

Best University FOR the World

A 10-Year Transformation

2007 – 2017

Why? 2007 Environment

- An emerging global economy built on talent & innovation
- New demographics of students
- New competitors: ForProfit/On-Line
- Emergence of Performance-Based Funding
- Significant technological disruption to status quo
- 25-year trend of State Disinvestment in Higher Education
- Concerns about student debt and value of Higher Education, our reserves
- State expectations around economic development, job growth & workforce development

1st Regional Summit: August 2007

"Relentless": 2008 Strategic Plan

Key Strategies

1. Build a culture of innovation and entrepreneurship
2. Grow the preeminence of our academic programs
3. Diversify our revenue streams
4. Enhance student success
5. Grow research enterprise with focus on Applied/Use-Inspired/and Technology Commercialization
6. Enhance community engagement, visibility and brand
7. Continue to build a diverse and inclusive campus

Key Tactics

1. Build a Culture of Innovation and Entrepreneurship

- Hire and grow key entrepreneurial leaders
- Embed entrepreneurship throughout curriculum
- Incentivize entrepreneurial behavior through a new allocation process (MDA)

2. Grow the Preeminence of Our Academic Programs

- Recruit and Retain World-Class Faculty and Staff
- Establish "Centers of Excellence" in each college and school
- Build state-of-the-art 21st century learning environment

- Focus on quality experiences and learning outcomes for our students

3. Diversify Our Revenue Stream

- Enhance our fund raising and alumni engagement infrastructure
- Execute a comprehensive fund-raising campaign with national visibility
- Grow our Research, Development Technology Commercialization Success
- Grow a diverse enrollment at 1% to 2%/yr
- Grow state earmarked support for key initiatives
- Stop doing things that are not core or productive to our mission (outsource if appropriate)
- Build partnerships with sister institutions to enhance efficiencies
- Assume key leadership positions to impact policy issues on state support (SSI, capital)
- Manage real estate and leasing more effectively
- Position for long-term campus growth (affordable footprint)

4. Enhance Student Success

- Focus on completion
- Meet them where they are academically, financially and experientially
- Create a 1-stop shop for comprehensive support
- Embed career services earlier in matriculation
- Utilize technology more effectively
- Create global citizens
- Create individualized personal development plans (PDP) for every incoming student

5. Grow Research Enterprise with Focus on Applied/Use-inspired/and Technology Commercialization

- Create Research Institute (WSRI/ARC) to leverage WPAFB and local business/industry

6. Enhance Community Engagement, Visibility and Brand

- Grow Service Learning throughout curriculum
- Establish infrastructure for community engagement (VP, office, outreach)
- Achieve Carnegie Classification as a community engagement classified Institution
- Establish "Raider Country"
- Conduct Annual "Regional Summits" in Dayton and Lake Campus

7. Continue to Build a Diverse and Inclusive Campus

- Establish infrastructure for Multicultural Affairs (VP, office, outreach)

- Establish multicultural core competency in General Ed.
- Grow international enrollment across continents
- Enhance employee orientation and diversity training
- Continue to grow support for multicultural centers with emphasis on growing proportion of Latino/Hispanic students
- Expand military/veterans support center

Our Journey! Challenges on the way

1. 2008-09 Great Recession
2. Mandated semester change (\$3 million cost)
3. National attack on the value of a college education
4. Sequestration
5. Safety and security on campus
6. Student debt escalation
7. Loss of \$15 million in base SSI (Ohio 46th of 50 states)
8. Loss of \$23.8 million in Capital (\$0 capital in 2011 no basic renovation money since 2009)
9. 100% completion formulated implemented
10. New Capital Process Implemented (no longer based on square footage)
11. 0% tuition increases in 2007, 2008, 2009, 2016, and 2017

Hunker Down??Forego Transformation??