**A Committee Report to the**

**University Strategic Planning Committee**

**Strategic Goal Three:**

**III. Focus on Resources to Expand and Diversify the Revenue Base of SWOSU**

**Committee Members**

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**A. Increase Grant Submissions and Awards Using the Following Objectives:**

 **1. Increase proposal submissions and grant writers by 50%**

 a) Hire additional staff for OSP with skills/education/background in grant-writing, accounting, and compliance; and

 b) Implement grants administration software to streamline and link processes for OSP, PIs, and others involved in the grants processes

 **2. Increase fund proposals by 50% (annual revenue $3,000,000)**

 a) Ask faculty members who have submitted/been awarded grants to talk with other faculty members, especially in their own departments/schools/colleges, about the process, time commitments, incentives and other advantages and opportunities grant projects present

 b) Adjust course offerings to accommodate release time

 c) Encourage grant collaborations among departments to work together on proposals/projects

 d) Create a “Debunking the Myths” presentation to raise awareness/educate on all issues/aspects/opportunities

 e) Present additional seminars to departments/colleges/campus on grant-writing and opportunities for funding, and include a panel of faculty members who have submitted/been awarded grants

 f) Create webpage where faculty members can post their research interests, knowledge areas, and skills to help in creating collaborations

 g) Set up meetings for faculty members to discuss research interests for potential collaborations.

 h) Encourage faculty to seek out contracts in the community

 **3. Install a system for successful grant writer recognition by 2015**

 a) Schedule recognition dinner on an evening in which classes are not being held

 b) Give 2 to 3 months advanced notice to those being recognized

 c) Dean’s send out a notice to their college recognizing when someone submits a grant and then again if it is funded

 d) Group picture taken during recognition dinner; post the picture and write up on the university website and send to local newspapers

**4. From the 2012 Committee’s Work**

 a) Require all departments supplement their 5% of their total budget with fundraising

 b) Publicly recognize and award grant writers

 c) Compensate fundraisers with flexible rewards, time-off, bonuses, etc.

 d) Increase indirect cost recovery and increase OSP staff with funding

 e) Maintain a database of faculty, staff, and administration interests and

 educate employees on finding funding opportunities

 f) Provide review services for pre-proposals

 g) Create a database or software for reporting and budgeting information

 h) Support of reassigned time for grant-writing and grant-administration

 i) Provide training for administrative assistants and other staff for monitoring

 compliance and providing assistance

**B. Increase Foundation Average Giving By 10% each year for the next five (5) years from $1,129,447 to $1,818,987 by 2017.**

 **1. Possible ways to do that:**

 a) Inform employees about the benefits that become available when SWOSU can demonstrate a high percentage of employees are donors

 b) Take more active steps to encourage employees to give through payroll deductions

Currently, 13% (n=73) of 550Full-Time Employees (FTE) give through payroll deduction. These gifts go into specific funds as designated by the employee. Approximately another 3% of FTE make annual gifts to the Foundation.

c) Encourage donations to the Foundation in the name of friends and relatives in lieu of a gift

 d) Work with departments to contact alumni, especially those who were active in clubs or were recipients of scholarships

 e) Let these alumni know about the specific needs and goals of their departments, and what contributions would help most.

 f) The SWOSU Foundation has had fundraising consultants conduct pre- campaign interviews and research over the last year which indicated favorable outcomes.  The Foundation is currently in the early stages of the planning process of a capital campaign. This campaign will be a major support of all of our strategic goals.

 **2. From the 2012 Committee’s work:**

 a) Partner for advertising dollars with affinity friendly corporations, (Amazon, Liberty Mutual, Geico, etc.) to provide links for books and services on DL2

 b) Partner with companies to sponsor summer camps (Edmond Scientific Camp)

 c) Sell naming rights for online programs and services

 d) Partner with the local casino management group for University programs support

 e) Negotiate with University vendors for departmental donations (Cisco, Edmond

 Scientific, etc.)

 f) Partner with corporations for undergraduate research assistantships– funds to go to student stipends and internships and departmental unrestricted.

 g) Naming rights for all programs including online

 h) Implement educational partnerships with technology centers and other universities

 i) Seek advertising partners for campus events – Panorama, Theater productions

 k) Work with Foundation to:

 l) Increase faculty staff payroll deductions by new campaign “Give to Your

 Passion” in 2013

 m) Create a SWOSU needs menu and post online

 n) Use the website for videos of donors and scholarship recipients

 o) Implement specific programs for donor interest, i.e. “Give a Little, Get a

 Latte”, “Sponsor a Day for a Student at SWOSU” etc.

 p) Begin Foundation Capital Campaign in fall 2012

 q) Actively pursue bequests and planned giving with mailing campaign and

 continuing education speakers

 r) Create a highly visible Donor Wall on campus

 s) Increase communication with donors with annual report, newsletters and

 personal correspondence

 t) Work with Alumni Foundation to:

 1) Increase alumni base for giving with a student alumni association

 2) Use students for fundraising and stewardship

 3) Participate in more alumni events

 4) Form satellite organizations

 5) Work with companies who employ SWOSU alums to sponsor events

 u) Work with Athletic Association to:

 1) Combine membership benefits for alumni and boosters

 2) Use naming opportunities in athletic facilities to raise funding for staff and improvements

 3) Improve auction proceeds

 4) Increase community involvement by using athletes for community service projects

 5) Increase funding by using athletes for fundraising and stewardship

 v) Development could use creative naming opportunities to appeal to donors.

 w) Third party sponsorship and partnering arrangements need to be expanded to

 include campus events and corporate involvement

 xUniversity should include incentives for entrepreneurship and funding successes

**C. Increase Tuition and Fee Revenue by:**

 **1. Recruiting and Retaining International Student Enrollment by 5% FTE**

 **(Fall 2013 actual: 86 to 117 or 36 % ~ 2014 projected 150 or 28 %)**

 a) Determine the specific recruitment needs and goals the Director of International Student Affairs and create a recruitment plan and budget.

 b) Establish a digital presence in selected foreign nations and in their United States Consulate Offices to inform potential students about Southwestern

 c) Approach current SWOSU faculty members from foreign countries to gather information about the best way the Director of International Student Affairs might recruit international students from their country.

 d) Seek and form reciprocal relationships with universities in selected foreign countries to create exchange programs and/or shared degree programs

 e) Establish a pool of current SWOSU faculty members who would be willing to mentor a foreign student for at least one semester.

 f) Seek volunteers among SWOSU’s current international student population who would be willing to serve as SWOSU Ambassadors in their country. These students would need to be trained to serve in this capacity.

 g) Create an English Language Institute (ELI) on SWOSU campus/es.

 h) If and when the non matriculated international students’ TOEFL scores meet our admission requirements, matriculate ELI graduates into undergrad colleges.

 i) Develop room and board revenue generating from active ELI students on either or both campuses.

 **2. Implementing and Enforcing a Revised Non-Resident Fee Structure**

 a) Current policies of determining which non-resident students receive tuition reductions vary widely within the university structure. The committee recommends any changes to the current policies take into account the goals of

 individual departments who use tuition reductions for non-residents to recruit and retain students. The committee further recommends the university gather

 information from those departments about what limits to applying tuition reductions would be acceptable.

 b) The committee recommends non-resident students who receive tuition reductions demonstrate at the end of each semester satisfactory progress in their degree programs and a specified minimum grade point average to continue receiving tuition reductions.

 c) Explore the application of tuition reductions to (a) only required academic course work in students’ degree programs; (b) limit the number of credit hours for which a non-resident students can receive a tuition reduction;(c) non-resident students who demonstrate a financial need for tuition reduction; and/or (d) work with the financial aid office to explore alternative funding for non-resident students

 **3. Implementing Sports Junior Varsity Teams** (no report-no idea how)

 **4. Implementing Educational Partnerships**

 a) Create articulation agreements with technology centers for certain of their programs through which a tech center program graduate with a certain GPA is automatically accepted here and enters SWOSU as a junior.

 University Partnerships and Development from the 2012 Committee’s work:

 b) Campus partnerships developed with corporate and private entities to decrease costs and increase campus and student involvement in funding streams

 c) Increased development funding through corporate and private partnerships

 d) Partnerships with local and national businesses to generate advertising dollars and student and faculty support

 e) Increased faculty grant submissions and awards.

**5. Overall Revenue Generators from the 2012 Committee’s work:**

 a) Rent campus facilities and computing power to outside businesses (computer labs etc.) during downtimes and

 b) Implement campus parking fees

 c)Install solar panels in parking lot and charge higher fees for spaces, power facilities

 d) Use software to power down unused monitors and dim lighting with ambient light increase and remotely control dorm temps

 e) Upgrade married student housing and increase rent

 f) Implement a campus-wide facility usage policy

 g) Move Assessment Center for increased testing capabilities and income

 h) Install main street digital signage and generate advertising dollars.

i) Use existing facilities for funding stream, catering outside, campus pizza and treat

 delivery, birthday brownies etc.

 j) Auction surplus goods on eBay

 k) Open an e-store. Sell laptops, apparel, local specialties (Watonga cheese, peanuts,

 cafeteria brownies, etc.), and framing services.

 l) Outsource janitorial, grounds maintenance, IT

 m) Upgrade the Rodeo Farm to attract horse-boarders

 n) Create a horsemanship, rodeo school using rodeo students

 o) Charge a usage fee for Crowder Lake

 p) Build a retirement center at Crowder Lake, include kayak lessons, sailing, adult

 classes on campus with bus service

 q) Charge for event planning

 r) Create cost centers for student run businesses (IT, robotics, trophies)

 s) Charge for transcripts and mailing of transcripts

 t) Third party reimbursement for athletics physical therapy

 **6. Academic Moneymakers from 2012 Committee’s Work**

 Instruction: online programming and certification programs are increasing in

 demand and University degree programs are due for review.

 Research and analysis should be fully explored as a funding stream. This would

 include patents, royalties, new business start-ups and corporate partnerships

 Auxiliary enterprises, facilities, online presence, and real estate holdings are

 important assets the University could use to increase funding and reduce costs.

 University should include incentives for entrepreneurship and funding successes

 Pricing for differentiated usage fees, tuition, and services needs to be examined.

 The proposed initiatives are divided for convenience into (A) Academics, (B) University Facilitiesand Staff, (C) University Partnerships and Development

 a) Commercialize University research through patents, royalties, and new business

 start-ups. Faculty develops and markets custom published textbooks.

 b) Expand student base and increase tuition funding by creating an online virtual

 college with these attributes:

 1) Complete entire undergrad programs

 2) Online programs for adult learners to receive accelerated BA and MBA

 degrees

 3) Academic programs for retirees (grandparent’s university)

 c) Increase fees for online courses and degree programs

 d) Develop new graduate programs in high demand areas

 e) Charge for a selection of continuing education classes

 **7. Brainstorming Money Makers from the 2012 Committee’s work:**

 a) All University resources and assets managed and integrated into cost efficient and effective revenue builders

 b) Outsourcing some services used to cut costs

 c) Students initiated to create student run businesses and University service teams

 d) New resources created by expanding existing assets and new technology

 e) Usage fees for marketable facilities and services implemented

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