OKLAHOMA STATE UNIVERSITY OKLAHOMA CITY
2013-2017 STRATEGIC PLAN

Mission

Oklahoma State University – Oklahoma City develops and delivers collegiate level career and transfer educational programs, professional development and support services which prepare individuals to live and work in an increasingly technological and global community.

Vision

Oklahoma State University – Oklahoma City will be the preeminent educational resource in Oklahoma City, enhancing people’s lives by providing:

- Unique and exceptional programs to serve the community
- Progressive and quality learning opportunities and
- Outstanding support services.

Core Values

Excellence - We seek excellence in all our endeavors and we are committed to continuous improvement.

Intellectual Freedom - We believe in ethical and scholarly questioning in an environment that respects the rights to freely pursue knowledge.

Diversity - We respect others and value diversity of opinions, freedom of expression, and ethnic and cultural backgrounds.

Integrity - We are committed to the principles of truth and honesty, and we will be equitable, ethical, and professional.

Service – We believe that serving others is a noble and worthy endeavor.

Stewardship of Resources - We are dedicated to the efficient and effective use of resources. We accept the responsibility of the public’s trust and are accountable for our actions.
Campus Goal One: Improve student success, retention and subsequent graduation rates of all students attending Oklahoma State University – Oklahoma City.

Critical Success Factors:
- Minimum of one third of class sections taught by full-time faculty
- Increase graduation rate to 18%
- Student persistence rate 70% (fall to spring)
- First-time, full-time student retention rate 50% (fall to fall)
- Student success rate 65% \((A+B+C+Au/Total)\)
- 100% participation of campus departments in enrollment management initiatives
- Enrollment management initiative integrated into all departmental strategic plans

Objective 1.1 Understand the student population and its barriers to success
- Identify student points of entry and intent
- Identify student barriers to completion
- Catalog institutional programs implemented to support student success and target their use
- Identify the appropriate alignment of support services to increase student success
- Identify campus practices that successfully address student barriers and promote campus-wide consideration and adoption

Objective 1.2 Ensure that quality campus support services are provided and communicated to our students and community
- Identify and prioritize support services needed by our students and community
- Match student needs with services
- Develop services based on the needs of our students and community
- Communicate support services available to our students and community
- Maintain and improve assessment processes to ensure that services enhance student learning and provide value

Objective 1.3 Assessment results will be used to improve programs and services. The Assessment of Student Learning Committee will coordinate campus assessment activities.
- Academic leadership will monitor and report progress of assessment activities
- Complete Higher Learning Commission Assessment Academy
- Ensure all programs have outcomes and objectives that are systematically assessed
- Develop a system to assess student learning activities
- Develop objective measurement of changes made due to assessment practices

Objective 1.4 Support continual critical self-examination and process improvement to ensure effective and efficient use of resources
- Office of Institutional Grants and Research provides leadership for a process improvement program
- Institutional Effectiveness Committee provides oversight and support for internal examination and process improvement program
- Encourage campus support of process improvement activities
- Publicize process improvement activities and celebrate outcomes
Objective 1.5  Utilize appropriate technology in order to improve student learning
Reach beyond campus boundaries and use cutting-edge technology to deliver courses, degree programs, and learning resources

- Develop training and resources to enhance instruction and use of technology services across campus
- Ensure the Technology Support Center, The SSOC, and Library are equipped to support both online and on-campus learning activities
- Further develop the online classroom to ensure long-term planning and quality of instruction
Campus Goal Two: Ensure the highest standards of excellence in teaching and learning both inside and outside the traditional instructional environment.

Critical Success Factors:
- 90% faculty and staff participation in professional development and/or lifelong learning activities
- Offer a minimum of four (4) faculty professional development workshops annually
- Minimum of 4.5 ranking out of 5 for each department on student satisfaction survey
- 75% of faculty will utilize the Online Classroom
- 80% of classrooms will be equipped with technology
- National accreditations for all eligible programs, as appropriate
- HLC progress reports submitted before deadline and completion of the Assessment Academy Project
- 10% of faculty/staff in leadership roles of external professional organizations

Objective 2.1 Maintain accreditation by the North Central Association of The Higher Learning Commission (HLC)
- Complete progress reports and develop responses required by 2010 site visit
- Continue to monitor reaccreditation process changes and prepare for new requirements
- Educate campus and community on Pathways accreditation process
- Collect documentation to support the next reaccreditation process and ensure that activities and documentation are centrally available for review

Objective 2.2 Ensure an appropriate number and distribution of full-time faculty positions
- Determine needs and priorities for new and existing full-time positions based on input from units across campus and data on success
- Faculty positions will be priority in budget planning process
- Develop funding plan to achieve full-time positions

Objective 2.3 Support faculty/staff development
- Review for consideration all departmental budget proposals for training and development
- Develop a faculty/staff training and development program through the office of professional training and development
- Office of professional training and development will coordinate and plan campus wide training and development opportunities
- The campus will provide effective support and development for adjunct faculty

Objective 2.4 Acquire accreditations which demonstrate quality of programs
- Inventory programs which currently have accreditation
- Identify programs that are candidates for accreditation
- Prioritize and support accreditation efforts for identified programs
- Publicize program accreditations
Objective 2.5  Promote lifelong learning to faculty, staff, students, and the community
- Identify and provide programs and services that support lifelong learning
- Ensure that professional development efforts of faculty and staff are incentivized and recognized
- Create technology-based training events for faculty, staff, students, and the community

Objective 2.6  Encourage and support faculty/staff actively participating in professional organizations
- Support membership in organizations, as resources and administrative leave allows
- Formally recognize participation in performance appraisals and evaluations
- Implement an appropriate award program and communicate institutional support for participation professional organizations
Campus Goal Three: Secure resources needed to fulfill the OSU-OKC mission and maximize the effective and efficient use of those resources.

Critical Success Factors:
- State funding per full-time equivalent student increased to 80% of average for two-year colleges
- 20 grant/contract proposals annually
- Make at least 150 personal visits with prospective donors and involve campus President in as many as schedule permits
- Generate $5,000,000 in private funding
- All programs and services will be evaluated for demonstrable value to students and/or community. If value not demonstrated, programs will be eliminated or revised.
- 8,500 headcount enrollment in Fall 2018

Objective 3.1 Aggressively develop private funding as a resource for campus programs
- Facilitate activities that emphasize the relationship between private funding and campus success
- Cultivate alumni relationships to expand donor base
- Promote the OSU Foundation and increase funding support from faculty and staff to benefit OSU-OKC
- Collaborate with all campus constituencies to create funding initiatives that support the priorities of the campus
- Increase private funding to support the priorities of the campus

Objective 3.2 Encourage and support the procurement of grants and contracts on campus through the office of institutional grants and research
- Maintain a clearinghouse for projects/ideas that are candidates for external funding
- Solicit, review, prioritize and approve grant/contract funding proposals
- Provide support to accomplish submittal of grants/contracts
- Support grant incentive programs for faculty and staff

Objective 3.3 Increase base funding from state appropriations
- Communicate with appropriate agencies regarding the need for a base adjustment
- Work with Oklahoma State Regents for Higher Education to establish an appropriate peer group for funding comparisons
- Foster relationships with campuses that have common funding priorities
- Foster relationships with appropriate state legislative representatives and regents

Objective 3.4 Regarding capital funding, pursue equity funding with two-year campuses
- Update and prioritize current capital funding needs for campus
- Pursue equity in Section 13 offset funding
- Assure needs are included in all capital funding initiatives for Oklahoma State University system or statewide efforts
Objective 3.5   Ensure existing resources are properly deployed

- Establish reserve minimum balance
- Provide means for proper funding of salaries
- Provide means for proper maintenance of facilities
- Provide means for appropriate levels of tuition waivers
**Campus Goal Four: Increase the institution’s engagement in community and regional economic development programs and activities.**

**Critical Success Factors:**
- Marketing and promotional campaigns emphasize educational opportunities
- Consistent positive news coverage
- Updated marketing plan in place by July 1 that includes agency, division, and departmental marketing budgets, web, social and new media initiatives
- Workforce data available for all degree and certificate program graduates
- Viable Advisory Committee for all technical programs
- Continuous visible role in business and industry groups
- External recognition by private and public agencies as leader in workforce development
- Initiate contact with 24 new external organizations annually
- 4 campus-wide community engagement activities annually
- Every department has regular contact with industry it serves in addition to advisory committees

**Objective 4.1 Partner with community members to explore faculty and student learning opportunities**
- Engage in community-building activities that benefit individuals and public/private organizations
- Promote service learning activities to complement campus courses and academic programs
- Recognize engagement activities of students, faculty, and staff
- Facilitate internships and practicums that provide students with practical experience
- Actively seek opportunities to volunteer in community sponsored activities and events

**Objective 4.2 Nurture industry relationships as an integral part of all degree and certificate programs**
- Coordinate, support, and document advisory committee activities
- Assess program outcomes and revise according to findings
- Assess graduate and employer satisfaction with students graduating from OSU-OKC

**Objective 4.3 Survey the current and projected workforce needs of local business and industry**
- Identify and target business and industry sectors that align with campus academic programs
- Identify a best practice for surveying local workforce needs
- Identify an appropriate reporting mechanism for communicating identified needs
- Develop a process for assessing the campus capacity to respond to identified needs
- Develop a process for identifying and securing campus resources to respond to identified needs

**Objective 4.4 Develop educational programs that meet the needs of the community**
- Identify and target community needs that align with campus academic programs
- Identify a best practice for surveying local community needs
- Identify an appropriate reporting mechanism for communicating identified needs
- Develop a process for assessing the campus capacity to respond to identified needs
- Develop a process for identifying and securing campus resources to respond to identified needs
Objective 4.5  Promote Oklahoma State University – Oklahoma City as a local educational resource that offers a quality, affordable education

- Review and revise the institution’s comprehensive marketing plan
- Support student recruitment efforts by emphasizing the value of campus programs, services and brand
- Develop communication strategies that reinforce themes such as campus pride, student success, and retention and completion
- Continue to develop and modify website content according to usage reports
- Develop mobile website and related tools
- Use social media to build relationships with students and the community
Campus Goal Five: Enhance the relationship between OSU-OKC and the Stillwater campus and other partners, as appropriate.

Critical Success Factors:
- Each director or department head, and above, will participate in at least one training opportunity, annually, on the Stillwater campus
- OSU-OKC representation in appropriate meetings held on the Stillwater campus
- OSU-OKC should bring Stillwater representatives to campus no less than twenty times per year
- Four new cooperative agreements and/or articulation agreements annually

Objective 5.1 Increase the visibility of the OSU identity across campus
- Embrace the appropriate use of the OSU identity by adopting the official Style Guide
- Incorporate institutional colors and logos according to the use identified as appropriate
- Update existing campus logos to reflect the image and identity of the OSU brand
- Install internal and external signage that promotes the OSU identity and brand

Objective 5.2 Explore the benefits of technological alignment and/or partnership agreements
- Identify process efficiencies that may be gained through increased alignment
- Identify equipment and software efficiencies that may be gained through increased alignment
- Identify student success programs that may be adapted for use at OSU-OKC

Objective 5.3 Increase the number of cooperative and articulation agreements with Stillwater
- Identify the cooperative agreements that are appropriate
- Identify the articulation agreements that are appropriate
- Prioritize needed articulation agreements and set time-frames for achieving such agreements

Objective 5.4 Create opportunities for campuses to interact
- Develop shared wellness initiatives
- Develop means for OSU-OKC presence/representation at sports events
Campus Goal Six: Develop the campus infrastructure to meet the needs of the campus.

Critical Success Factors:
- Evaluate the technology replacement plan on a semi-annual basis
- Determine efficiencies in centralizing the purchase, management, and support of campus-wide technology
- Create an annual maintenance program
- Create a campus emergency response plan

Objective 6.1 Ensure technology is seen as a strategic resource across the OSU-OKC campus
- Explore ways to reduce costs through the use of technology and implement valid options
- Explore centralizing the purchase, management, and support of campus-wide technology
- Encourage all campus areas to consider a centralized campus-wide approach in the acquisition and utilization of technology related resources

Objective 6.2 Maximize use of space and determine if a need exists for additional space based on projected growth patterns of campus enrollment
- Develop a facility and room utilization plan
- Determine if and what campus programs require additional space

Objective 6.3 Develop a facility maintenance schedule
- Roof replacement
- HVAC
- Key classroom equipment

Objective 6.4 Ensure that the Master Plan continues to meet the needs of OSU-OKC
- Prioritize needs identified
- Develop funding plan for items scheduled to be completed in the first three years of the plan
- Perform an annual review of the Master Plan

Objective 6.5 Ensure an appropriate number and distribution of staff
- Determine needs and priorities for positions
- Staff positions will be included in the budget planning process
- Develop funding plan to achieve identified staff needs
Campus Goal Seven: Support a culture that values a diverse and inclusive learning and working environment.

Critical Success Factors:

- Develop and implement processes for tracking programs and services for underserved groups
- Two new educational or support services added annually to meet the needs of underserved groups
- Two new funding resources or alternative support services added annually to meet the needs of underserved groups
- Conduct at least one faculty/staff workshop annually that focuses on enhancing inclusiveness and diversity
- Support student organizations designed to enhance inclusiveness and diversity
- Provide facilities without charge at least four times a year to groups that are recognized as encouraging inclusiveness and diversity
- Diversity Committee provides data and recommendations to the president on an annual basis regarding diversity programming and training

Objective 7.1 Create a climate of inclusiveness that fosters the success of diverse individuals

- Educate and increase appreciation concerning the importance of respecting and valuing diversity among campus and community
- Promote cultural, social and professional interaction among individuals and groups from diverse backgrounds, perspectives, cultures, etc.
- Increase awareness of diverse cultures and backgrounds

Objective 7.2 Position the campus as an institution of diverse perspectives and backgrounds

- Diversity committee will develop action plans designed to enhance diversity in the campus areas identified as lacking in appropriate diversity
- Diversity committee will monitor the success of these action plans in improving diversity and revise them as necessary
- Campus will promote and recognize progress toward inclusiveness and diversity

Objective 7.3 Continue to develop and expand process to identify underserved groups

- Enrollment management steering committee will make identification of underserved groups a part of the enrollment management plan
- Underserved groups will be assessed to determine needs

Objective 7.4 Establish programs and services to meet the ongoing needs of underserved groups

- Units will develop programs and services to serve the needs of underserved groups
- Resources to support approved programs will be identified through strategic planning and approval process
- Develop appropriate methods and technologies to serve underserved groups
- Evaluate programs and services offered to determine effectiveness