

- **Model UN** team (led by Paul Kubicek) placed first at Lake Erie Model United nations and the North American United Nations competition in Toronto vs. prestigious universities
- **MTD's** production of **Equus** was selected for the Kennedy Center American College Theatre (KCACTF) regional competition, with several performers and technical staff selected for national recognition
- The **Department of Psychology** will award its first two Ph.D.'s - both completed in four years
- **Grants:** Yang Xia (Physics) $2.2 million NIH grant and Fabia Battistuzzi (Biological Sciences) received NASA grant ($580,000)

Accomplishments

Eye Research Institute

- Ken Mitton received a grant from the National Eye Institute ($448,000)
- Frank Giblin and Ken Mitton and Shravan Chintala participated in Beaumont Ophthalmology Resident Applicant interviews

University Libraries

- The introduction of Fit Desks to the Library
- The acquisition of the Mike Rogers Papers
- The gift from Michael and Penny Nyberg

Accomplishments

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Honors College

- Continuous growth: in Fall 2016 there will be 1400 students
- Each year, 95-97% of Oakland University Honors College graduates are now admitted to the graduate schools of choice
- All are in the top 5% of graduates, nationally

New Faculty 2015-16

New Faculty Hires

New faculty in 2015-16:

37

Approved Searches for 2016-17:

45

New Faculty Hires

New Academic Staff Hires

Selected Positions

Advising and Student Support:

- Coordinator, Pre-professional Advising
- Manager, Student Success
- Academic Adviser, SECS
- Office Assistant, SHS

International Activities:

- Director, International Educations
- Director, ESL
- ISSO Adviser
- Office Assistant, International Education

Funding of Other Initiatives

Incentive distributions to academic units total

- Approximately $4.5 million in the last 4 years

Selected Research Support

- Provost funded faculty start-up funds in FY16 - $877,000

- Autoclave Project - $243,000

- Student research support - over $100,000 each year

IT upgrades (funded from central funds)

- Degree Works, Argos Campus Reporting, Virtual Computing Lab, SPSS

Academic Affairs Budget

- 80% of OU's budget is driven by tuition revenue

- Academic Affairs accounts for 65 percent of the total annual university budget, or $167 million of $258 million

- 85 percent of the Academic Affairs budget is in personnel

Differential Tuition

Oakland University

Academic Affairs proposed this initiative with the following goals:

- Find additional revenues for faculty hires and other support for academic areas

- To bring OU programs in select professional areas to median pricing levels compared to peer institutions in MI

- Peer analysis showed fees or tuition differentials in business, engineering, nursing, and health science areas

- Implemented differential tuition in Fall 2015

Differential Tuition

Differential tuition utilized for the following improvements to date:

- Seven new faculty positions
- Five new academic advisors
- Two new positions to support Degree Works (one in Registrar, one in UTS
- Grant Administrator - increased to full-time
- Elsevier Science Direct Library Collection
- New positions for SBA and SECS Career Services
- Research and lab equipment, student tutoring support

Additional Revenues

Academic Affairs and the University are exploring options that include:

- Pricing strategies for international student tuition
- English as a Second Language pricing
- Online course pricing
- Summer course offerings and opportunities
- Intermester strategies (J-Mester, Maymester, etc.)

Register for Summer 2016
CLASSES BEGIN MAY 9
oakland.edu/registrar

Resource Allocation

Educational Advisory Board Resource Study Now In Process

- Academic Performance solutions

- Course enrollments, demand, and size

- SCH production

- Related costs to deliver

- Benchmark data

- Support data for resource allocation

Fundraising

- Campaign Planning

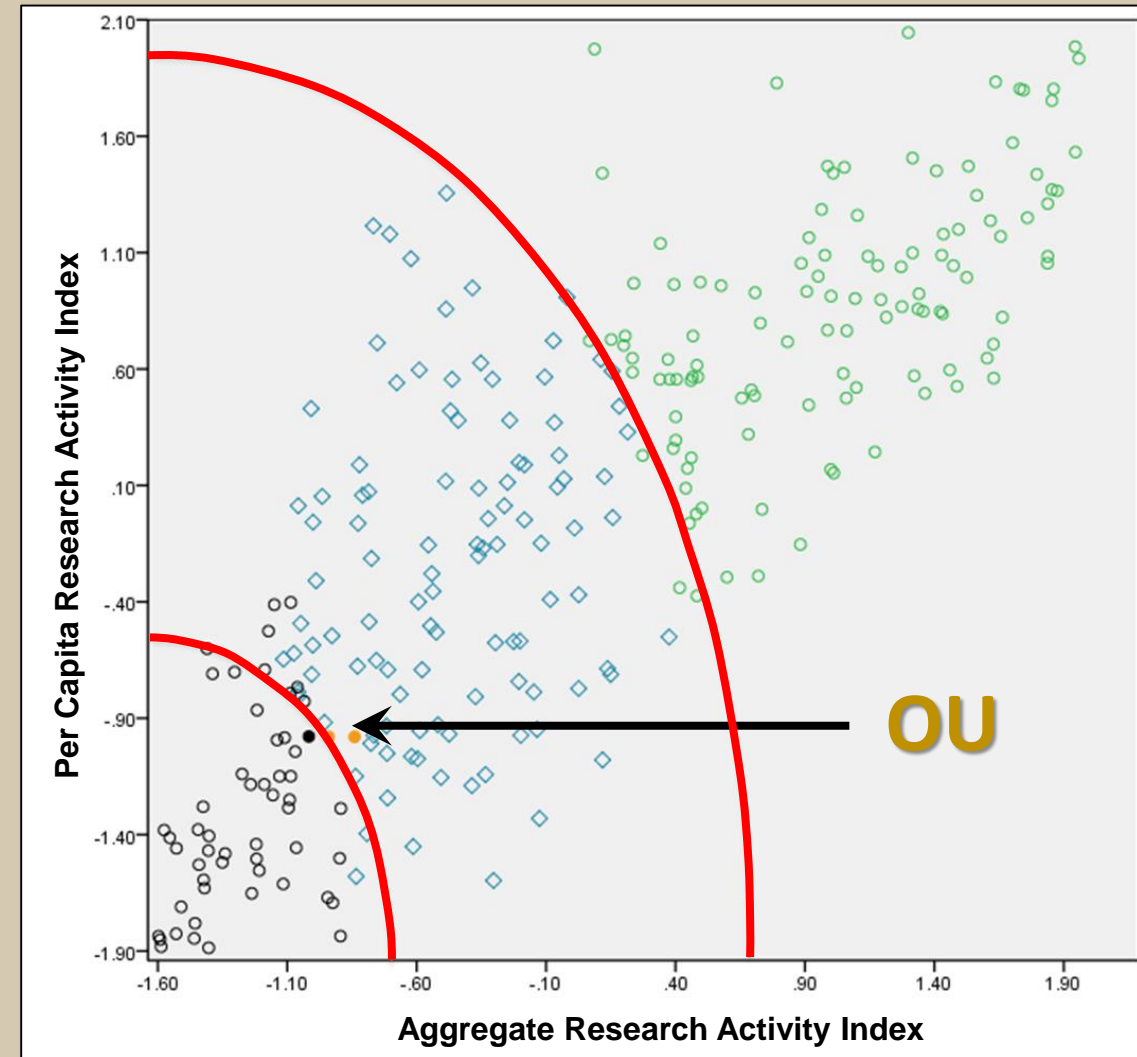- College/School Priorities

- Creating a culture of giving

Teaching at OU

- Importance and Value of the Teaching mission at OU related to Strategic Goal #1

- Distinctiveness of OU's mission with the balanced emphasis of teaching and research must be better defined and articulated

- Teaching Effectiveness Initiative is underway with committee representing college/schools
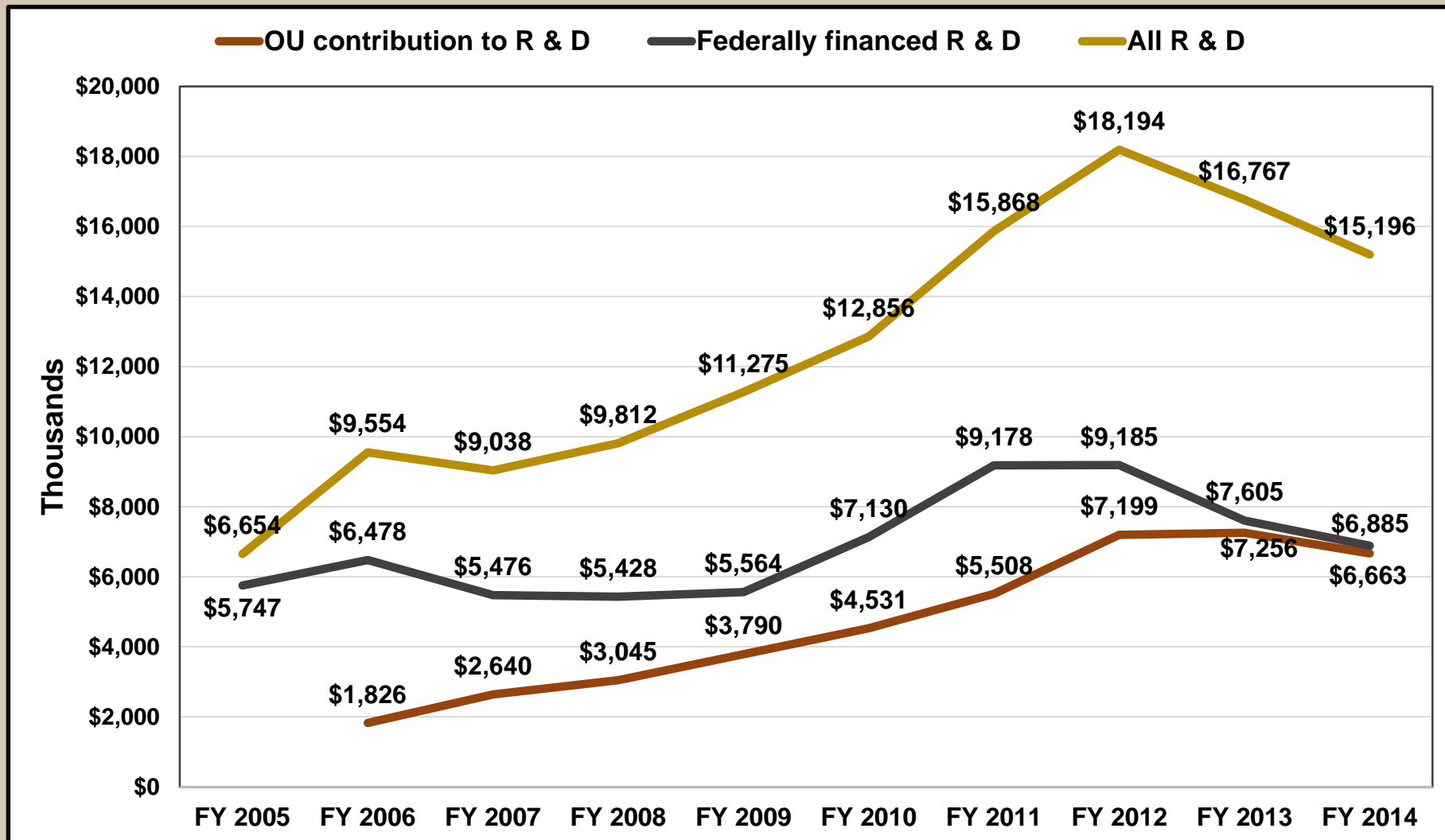
Research – Carnegie Classification

Oakland classified as a Doctoral University – Moderate Research Activity (R3)

Carnegie Basic Classification Data Elements

- Research expenditures
  - STEM & non-STEM

- Number of Non-faculty Researchers and Post Docs

- Number of Ph.D.s awarded
  - STEM
 - Social Sciences
 - Humanities
  - Other Ph.D.s

OU R&D Expenditure's 2005-14

Legend: OU contribution to R & D | Federally financed R & D | All R & D

Thousands (Y-axis): $0, $2,000, $4,000, $6,000, $8,000, $10,000, $12,000, $14,000, $16,000, $18,000, $20,000

All R & D: FY 2005: $6,654; FY 2006: $9,554; FY 2007: $9,038; FY 2008: $9,812; FY 2009: $11,275; FY 2010: $12,856; FY 2011: $15,868; FY 2012: $18,194; FY 2013: $16,767; FY 2014: $15,196

Federally financed R & D: FY 2005: $5,747; FY 2006: $6,478; FY 2007: $5,476; FY 2008: $5,428; FY 2009: $5,564; FY 2010: $7,130; FY 2011: $9,178; FY 2012: $9,185; FY 2013: $7,605; FY 2014: $6,885

OU contribution to R & D: FY 2006: $1,826; FY 2007: $2,640; FY 2008: $3,045; FY 2009: $3,790; FY 2010: $4,531; FY 2011: $5,508; FY 2012: $7,199; FY 2013: $7,256; FY 2014: $6,663

Research Goals

- Strategically invest in infrastructure support for research
    - (ex: grant writing, award support, startup funding, mentor in residence)

- Increase External Funding through sponsored research

- Enhance Interdisciplinary Research (centers initiative)

Community Engagement
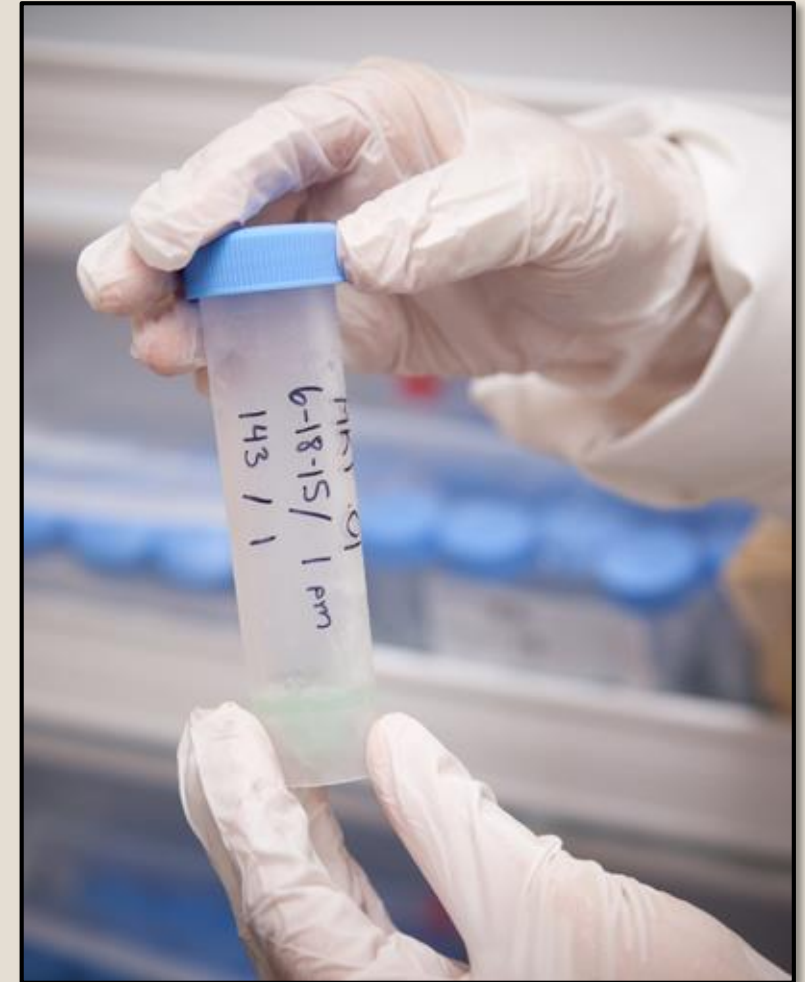
- **Campus Compact:** OU a signatory on Action Statement

- **Macomb:** AFC, MUC, OU-Macomb Inc.

- **OU-Pontiac Initiative:** Parent University, $1.95M Grant for Healthy Pontiac initiative

- **Experiential Learning:** coordinator position being searched

Community Engagement
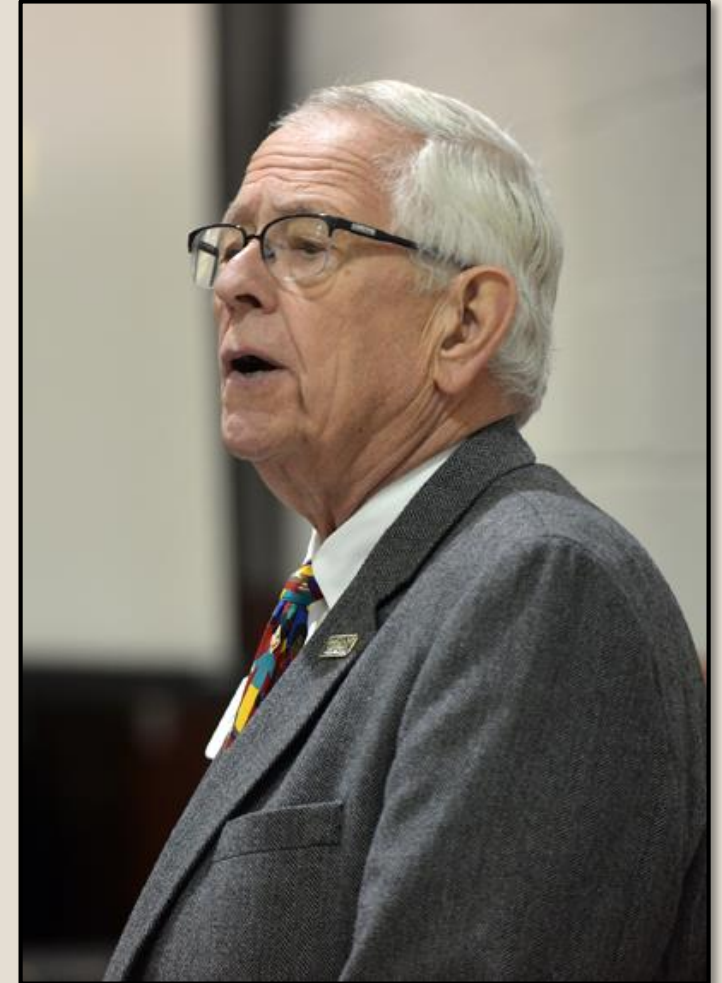
Goal: Achieve the Carnegie Community Engagement Classification

The purpose of community engagement is the partnership of college and university knowledge and resources with those of the public and private sectors to enrich scholarship, research, and creative activity; enhance curriculum, teaching and learning; prepare educated, engaged citizens; strengthen democratic values and civic responsibility; address critical societal issues; and contribute to the public good.

Campus Master Planning

LONG-TERM DEVELOPMENT PLAN

Campus Master Planning

LONG-TERM DEVELOPMENT PLAN

TIME OF DAY CLASSROOM USE
(Mon-Thurs Avg)
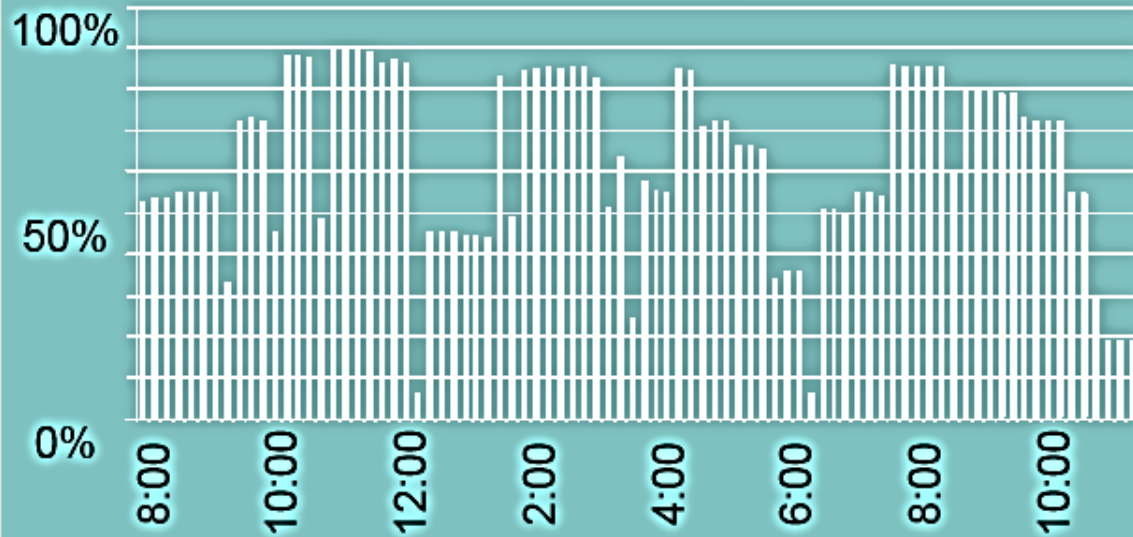
Master Plan
Classroom Usage Study Results

- **General Purpose Classrooms**
- **Department Managed Classrooms**
- **Event Activity taking place in Classrooms**

ENROLLMENT PROJECTION

20,711   23,000

11% *growth by 2025*

WEEKLY SEAT HOURS

Benchmark
16.7 wk / hrs

HEWV Expectation
22 wk / hrs

Oakland
24.4 wk / hrs

Diversity of Student Body
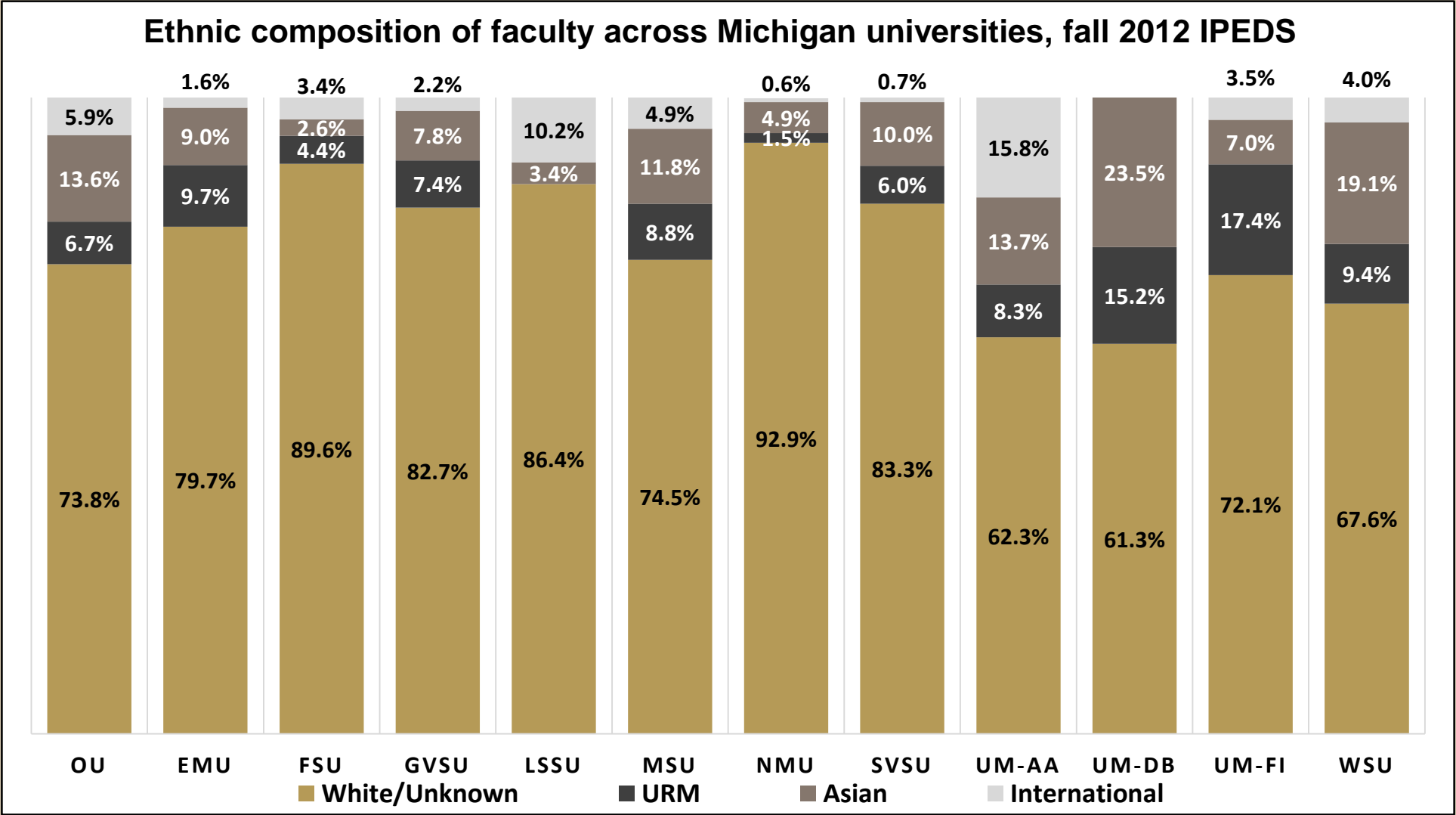
Percentage of URMs as a proportion of the student body by year and level Fall Terms

Faculty and Staff Diversity
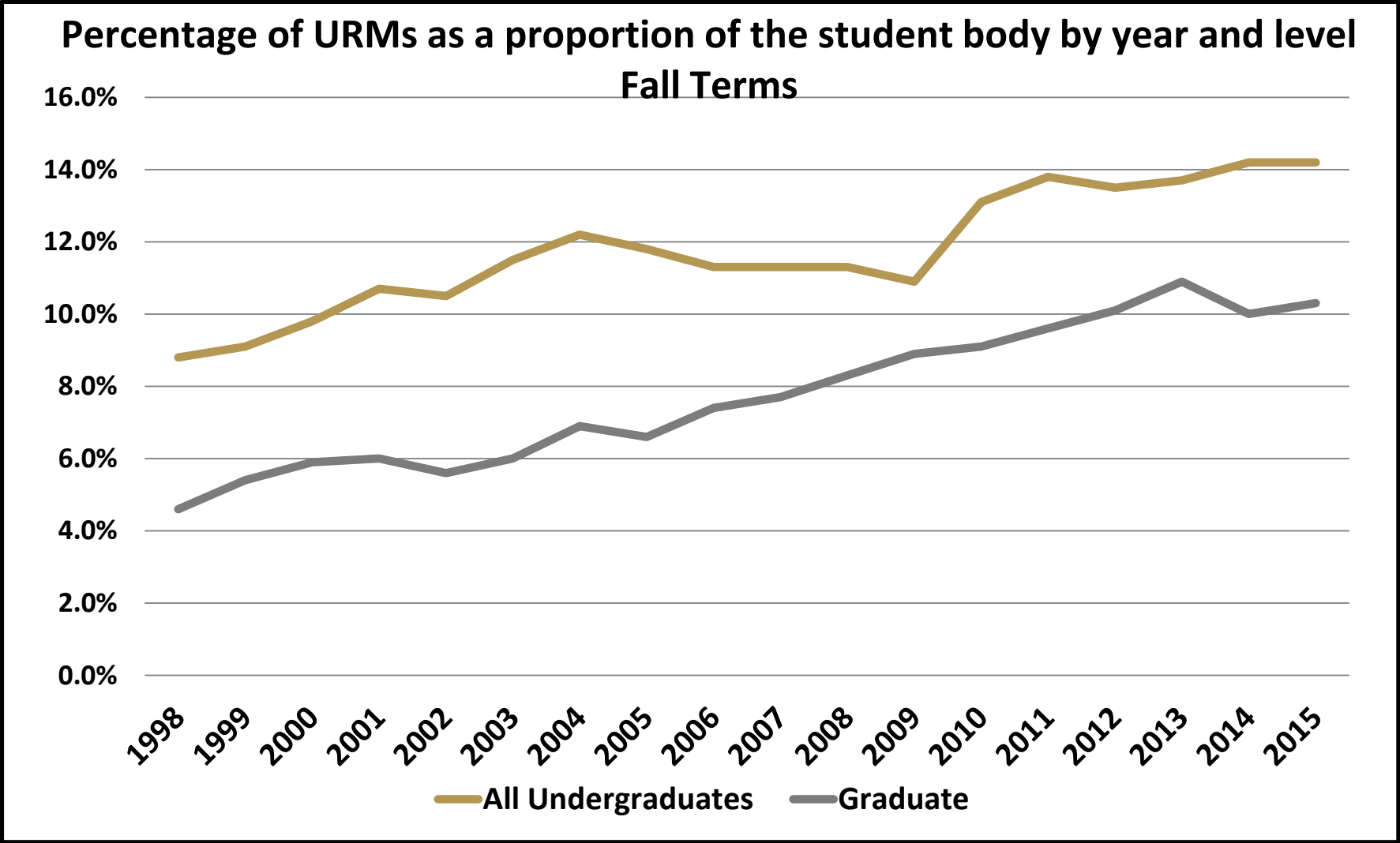
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URM proportions within faculty and staff, 2003 through 2013
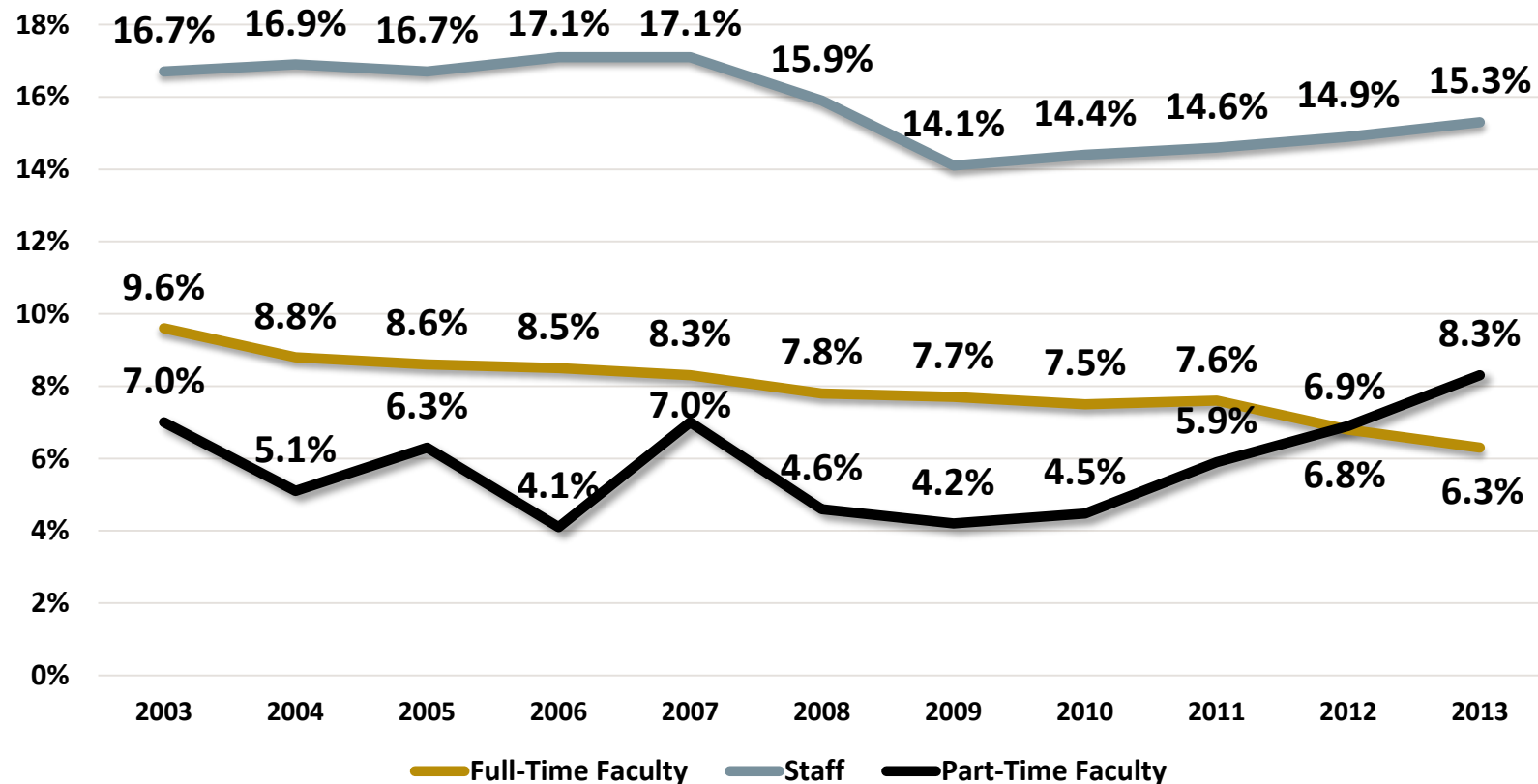
Full-Time Faculty: 9.6%, 8.8%, 8.6%, 8.5%, 8.3%, 7.8%, 7.7%, 7.5%, 7.6%, 6.9%, 6.3%

Staff: 16.7%, 16.9%, 16.7%, 17.1%, 17.1%, 15.9%, 14.1%, 14.4%, 14.6%, 14.9%, 15.3%

Part-Time Faculty: 7.0%, 5.1%, 6.3%, 4.1%, 7.0%, 4.6%, 4.2%, 4.5%, 5.9%, 6.8%, 8.3%

Years: 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013

Legend: Full-Time Faculty, Staff, Part-Time Faculty

Faculty and Staff Diversity

Ethnic composition of faculty across Michigan universities, fall 2012 IPEDS

**Enrollment Management
and Strategic Outlook**

Understanding the Past

Looking to the Future
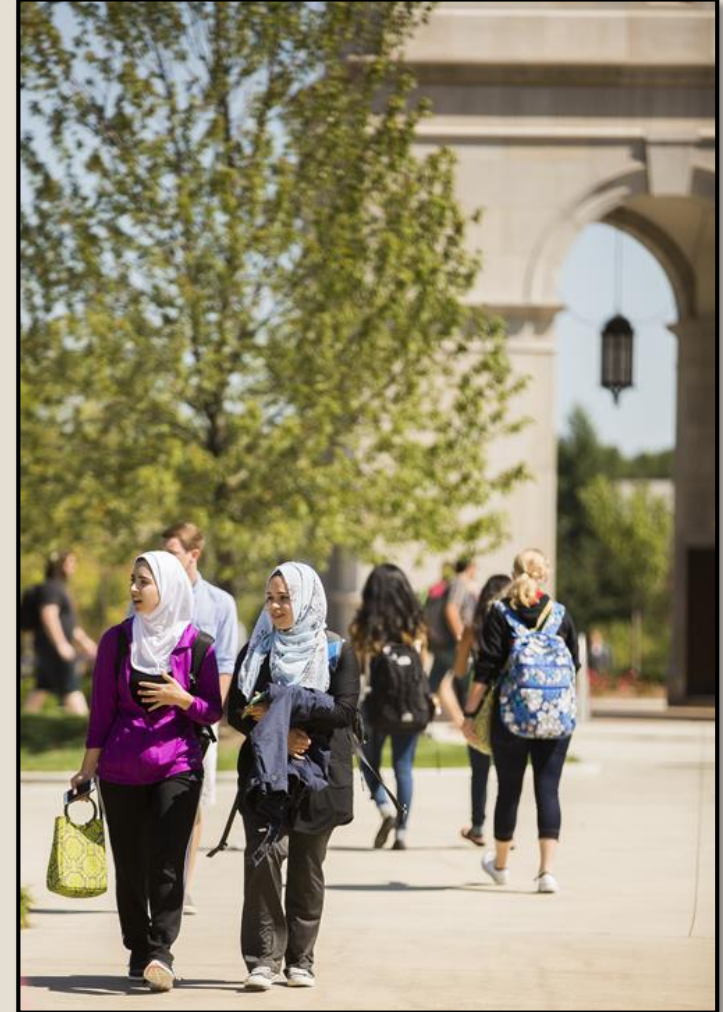
Challenge: Changing Demographics

Oakland has done well
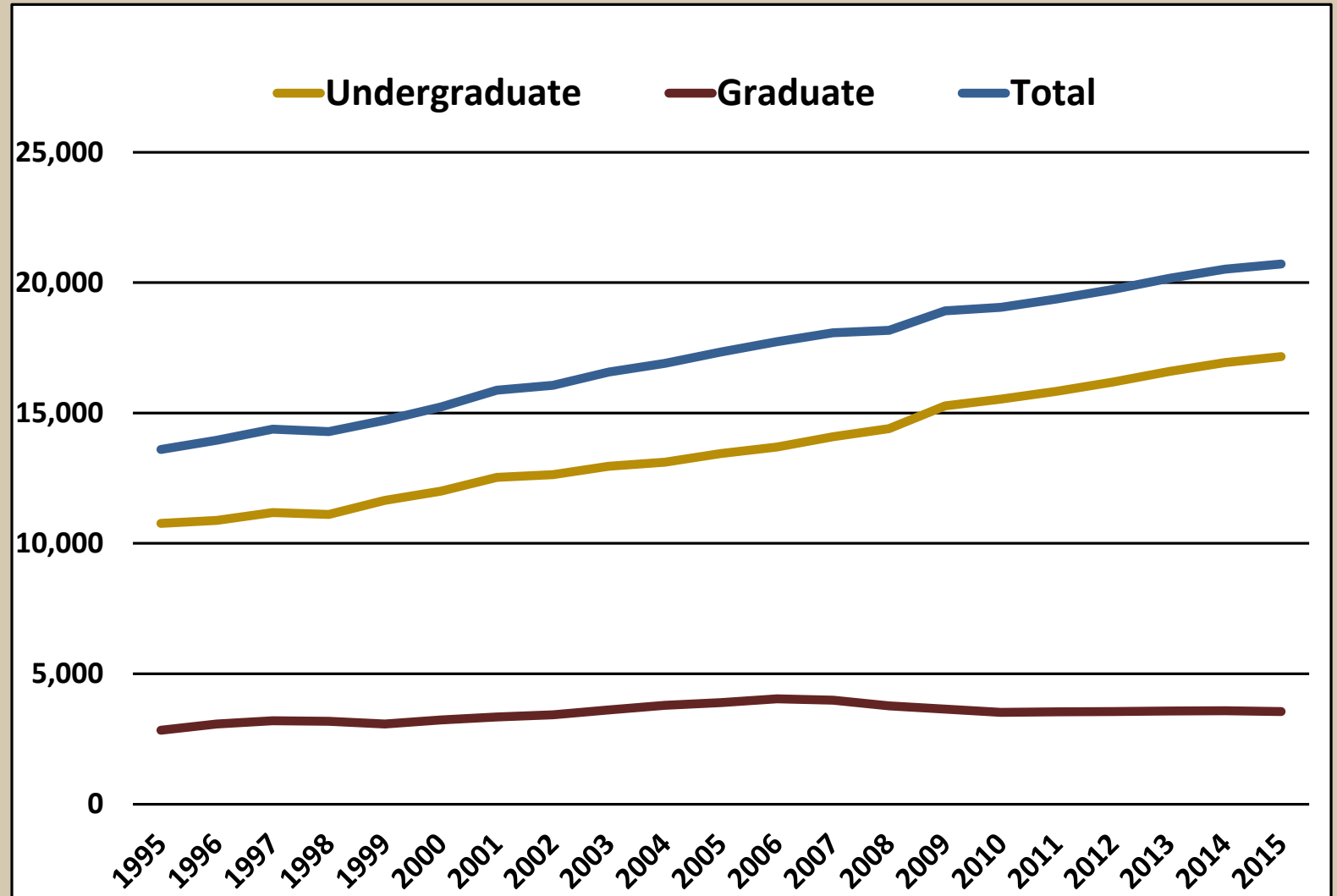
Overall average growth rate of 2.3% per year since 1995

Between 1995 & 2014:

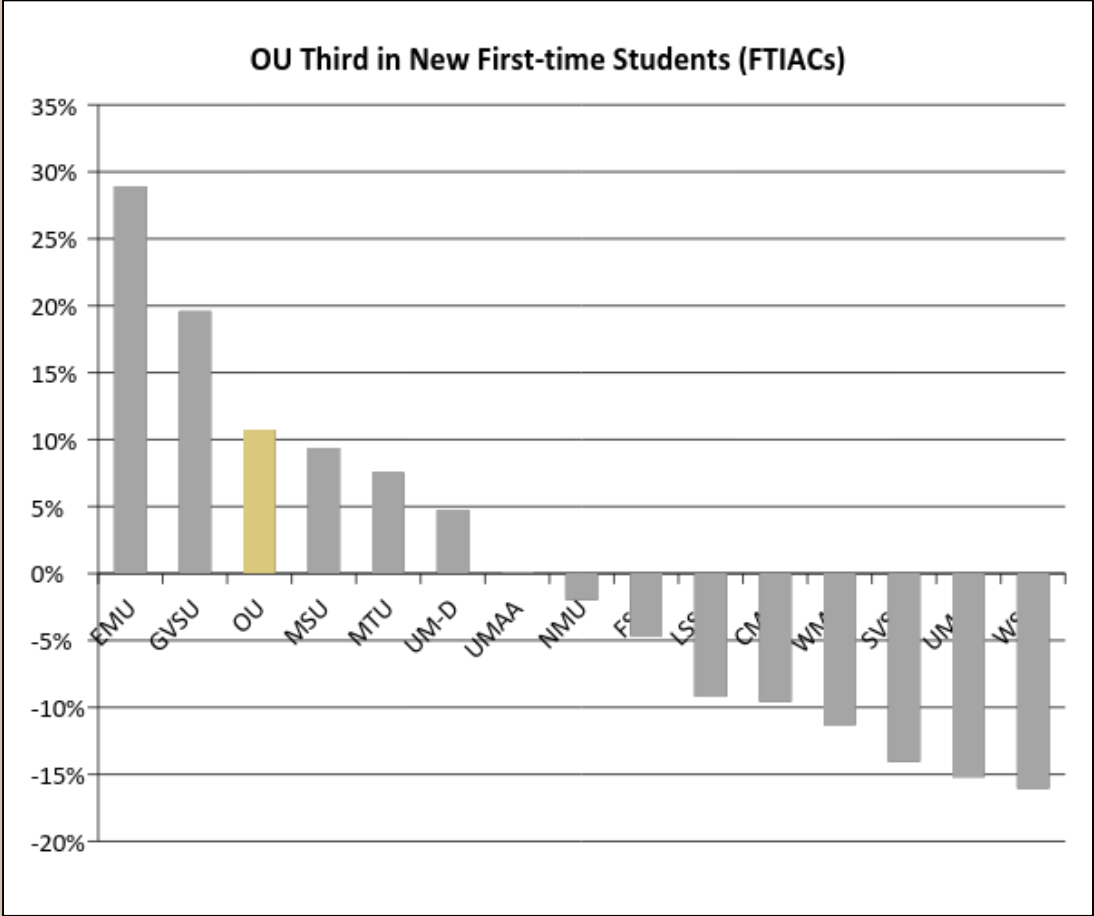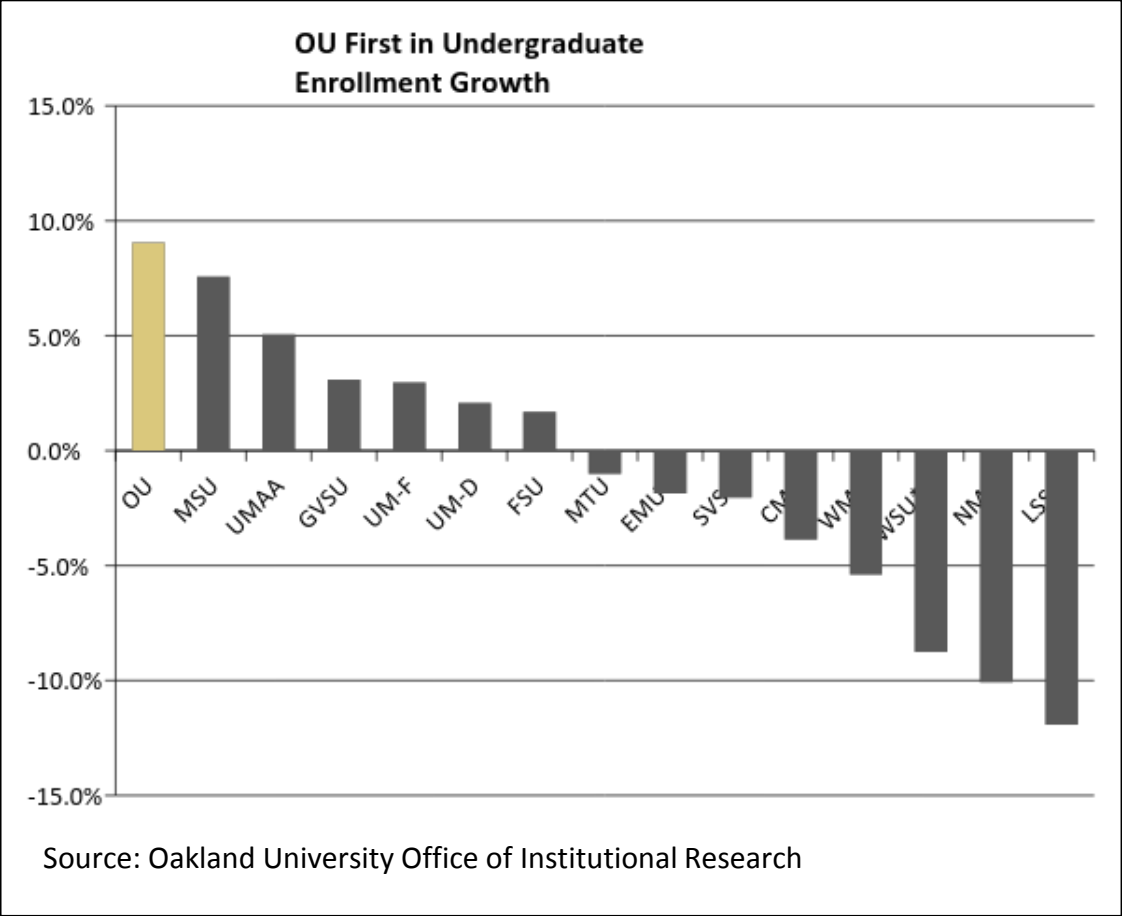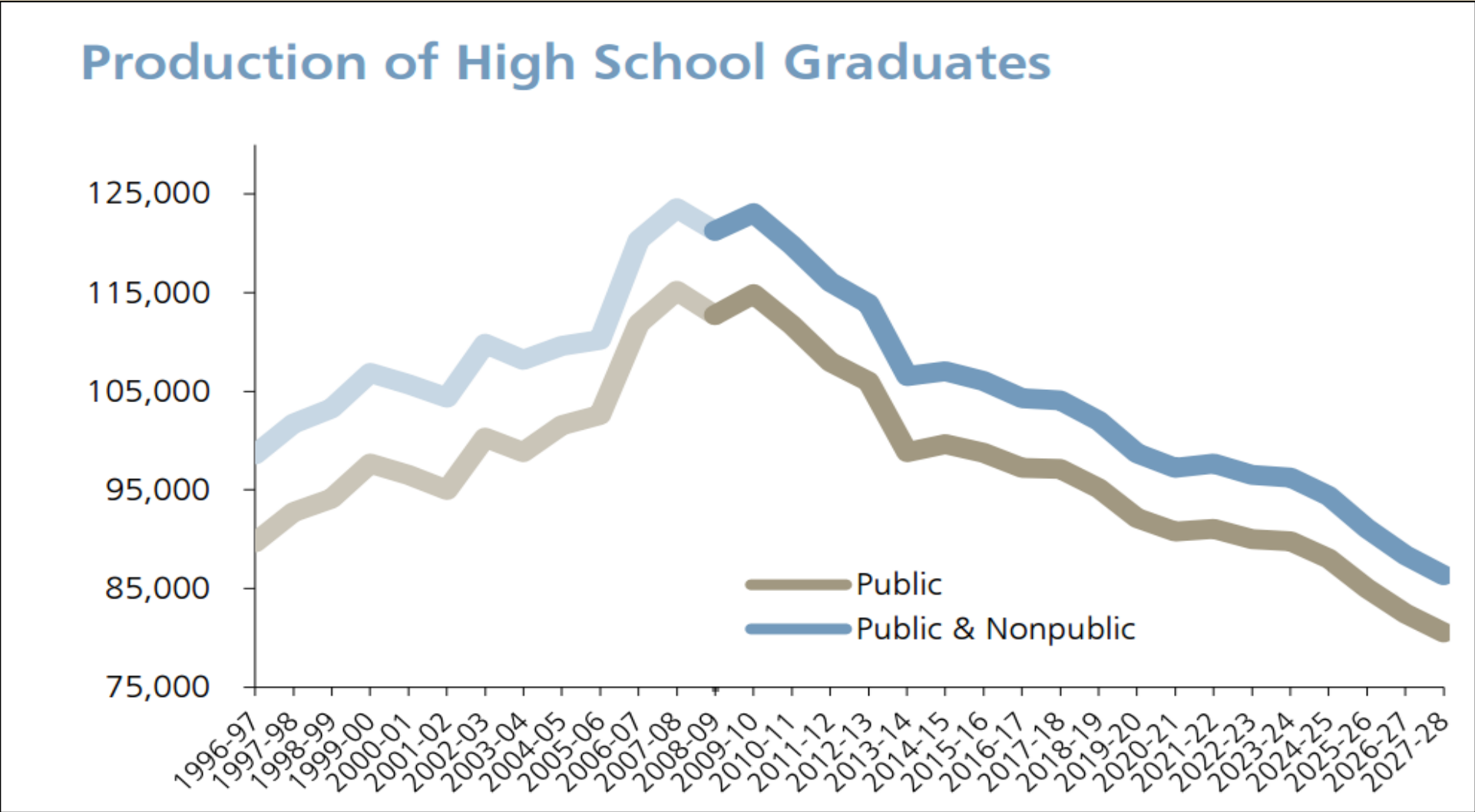- UG increased by

  57%

- Grad increased by

  27%

Source: Oakland University Office of Institutional Research

Legend: Undergraduate · Graduate · Total
Years: 1995–2015
Y-axis: 0 to 25,000

Oakland Compared to State Peers
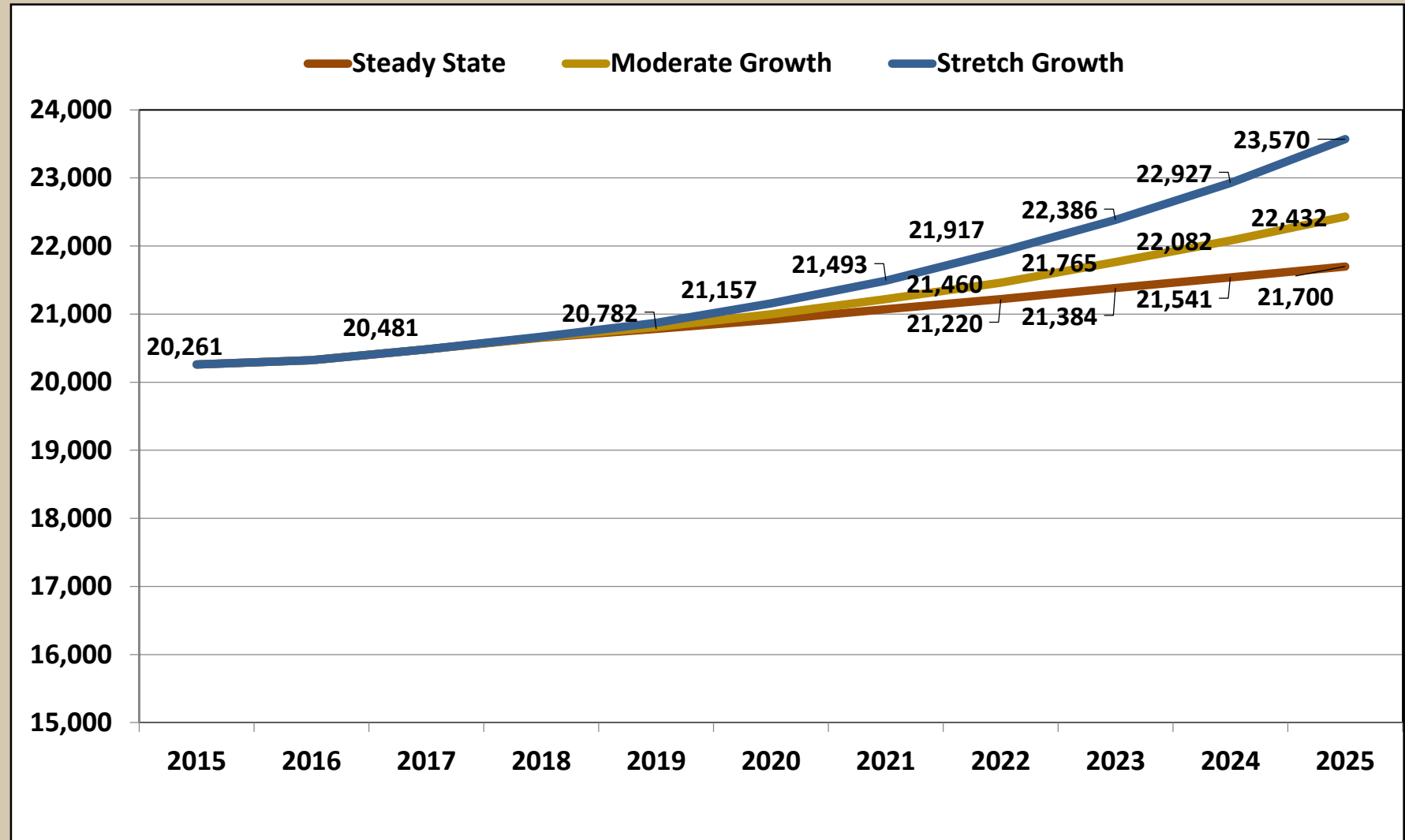

5 Year Change: Michigan Public Universities

OU First in Undergraduate Enrollment Growth

Source: Oakland University Office of Institutional Research

OU Third in New First-time Students (FTIACs)

Fewer High School Graduates

Source: Western Interstate Commission for Higher Education (WICHE)

Enrollment Scenarios to 2025

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Alternate rates of growth

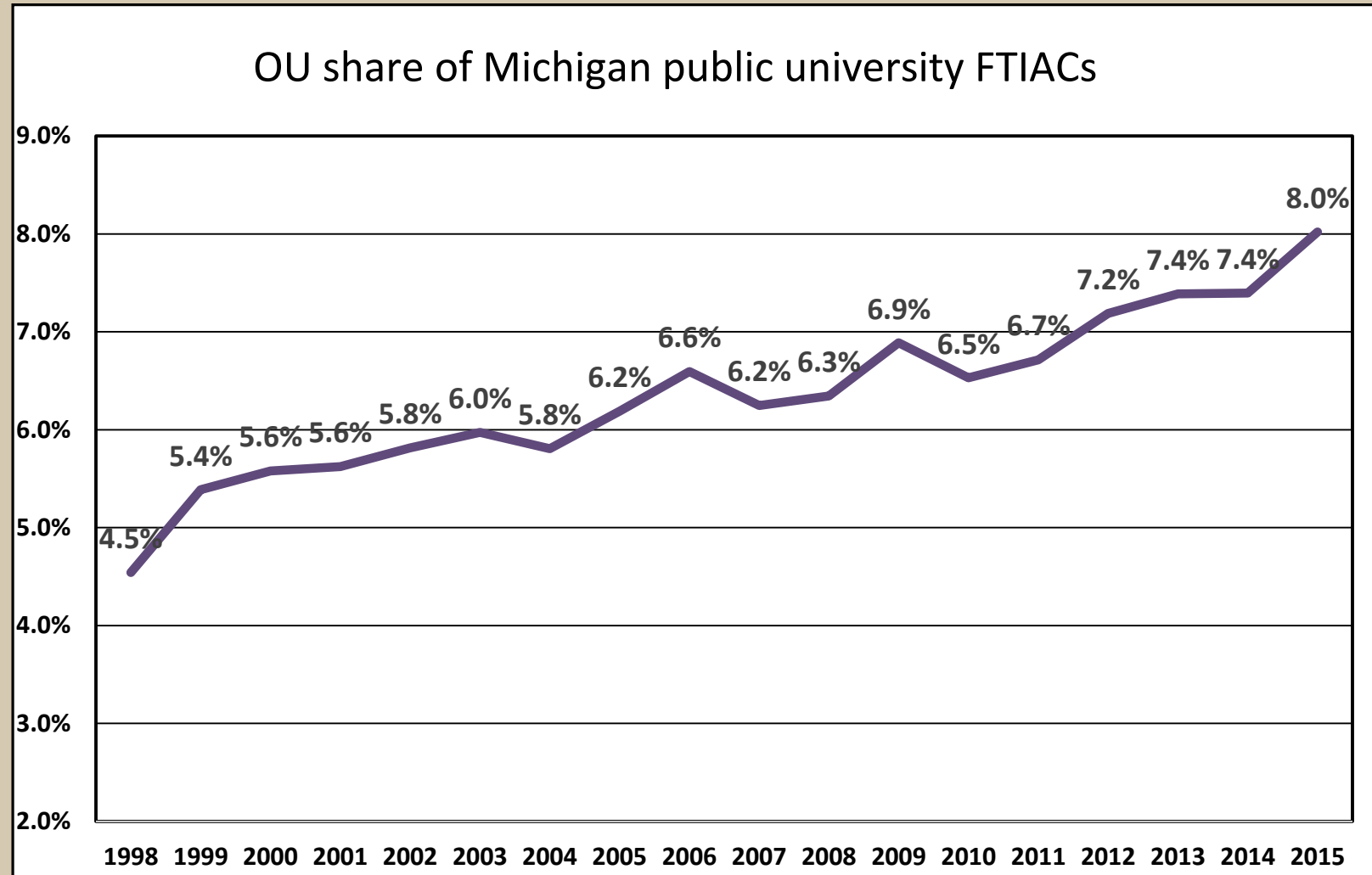In all scenarios, 80% to 90% of undergraduate growth is through increasing retention.

	Steady State	Moderate Growth	Stretch Growth
New UG	0.2%	0.3%	0.6%
Returning UG	0.8%	1.1%	1.7%
New Grad	1.3%	2.1%	3.0%
Returning Grad	1.0%	1.9%	2.7%
UG Total	0.6%	0.9%	1.4%
Grad Total	1.1%	2.0%	2.8%
Total	0.7%	1.1%	1.6%

Growing Market Share
Despite Fewer High School Graduates

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Oakland's share of Michigan's FTIAC market has steadily increased.

OU expects to continue to increase market share, so that the number of incoming FTIACs remains stable in spite of the shrinking pool of students.
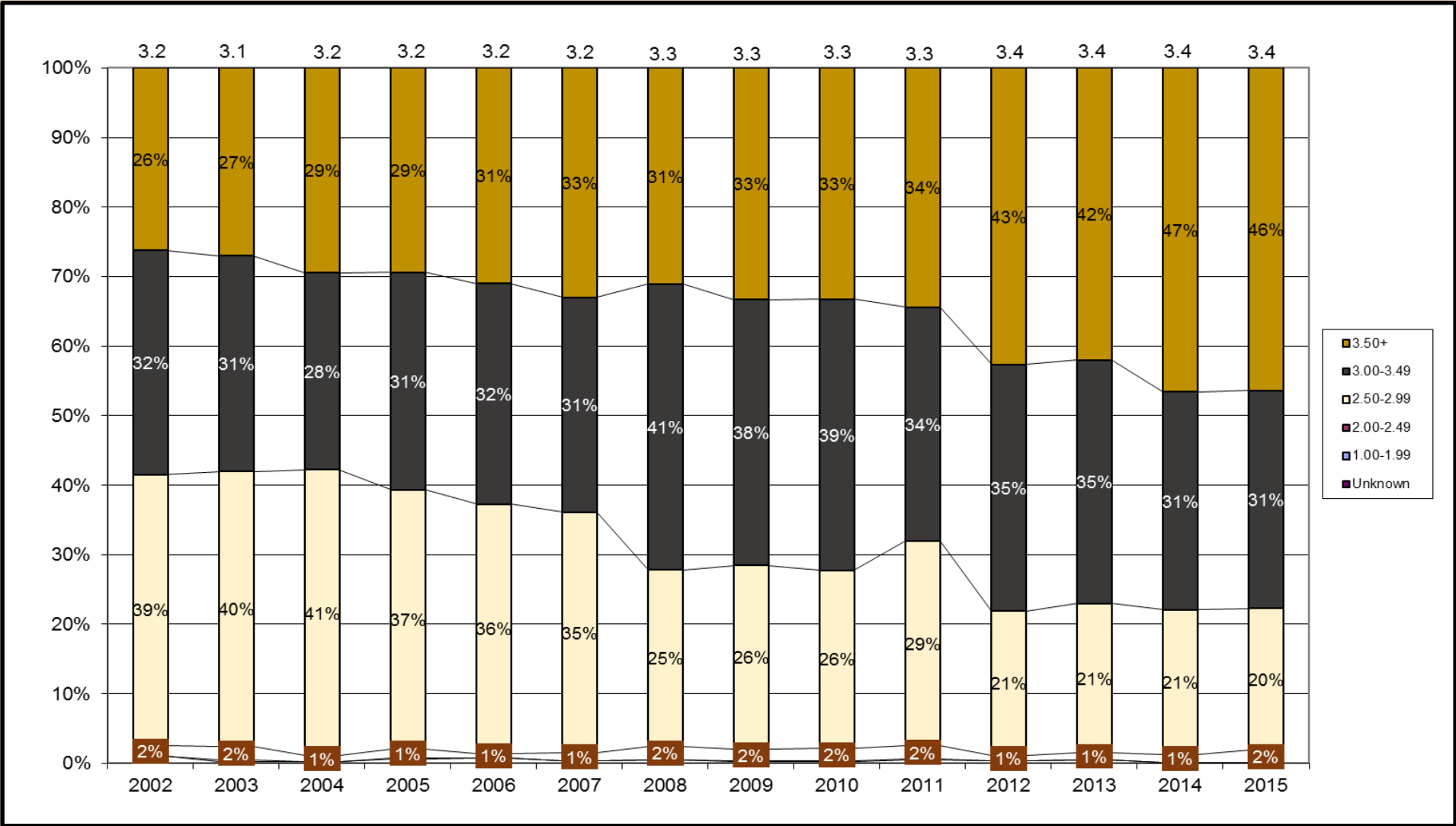
Source: Oakland University Office of Institutional Research

OU share of Michigan public university FTIACs

Year	Share
1998	4.5%
1999	5.4%
2000	5.6%
2001	5.6%
2002	5.8%
2003	6.0%
2004	5.8%
2005	6.2%
2006	6.6%
2007	6.2%
2008	6.3%
2009	6.9%
2010	6.5%
2011	6.7%
2012	7.2%
2013	7.4%
2014	7.4%
2015	8.0%

The Enrollment Mix

Undergraduate and Graduate

FTIAC and Transfer

Shift in OU's Enrollment Mix

Consequences for the revenue mix

Fall 2006

43% FTIAC

31% Transfer
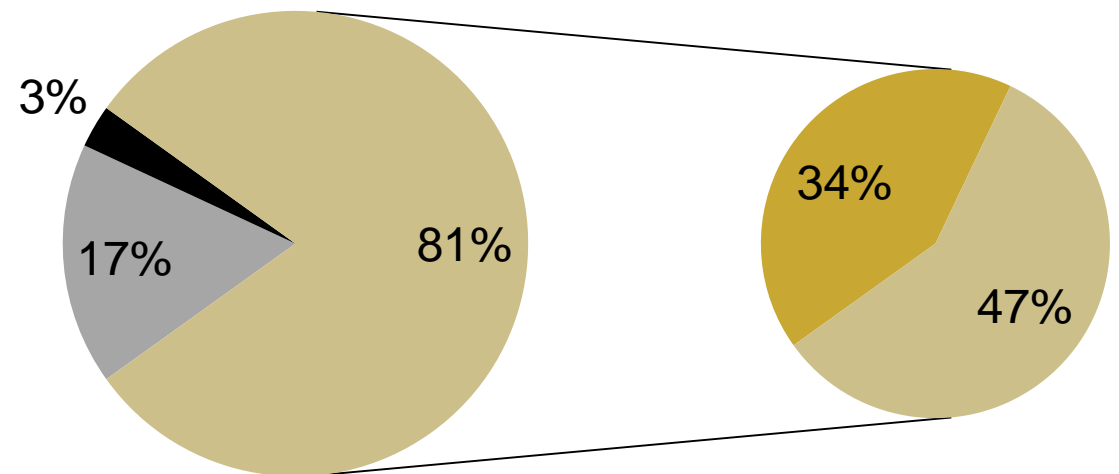
23% Grad

Grad produced 23% of revenue

Fall 2015
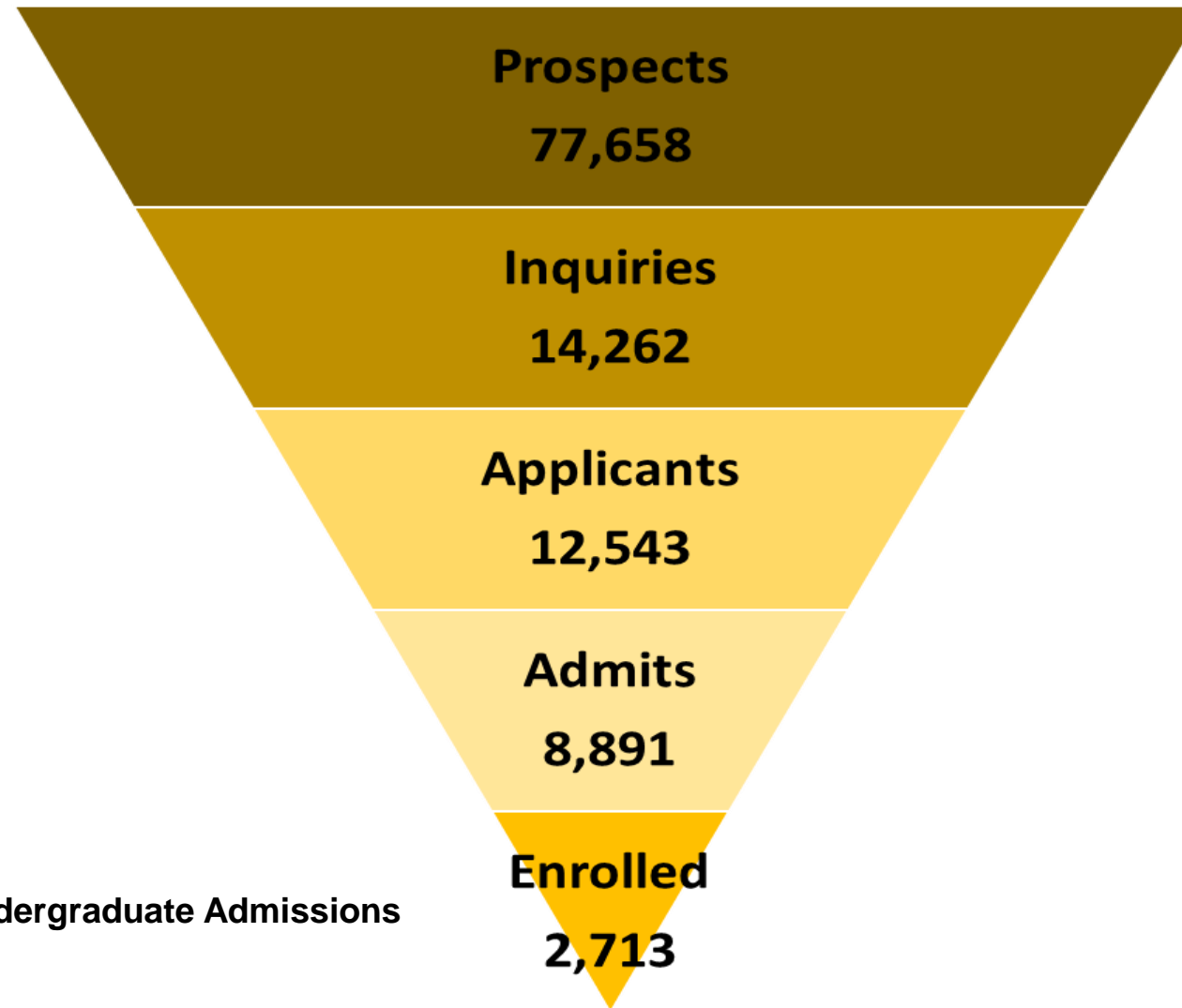
46% FTIAC

32% Transfer

17% Grad

Grad produced less than 15% of revenue

Fall 2015 Headcount (20,711)

■ Grad/PD   ■ PB/Other UG   ■ Transfer   ■ FTIACs

3%

17%

81%

34%

47%

Fall 2015 FTIAC Funnel

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Prospects
77,658

Inquiries
14,262

Applicants
12,543

Admits
8,891

Enrolled
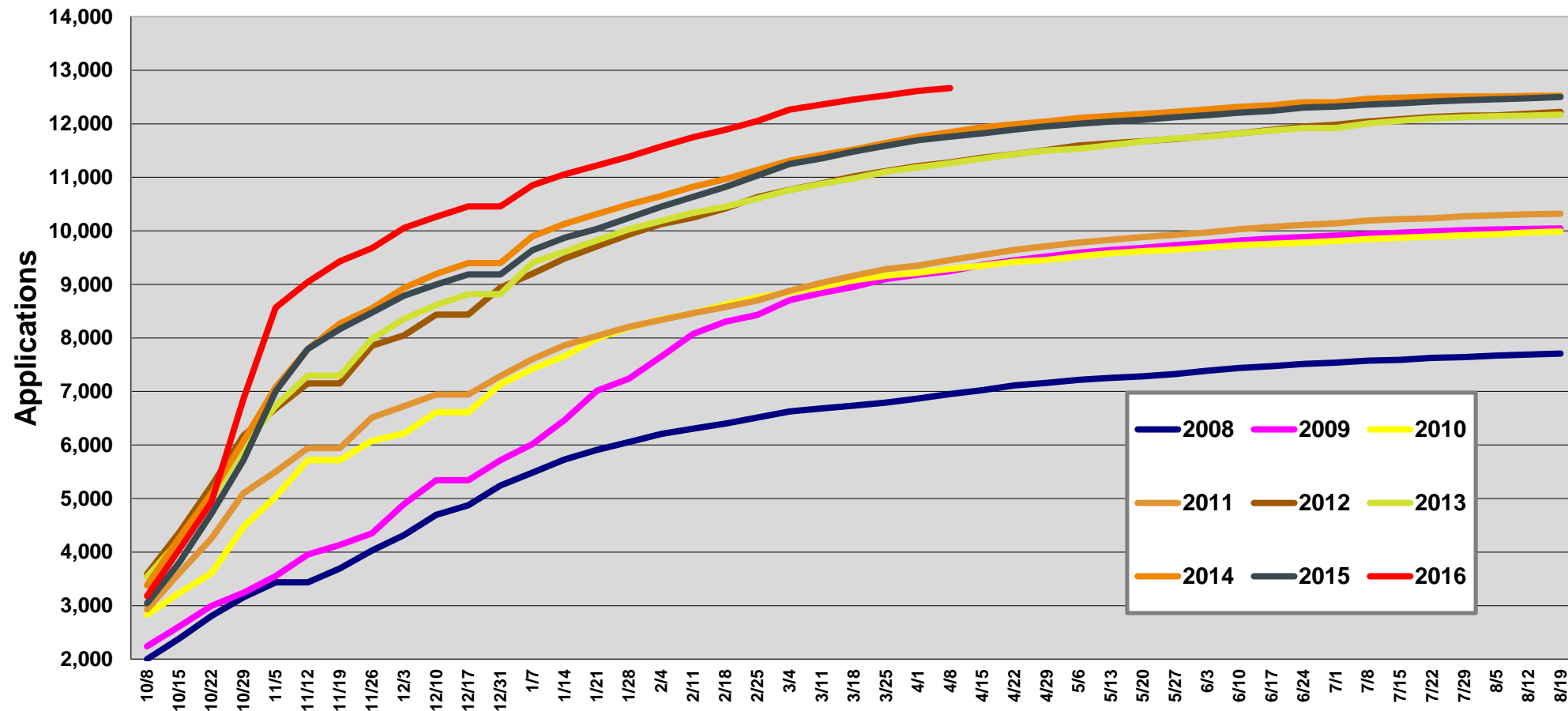2,713

Source: Oakland University Undergraduate Admissions

Fall FTIAC Applications on the Rise

Fall FTIAC Applications
2008 - 2016

Source: Oakland University Undergraduate Admissions

Fall Transfer Applications

Fall Transfer Applications
2008-2016

Source: Oakland University Undergraduate Admissions

SWOT Analysis
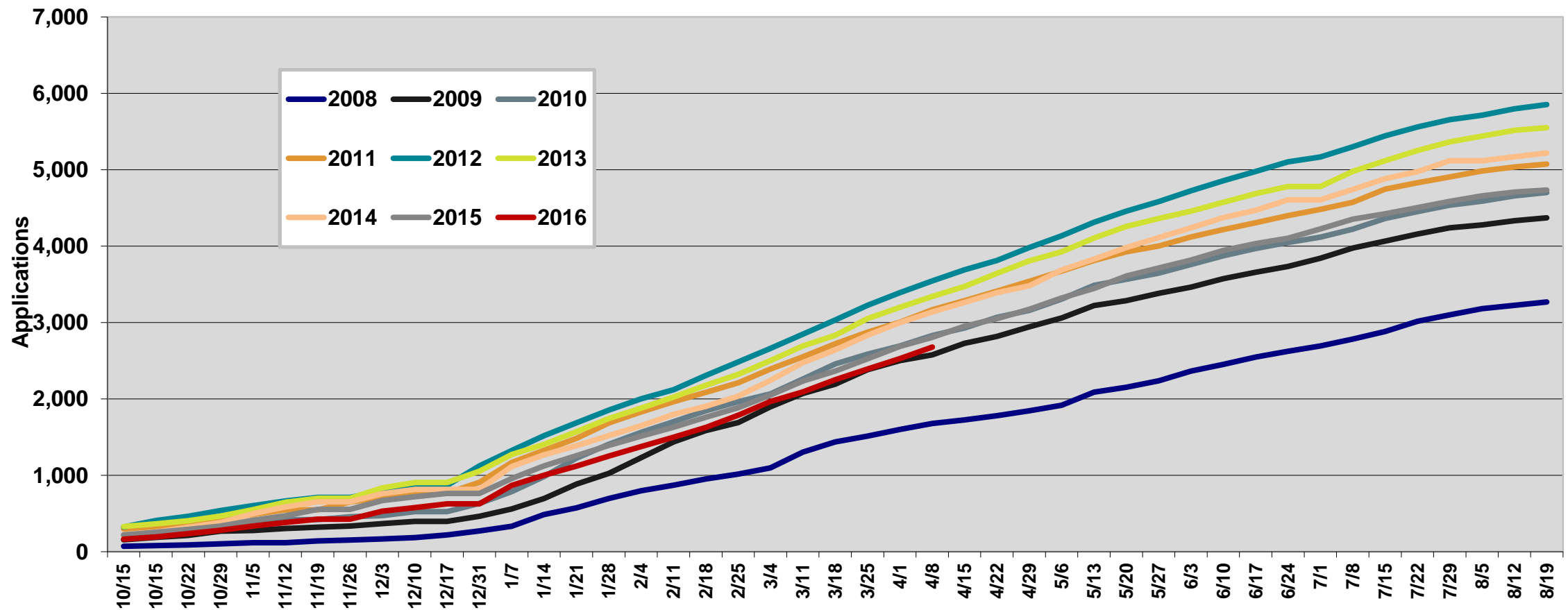
Opportunities

- Enrollment growth from new markets (out-state, out-of-state, international)

- Enrollment growth from new academic programs (certificate leading to degree, online)

- Improved collaboration and academic alignment with community colleges

- Increased undergraduate enrollment through retention

SWOT Analysis

Threats

- Competitors more aggressively recruiting students from Oakland and Macomb counties

- Economic downturn especially in automobile industry

- Resources lagging behind enrollment growth

- Public perception of the cost and value of higher education

2014-15 Undergraduate On-Campus Visits

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- Campus Tour attendance up 33%
    2,279 total students visited

- Academic Visit Day attendance up 20%
    1,004 total students visited

- Group Visit attendance up 26%
    3,387 total students visited

- TOTAL STUDENT ATTENDANCE up almost 19%

8,953 prospective students visited campus over the last year

GRADUATE EDUCATION ACADEMIC YEAR IN REVIEW

Dr. Claudia Petrescu

Dean, Graduate Education

Accomplishments

Steps towards Building a graduate culture

Doctoral candidates graduation celebratory event

End-of-semester social for graduate students

The 1st Graduate Students Research Conference – May 27th

Two dissertation awards
(STEM and Non-STEM)

Celebration of faculty mentors

Accomplishments

✓New Graduate Assistantship policy

✓Improved Graduate admissions
- Streamlined and faster processing
- Fully online application process launched for Winter and Summer 2017 →
  Goal: the whole admission process be done online by Winter 2017
- Largest Winter Open House since 2012

✓Improved Communication with faculty
- Regular updates
- Regular trainings
- Regular meetings with program and doctoral coordinators
- Celebration of doctoral candidates

Enrollment Comparison With
Other Michigan Schools

10-Year Trend Benchmarking

10 YEAR GRADUATE ENROLLMENT

Institution	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
CMU	6,927	6,697	6,814	6,777	6,756	6,613	6,361	6,368	6,275	6,470
EMU	4,729	4,886	4,774	5,151	5,025	4,820	4,620	4,287	4,053	3,854
FSU	1,166	1,252	1,287	1,273	1,247	1,210	1,272	1,238	1,243	1,392
GVSU	3,717	3,658	3,476	3,558	3,555	3,426	3,337	3,242	3,458	3,353
LSSU	8	21	18	19	71	79	8	7	0	0
MSU	9,699	9,973	10,311	10,789	11,073	11,279	11,452	11,355	11,299	11,400
MTU	916	912	984	1,206	1,256	1,303	1,322	1,358	1,442	1,521
NMU1	809	724	749	744	698	692	685	697	780	796
OU	3,936	3,860	3,652	3,518	3,414	3,427	3,450	3,844	3,495	3,468
SVSU	1,610	1,678	1,647	1,698	1,540	1,426	1,242	1,077	899	847
UMAA	13,125	13,481	13,540	13,958	14,897	15,309	15,447	15,427	15,230	15,339
UM-D	1,954	1,958	1,791	1,683	1,661	1,550	1,533	1,669	1,819	1,929
UM-F	927	1,059	1,105	1,192	1,264	1,303	1,305	1,412	1,496	1,602
WSU3	10,804	10,911	10,615	10,714	10,402	9,909	9,596	9,295	9,231	9,553
WMU	4,760	4,715	4,964	5,029	5,079	5,032	5,120	5,096	5,025	4,989
Totals	65,087	65,785	65,727	67,309	67,938	67,378	66,750	66,372	65,745	66,513

Source: Michigan Association of State Universities – Fall 2015 Enrollment Update

Fall 2015 Total Headcount
By Student Level

MASTERS

Institution	Masters
UMAA	7,877
MSU	5,996
WSU	5,742
CMU	5,570
WMU	4,065
EMU	3,607
GVSU	3,079
OU	2,434
UM-D	1,856
UM-F	1,098
MTU	966
SVSU	788
NMU	776
FSU	578
LSSU	0
	44,432

DOCTORAL PROFESSIONAL PRACTICE

Institution	Doctoral Professional Practice
UMAA	2,695
MSU	2,532
WSU	2,295
FSU	744
OU	527
UM-F	502
CMU	474
GVSU	274
WMU	21
NMU	20
EMU	0
LSSU	0
MTU	0
SVSU	0
UM-D	0
	10,084

DOCTORAL RESEARCH

Institution	Doctoral Research
UMAA	5,182
MSU	2,872
WSU	1,516
WMU	903
MTU	555
OU	507
CMU	426
EMU	247
UM-D	73
FSU	70
SVSU	59
UM-F	2
GVSU	0
LSSU	0
NMU	0
	12,412

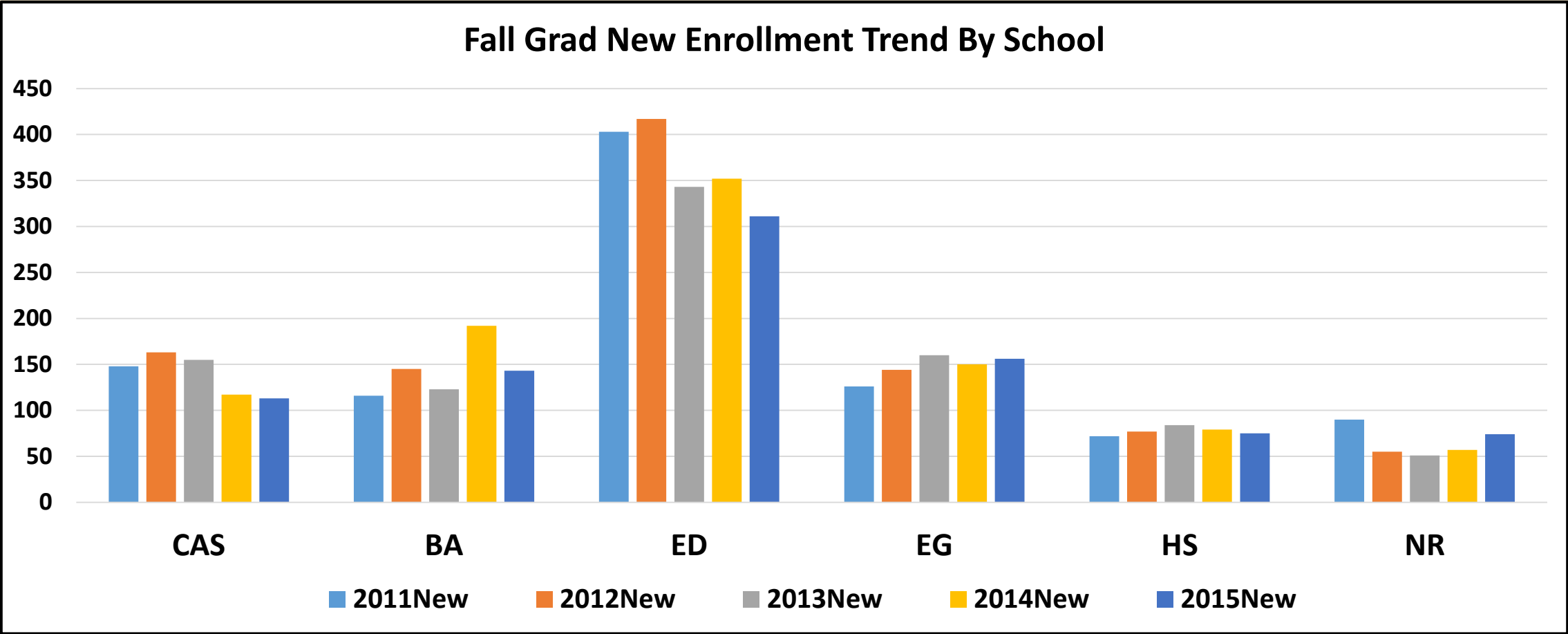| Institution	TOTALS
UMAA	15,754
MSU	11,400
WSU	9,553
CMU	6,470
WMU	4,989
EMU	3,854
OU	3,468
GVSU	3,353
UM-D	1,929
UM-F	1,602
MTU	1,521
FSU	1,392
SVSU	847
NMU	796
LSSU	0
	66,928

Source: Michigan Association of State Universities – Fall 2015 Enrollment Update

Graduate Enrollment Trends

Fall Graduate Enrollment
By School

Fall Grad New Enrollment Trend By School

Legend: 2011New, 2012New, 2013New, 2014New, 2015New

Categories: CAS, BA, ED, EG, HS, NR

Source: Oakland University Office of Institution Research

Graduate Application and
Admission Data and Trends

From Application to Admission

Conversion rates (application to admission %)	2011	2012	2013	2014	2015
CAS	39.69%	33.96%	35.04%	29.94%	31.35%
SECS	39.22%	33.53%	38.24%	26.03%	30.56%
SBA	46.74%	44.44%	38.54%	39.78%	47.96%
HS	29.64%	19.08%	19.67%	14.07%	13.07%
SEHS	57.72%	57.36%	55.91%	53.35%	53.94%
NR	30.30%	12.10%	15.22%	19.55%	22.00%

Conversion Rates – Fall 2015

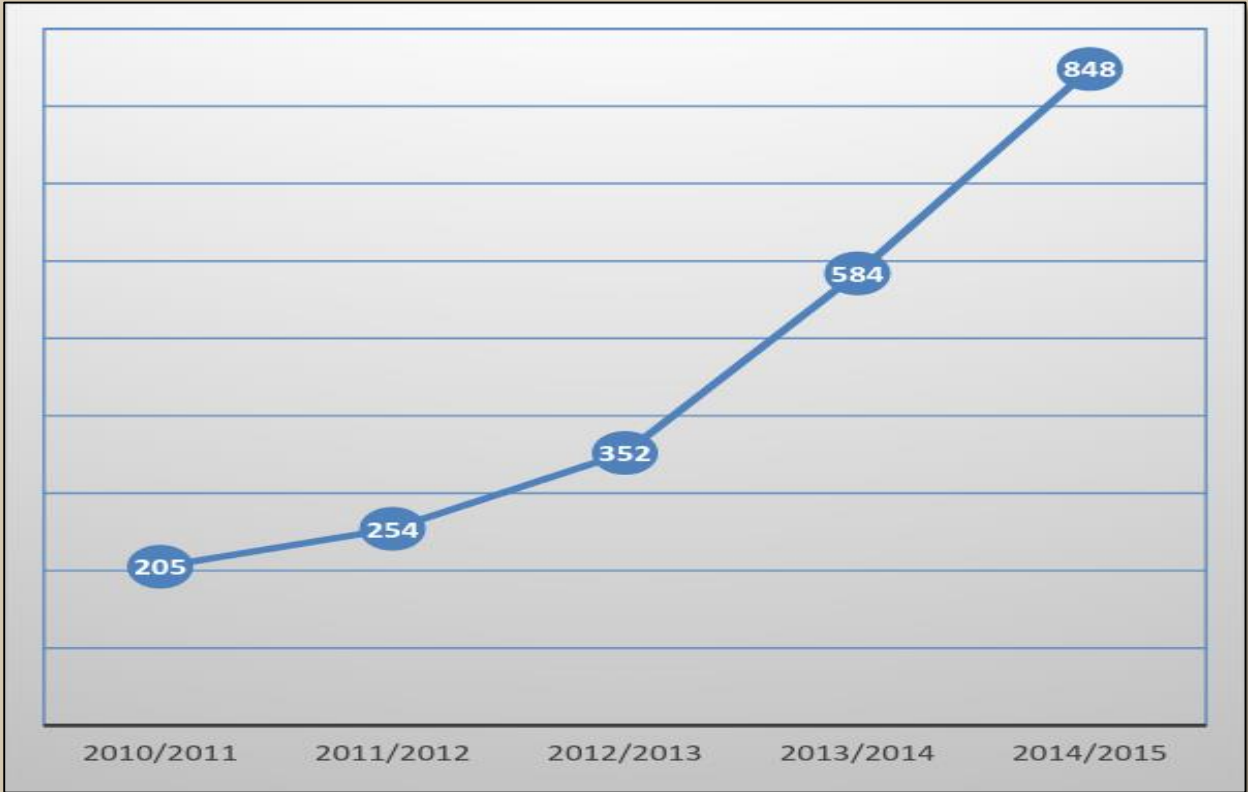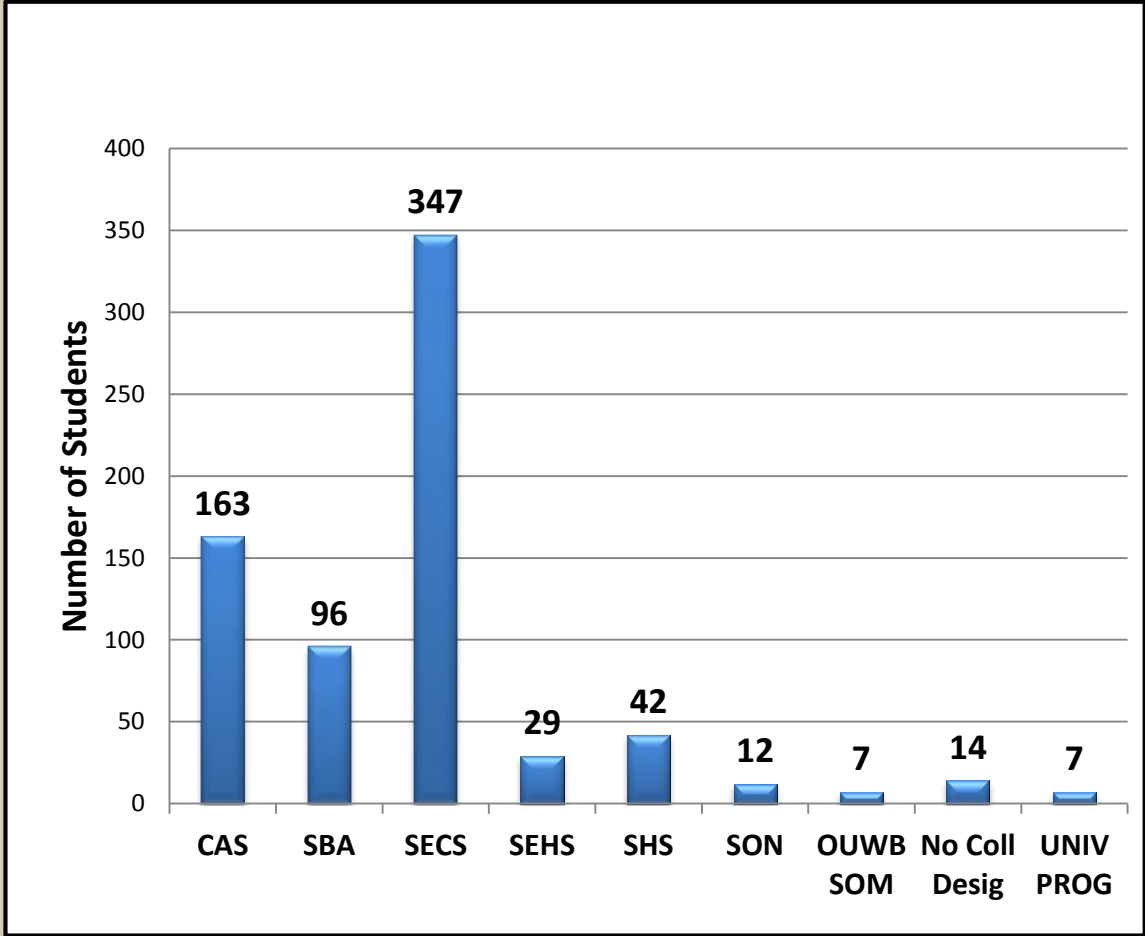|	*Applications*	FULLY ADMITTED	*Rate of full admission*	CONDITIONALLY ADMITTED	*Rate of conditional admission*	DENIED	*Rate of denied*	UPDATED TO A FUTURE SEMESTER	*Rate of updated*
CAS	*520*	156	**30%**	39	**8%**	68	**13%**	20	*4%*
SECS	*294*	144	**49%**	7	**2%**	11	**4%**	22	*7%*
SBA	*723*	391	**54%**	24	**3%**	57	**8%**	60	*8%*
SHS	*648*	180	**28%**	73	**11%**	52	**8%**	48	*7%*
SEHS	*742*	91	**12%**	30	**4%**	460	**62%**	8	*1%*
NR	*400*	88	**22%**	4	**1%**	152	**38%**	2	*1%*

Graduate Education: Next Steps

Graduate Study: Next

- Develop recruitment and marketing strategies to diversify our student population
  - Step taken: hire a graduate recruiter

- Analyze the graduate programs to identify areas of strength and growth through a program review based on Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, and HLC criteria

- Understand retention, create and develop retention strategies

- Continue improving the admission process

- Develop services for enrolled graduate students (i.e. career related)

International Students At OU

## Oakland University International Students and Scholars

Bar chart — Number of Students by college:
- CAS: 163
- SBA: 96
- SECS: 347
- SEHS: 29
- SHS: 42
- SON: 12
- OUWB SOM: 7
- No Coll Desig: 14
- UNIV PROG: 7

Line chart — Oakland University International Students and Scholars:
- 2010/2011: 205
- 2011/2012: 254
- 2012/2013: 352
- 2013/2014: 584
- 2014/2015: 848

Top Countries Comparison
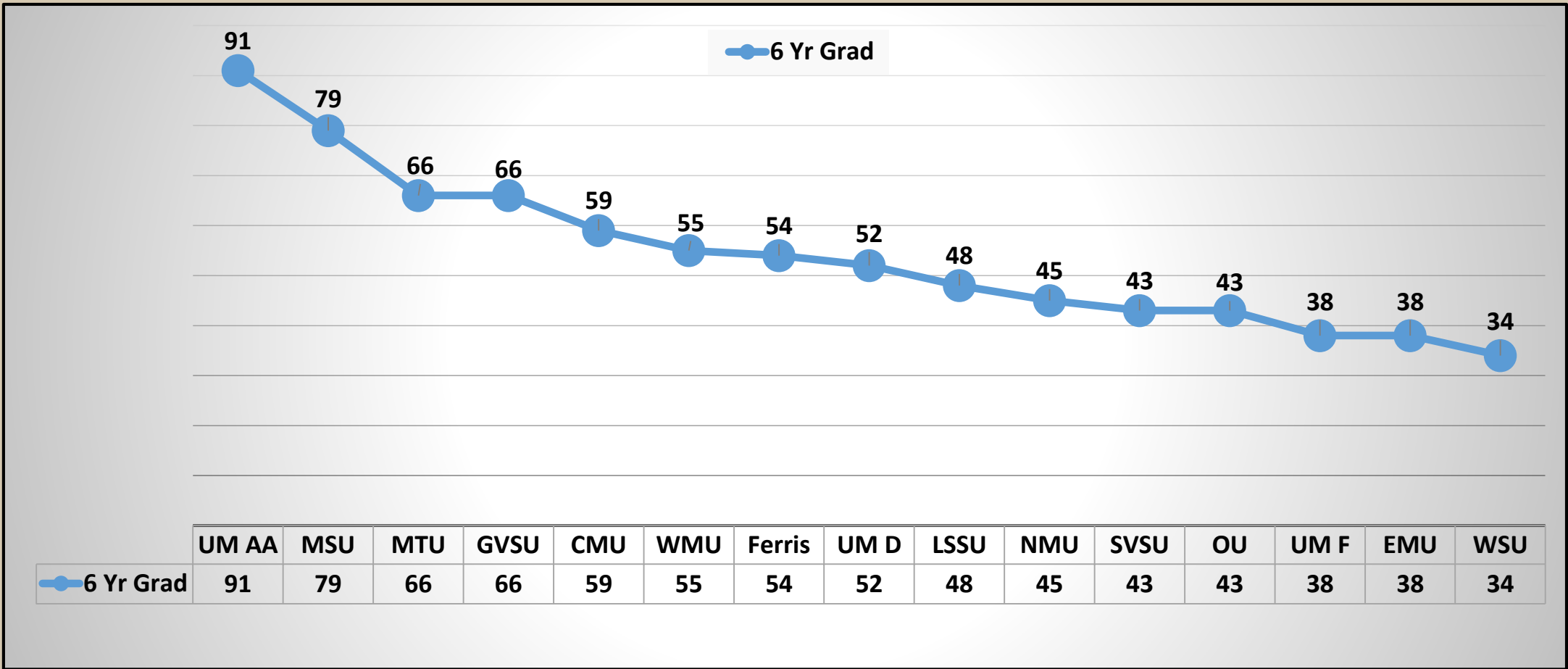

Oakland University International Students and Scholars
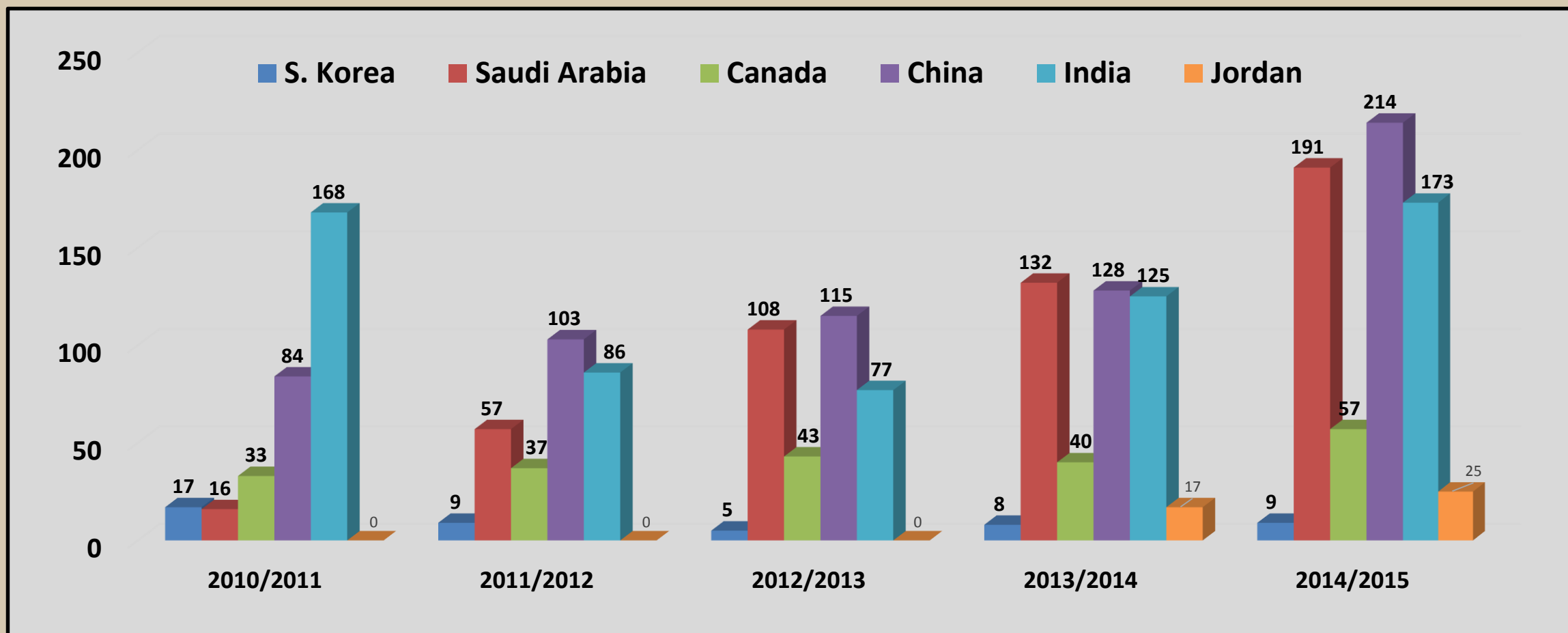
Persistence and Completion Initiatives at OU

The Impact of Retention

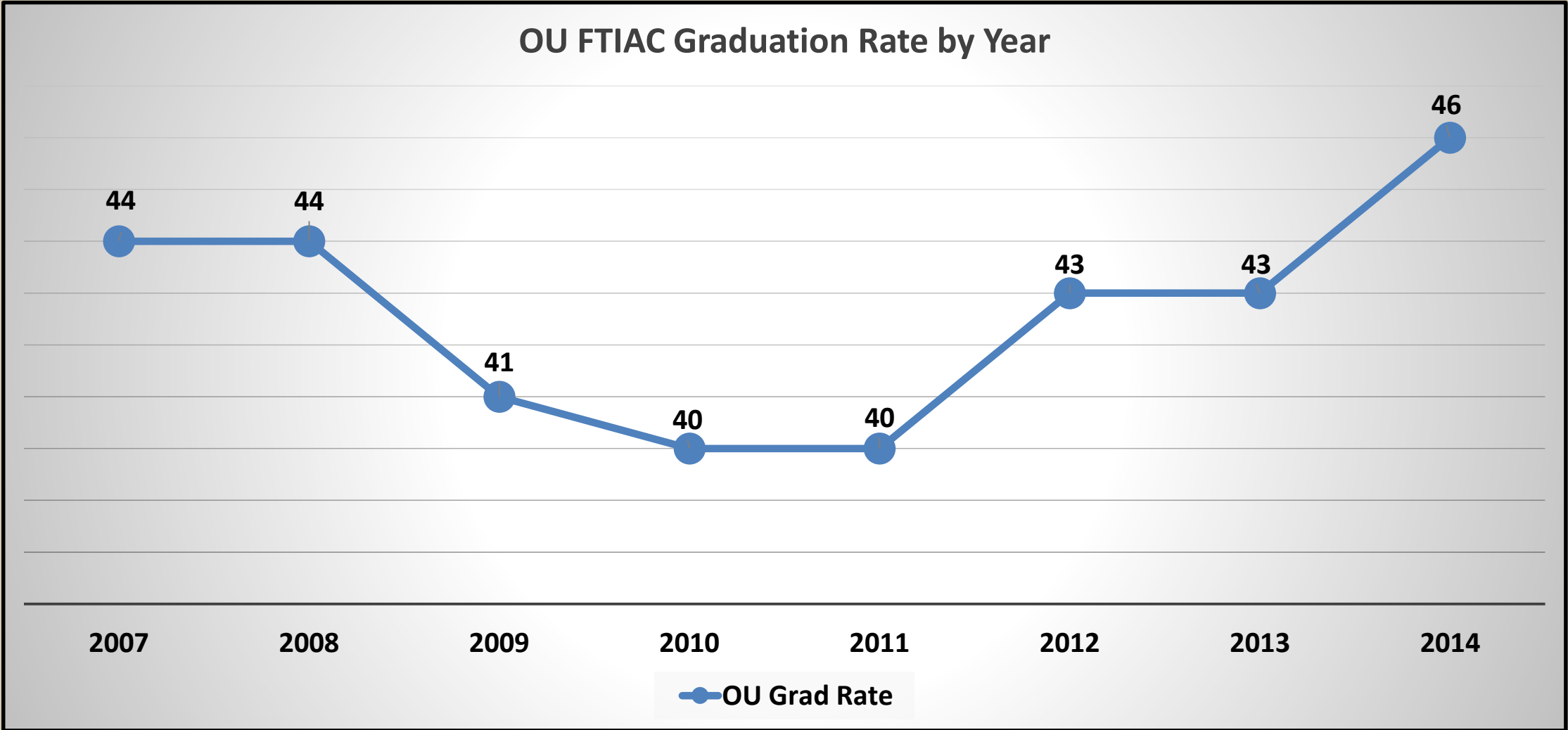## 1% increase in retention would yield over $200,000 in additional revenue
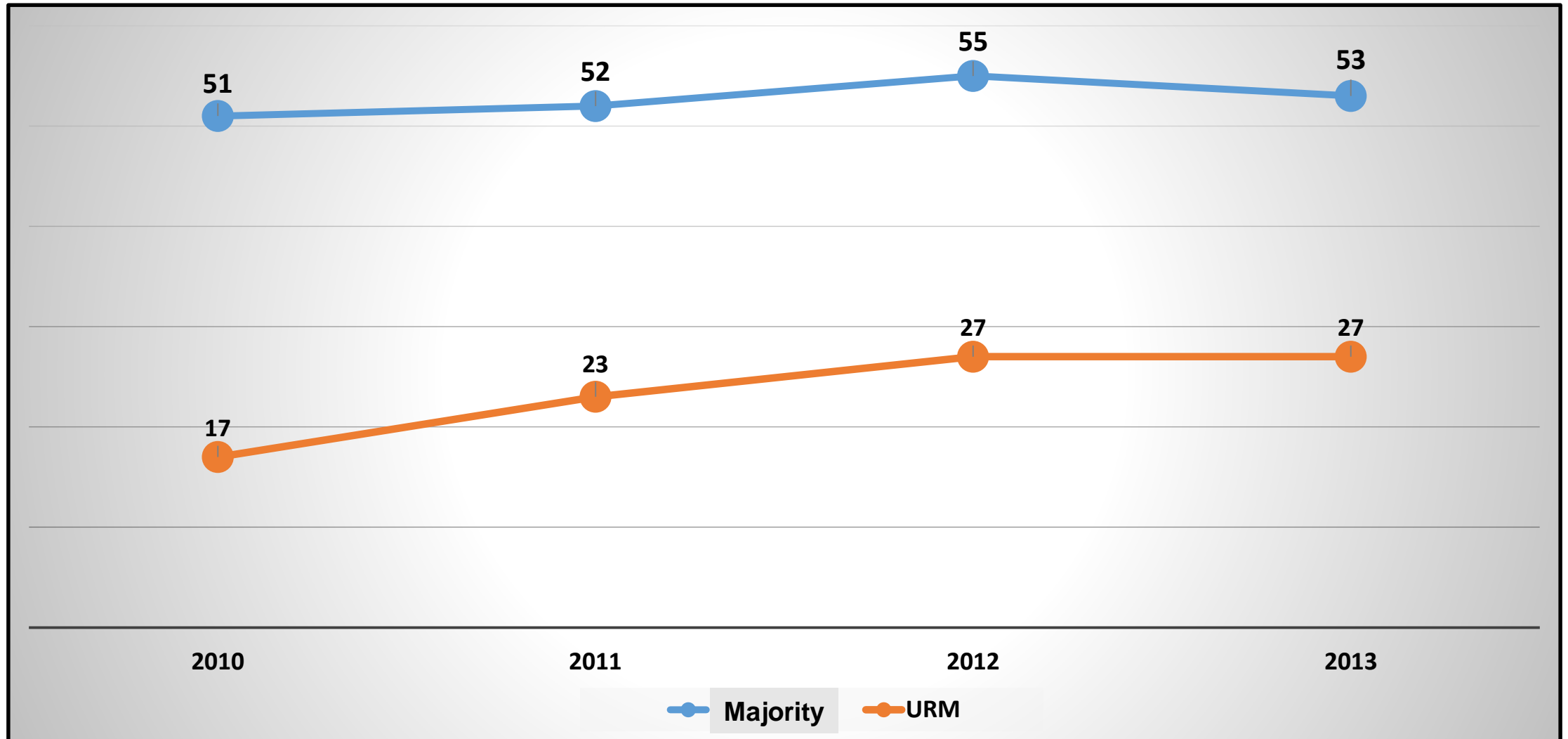
6-Year Graduation Rates

	UM AA	MSU	MTU	GVSU	CMU	WMU	Ferris	UM D	LSSU	NMU	SVSU	OU	UM F	EMU	WSU
6 Yr Grad	91	79	66	66	59	55	54	52	48	45	43	43	38	38	34

Source: 2015 College Handbook Data

OU FTIAC Graduation Rates

OU FTIAC Graduation Rate by Year

OU Grad Rate

Majority vs URM 6-Year Graduation Rates

First-Year Retention Rates

1st Yr Retention

1st Yr Retention	UM AA	MSU	MTU	GVSU	UM F	WSU	Ferris	CMU	OU	EMU	LSSU	NMU	SVSU
	97	91	82	81	80	77	77	77	76	73	73	72	70
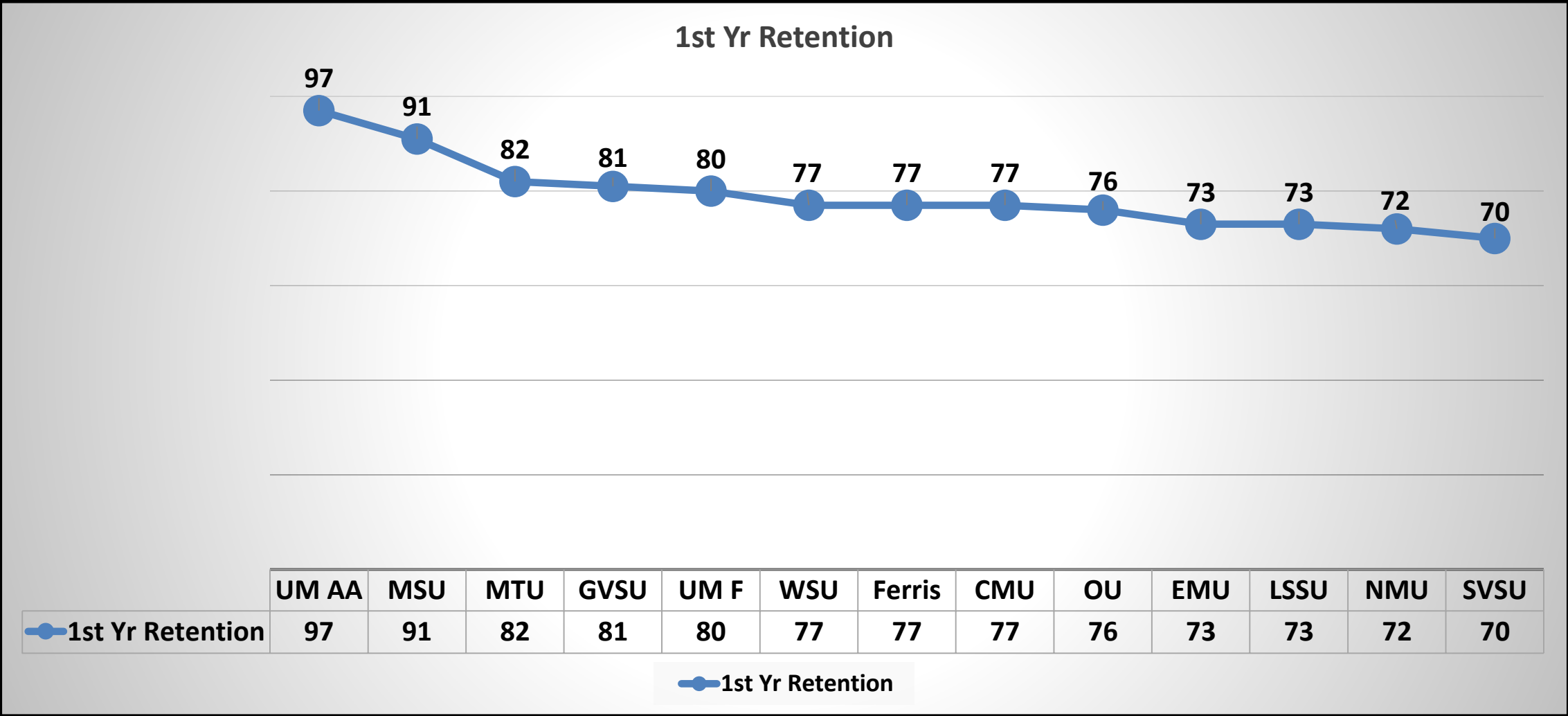
1st Yr Retention

Based on 2015 College Handbook Data

OU First-Year FTIAC Retention Rates

OU First Year FTIAC Retention Rate

- 2007: 72%
- 2008: 74%
- 2009: 73%
- 2010: 73%
- 2011: 70%
- 2012: 78%
- 2013: 78%
- 2014: 76%
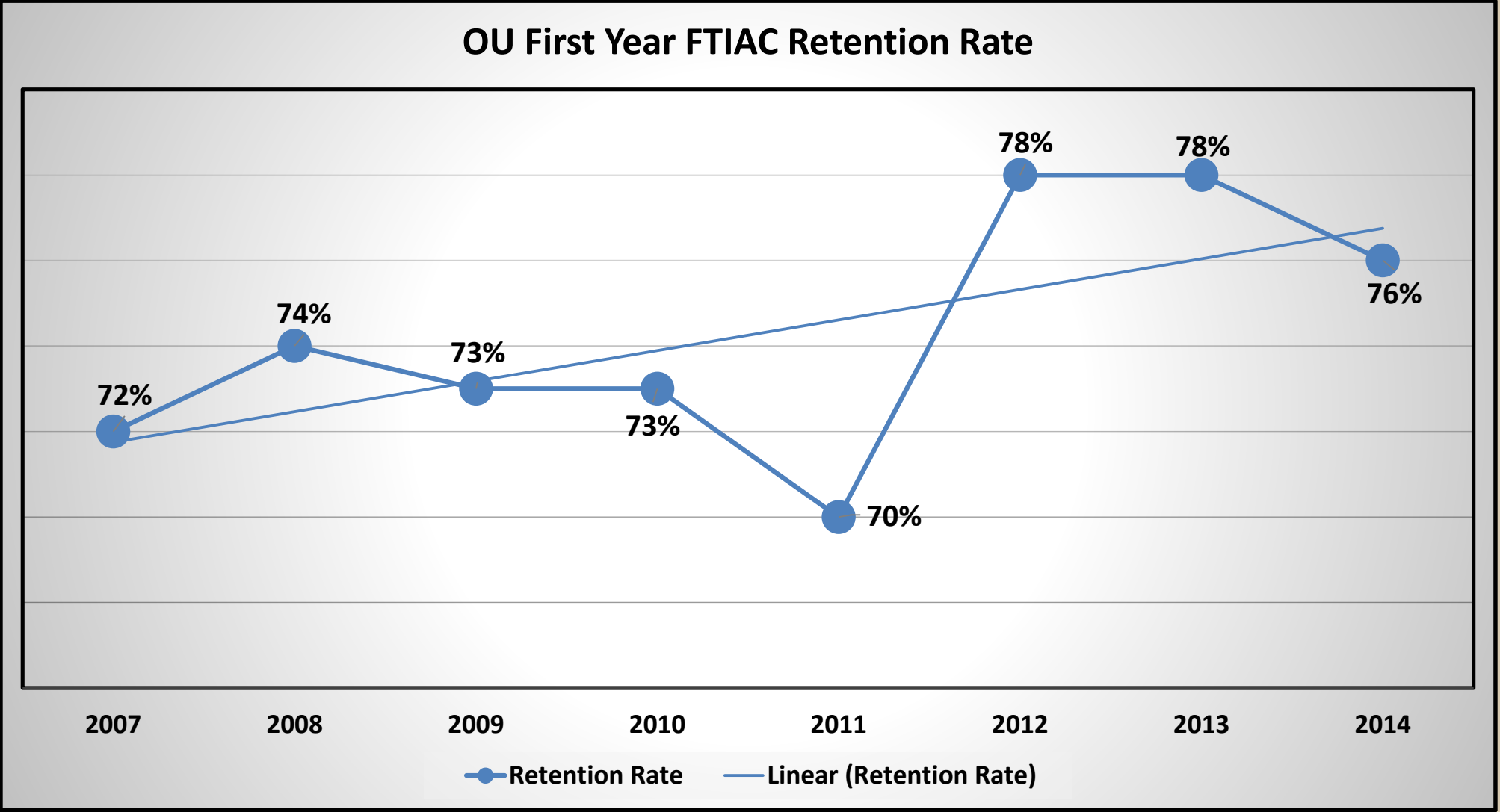
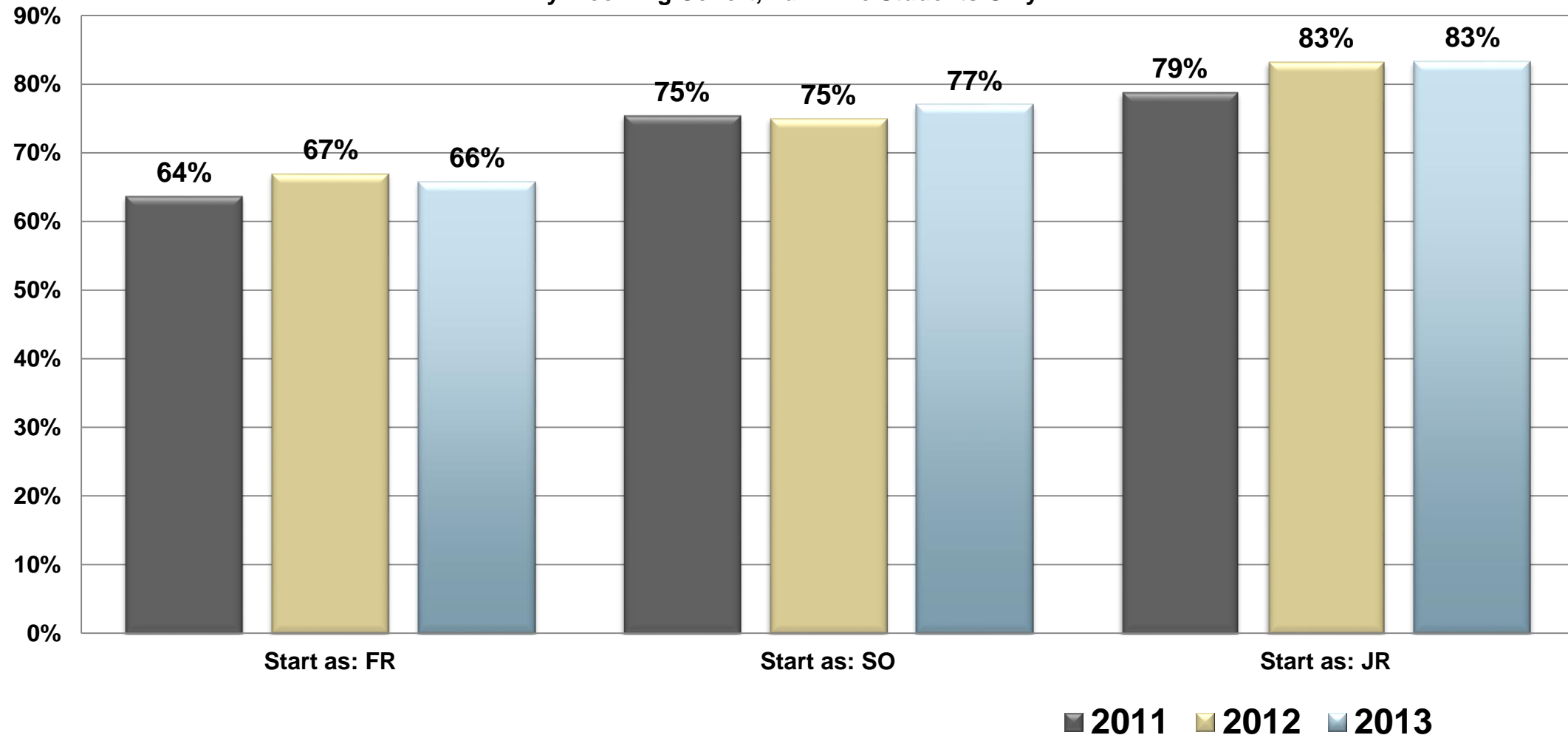Legend: Retention Rate — Linear (Retention Rate)
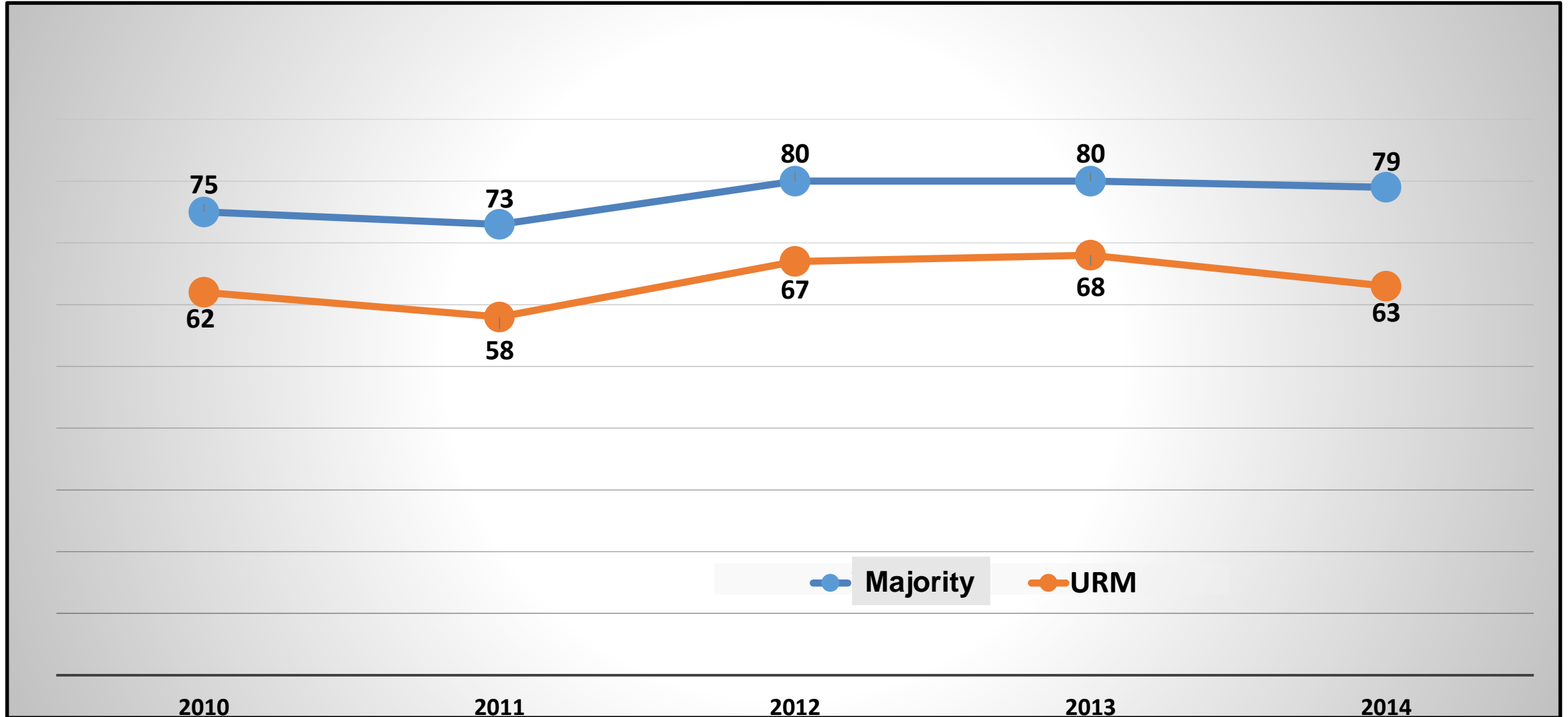
Transfer Student Retention

First Year Retention Rates of Transfer Students
By Incoming Cohort, Full Time Students Only

Start as: FR — 64%, 67%, 66%
Start as: SO — 75%, 75%, 77%
Start as: JR — 79%, 83%, 83%

Legend: 2011, 2012, 2013

OAKLAND UNIVERSITY™

Source: Oakland University Office of Institutional Research

New Student Success Initiatives

- Michigan Student Success Conference

- Student Success Collaborative and Campus

- Second Year Experience

- CoDEI Diversity Initiatives

- Oakland 8 – Cross Division Collaborations

- HLC Academy for Persistence and Completion

- Graduation Completion Committee

- Grad Path

- Faculty Feedback

- Michigan Gateways to Completion (G2C)

- Institutional Learning Communities

- Expanded Funding for Supplemental Instruction

- Mandatory Transfer Orientation

- UPAC/MCC Transfer Student Success Research

Goals

- Create seamless transition from the First Year Advising Center to college/schools advising units

- Engage student in their major field of study through participation in two of the following:
  - Major/Minor Exploration
  - Major Engagement
  - Career/Research engagement
  - Campus Engagement
  - Community Engagement

- Increase persistence from second to third year

Percent of Students Retained to Third Year
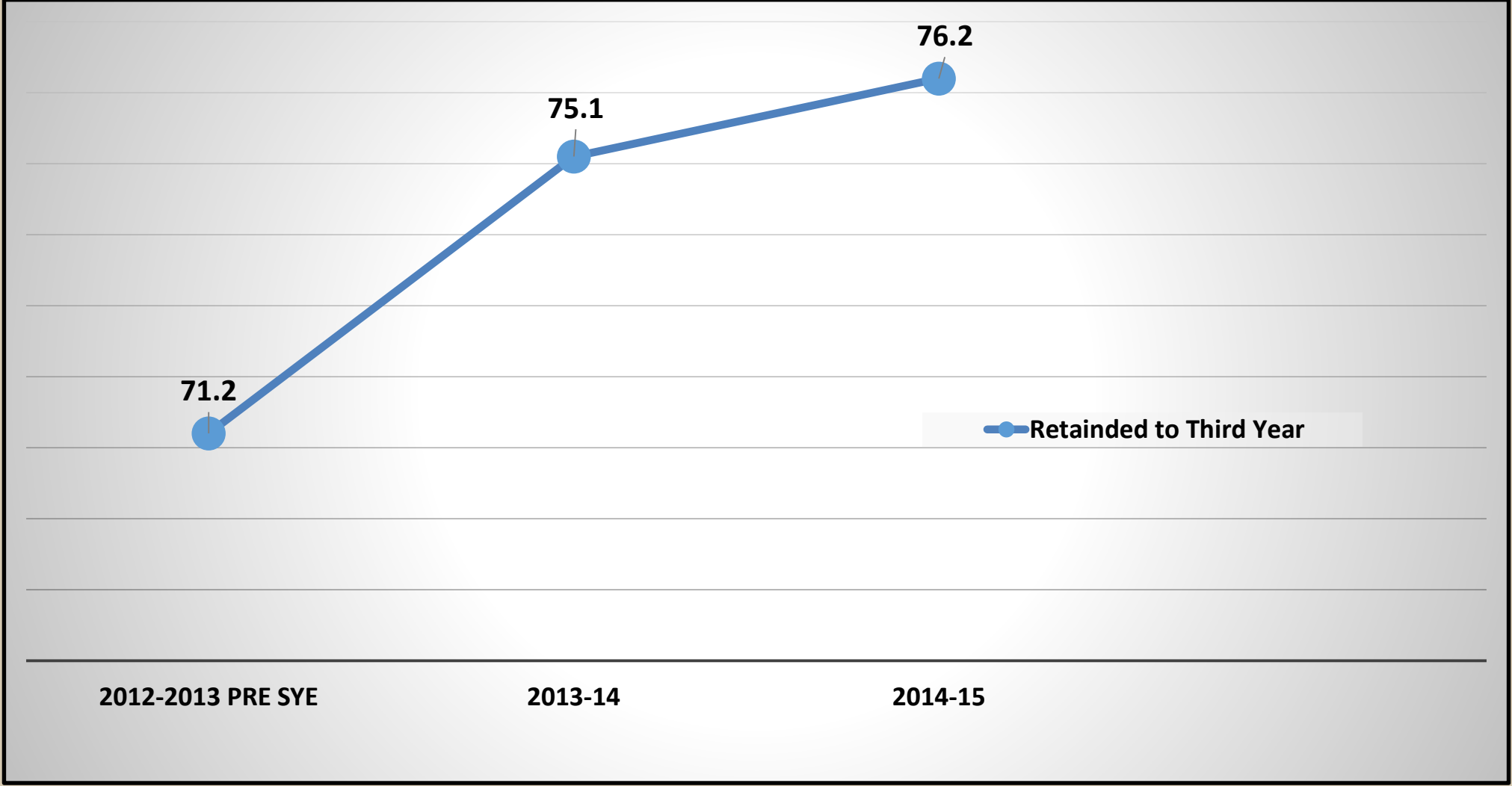
Student Success Collaborative Care Network

Feedback Loops Insure Connection to Quality Services

① Analytics Identify Students

Predictive Analytics to Drive Student Prioritization

Proactive Campaigns →

Student Referral Network

SSC
Advisors

Case Referrals →

Academic Support

Financial Aid

Tutoring

② Utilization Reports and Outcomes

Utilization reports

Effectiveness Feedback Loop

Impact analyses

SSC
Leadership

Systemic Improvement

↑ More precise identification of risk

↑ Better targeted advice and support

↑ Greater return on retention investments

③ Feedback Improves System

Comprehensive Student Risk Data	**Proactive Outreach and Interventions**	**Campus-Wide Case Management**	**Central Reporting and Evaluation**

# The Michigan Gateways to Completion (G2C) Project
John N. Gardner Institute and The Kresge Foundation

Create and subsequently implement an evidence-based plan for improving teaching, learning, and success in high-enrollment courses that have historically resulted in high rates of failure and/or unsatisfactory progress.

Gateways Courses Defined

- Foundation-Level

- High-Risk

- High Enrollment

- "Killer Courses"
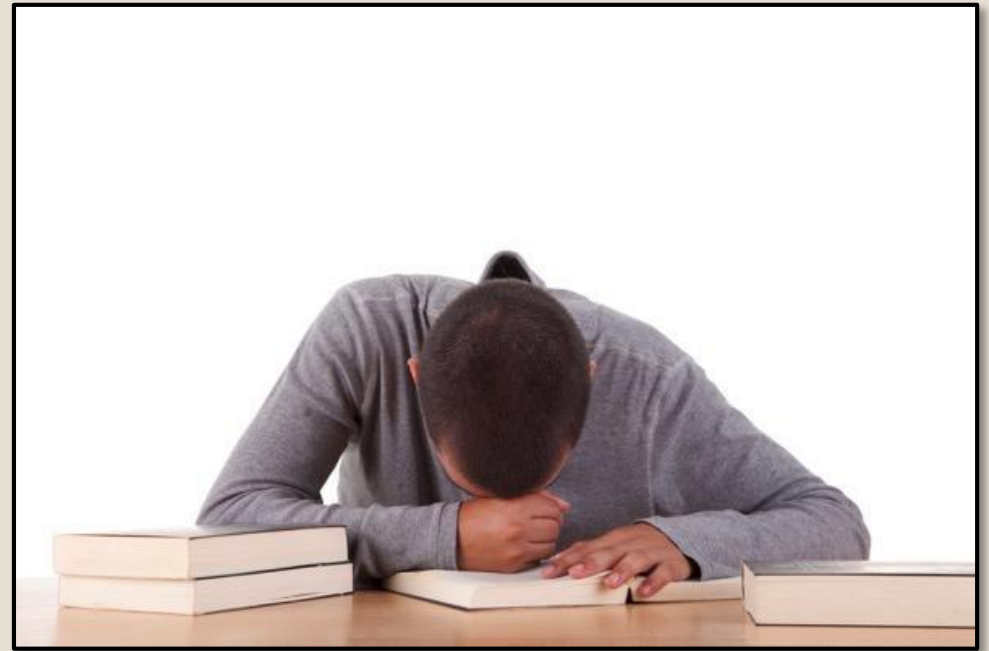
Gateway to Completion
The Comprehensive Model

- Course / Cross-Course Redesign Process

- Analytics Process Collaborative

- Teaching & Learning Academy

- Community of Practice

Participating Institutions

Eastern Michigan University

Oakland University

Wayne State University

Western Michigan University

University of Michigan Dearborn

OAKLAND UNIVERSITY

U.S. News

- Nursing Anesthesia   **#18**
- Physical Therapy   **#136**
- Public Affairs   **#146**
- Online Education (graduate)   **#153**
- Graduate Education   **#158**
- Master of Business Administration (part-time)   **#213**
- Online Bachelor's Programs   **#217**

Other

- Princeton Review Best Business Schools, national and Midwest
- Top 50 Online Engineering Management Degrees 2016