

# **Strategic Planning Campus Forum**

January 12, 2015

# Strategic Planning Update



## PROPOSED MISSION STATEMENT

**Oakland University is a preeminent metropolitan university that is recognized as a student-centered, doctoral research institution with a global perspective. We engage students in distinctive educational experiences that connect to the unique and diverse opportunities within our region and beyond.**

**Through faculty-driven and student-engaged research, scholarship, and creative activity, Oakland University advances knowledge and art in a diverse and inclusive environment.**

**Oakland University is an active community partner providing thriving civic, cultural, and recreational opportunities and valuable public service.**

# Strategic Planning Update



## **GOAL #1. Foster student success through a robust teaching and learning environment supported by comprehensive student services.**

### **Phase #1 Strategies (2015-2016)**

- Using data-driven curricular decision-making, assess and realign university programs, services, and initiatives to strengthen their quality, to recognize growth potential and distinction, and to link with institutional resources and priorities.
- Reassess and realign course scheduling, sequencing and prerequisite requirements and set targets for program size, all with the intent to increase student retention.
- Evaluate and implement effective student retention, assessment and success initiatives, as well as academic and other support services.

# Strategic Planning Update



## **GOAL #1. Foster student success through a robust teaching and learning environment supported by comprehensive student services.**

### **Phase #1 Strategies (2015-2016)** (Continued)

- Develop and fund a comprehensive and strategic enrollment plan, incorporating financial aid and scholarship strategies.
- Develop targeted plans for recruitment and support of international students, transfer students, and graduate students.
- Enhance student involvement by supporting a range of campus experiences and opportunities for participation in extracurricular or co-curricular activities.

# Strategic Planning Update



## **GOAL #1. Foster student success through a robust teaching and learning environment supported by comprehensive student services.**

### **Phase #2 Strategies**

- Create a teaching and learning environment that values, supports, and increases diversity and inclusion.
- Commit to excellence in student-centered teaching, institutionally and within each unit, and implement best practice strategies for assessment of teaching (student evaluations, peer reviews, etc.).
- Form a comprehensive plan for all learning environments, including main campus, online learning, Macomb, and other locations by identifying each environment's purpose, technology plan, market direction, and resources required for student success and state-of-the art operation.

# Strategic Planning Update



**GOAL #2. Be recognized as a strong research and scholarly environment focused on creative endeavors and on the discovery, dissemination and utilization of knowledge.**

## **Phase #1 Strategies (2015 – 2016)**

- Enhance campus-wide support infrastructures for discovery-based, applied, scholarly, creative, and interdisciplinary research.
- Attract research-active faculty who can bring in external grants and evidence considerable scholarship.
- Provide enhanced research support for faculty.
- Actively engage students in faculty research and scholarship.

# Strategic Planning Update



**GOAL #2. Be recognized as a strong research and scholarly environment focused on creative endeavors and on the discovery, dissemination and utilization of knowledge.**

## **Phase #2 Strategies**

- Support the synergy between teaching and scholarship for individual faculty and for academic units.
- Maintain peer-competitiveness with other doctoral research universities.

# Strategic Planning Update



**GOAL #3. Become a leader in serving the needs and aspirations of our communities and region through expanded community relationships, institutional reputation and visibility, and engagement.**

## **Phase #1 Strategies (2015 – 2016)**

- Promote our visibility and preeminence among business and government leaders.
- Position the university as a leading resource for the arts and community activities.
- Further develop partnerships, internships, and collaborations that benefit students and increase opportunities for service learning.



# Strategic Planning Update



**GOAL #3. Become a leader in serving the needs and aspirations of our communities and region through expanded community relationships, institutional reputation and visibility, and engagement.**

## **Phase #2 Strategies**

- Help solve local and regional issues, including regional economic and workforce development.
- Strengthen collaborations and partnerships with K-12 schools.
- Build and support an institutional culture of philanthropy, including a support structure for leaders to ensure more successful philanthropy.
- Develop metrics and set goals that provide accountability for philanthropy and help drive decisions to increase engagement and deliver results.

## PROPOSED AFFIRMATION

**The University's three goals developed during several months of planning work are a concise expression of our institutional aspirations. Thus, it is important to recognize that student success is meant to encompass the full range of student experiences and opportunities while at the university. We also recognize that an intrinsic part of achieving these goals must include ensuring the university's excellence and the attainment of its mission through effective institutional processes, shared decision-making and transparent best practices.**

# Strategic Planning Update



***The Institutional Processes Task Force will help identify existing university processes that impede, complicate, or hinder our forward progress, institutionally and/or individually. The Task Force will also recommend potential changes. Participants in many focus group meetings as well as members of the Strategic Planning Committee expressed major concerns about institutional processes. The priorities listed below are examples:***

## **Phase #1**

- Increase professional development, including leadership training and succession planning.
- Align recruitment and hiring with the University's strategic priorities and core values.
- Empower leaders and create a culture of performance-based accountability and merit-based awards.

# Strategic Planning Update



***The Institutional Processes Task Force will help identify existing university processes that impede, complicate, or hinder our forward progress, institutionally and/or individually. The Task Force will also recommend potential changes. Participants in many focus group meetings as well as members of the Strategic Planning Committee expressed major concerns about institutional processes. The priorities listed below are examples:***

## **Phase #2**

- Create a comprehensive talent management strategy for retention.
- Utilize transparent strategic leadership as criteria in the hiring process.
- Address salary compression and increase institutional competitiveness in the marketplace.
- Assess and reengineer processes and procedures to maximize efficiency, economy, and productivity.

# Strategic Planning Update



***The Shared Governance Task Force will help address ways to enhance and strengthen a culture of effective, respectful, collaborative and collegial communications as well as transparent best practices. The priorities listed below are key examples:***

## **Phase #1**

- Reaffirm and enhance shared governance by instituting university-wide orientation and education about the roles and responsibilities of shared governance.
- Articulate a plan for Board cultivation and development.

## **Phase #2**

- Utilize transparent strategic leadership throughout the university.
- Broaden interactions, bridge hierarchies, and fully utilize governance channels to increase the quality of decisions.

# Strategic Planning Update



***The Budget and Finance Task Force will focus on the need to diversify revenue streams and to develop new financial plans and budget models to guide university operations in the years ahead. The following priorities are key examples:***

## **Phase #1**

- Aggressively identify the means to diversify revenue streams to include learning environments, tuition, fees, fee-paying graduate programs, international programs, continuing education, fund-raising, etc.
- Study the potential for new budget models that would incentivize and benefit schools, departments, and individuals.

## **Phase #2**

- Develop long-range and sustainable business and financial plans, including budget forecast models.