

## **OKLAHOMA STATE UNIVERSITY OKLAHOMA CITY FISCAL YEAR 2012 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, highest 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 of all to freely pursue knowledge.

**Diversity-**We respect others and value diversity of opinions, freedom of expression, and other 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.

## **Goals, Critical Success Factors, Objectives, and Strategies**

**Goal One. 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.
- Average Class Size of 20 or less.
- Minimum of one third of class sections taught by full time faculty.
- Increase in graduates to 750.
- 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).
- 75% of faculty will utilize the Online Classroom.
- 80% of classrooms will be equipped with technology.

### **Objective 1.1: Support faculty/staff development.**

#### Strategies:

- Review for consideration all departmental budget proposals for training and development.
- Develop a faculty/staff training and development program through office of Professional Training and Development.
- Office of Professional Training and Development will coordinate and plan all campus wide training and development opportunities.

### **Objective 1.2: Ensure an appropriate number and distribution of full-time faculty positions.**

#### Strategies:

- Determine needs and priorities for full-time positions based on input from units across campus.
- Faculty positions will be priority in budget planning process.

### **Objective 1.3 Documented assessment results of student learning will be used to improve programs and services.**

#### Strategies:

- Assessment of Student Learning Committee will lead assessment activities.
- Academic leadership will monitor and report progress of assessment activities.

- Complete Higher Learning Commission Assessment Academy.
- Ensure all programs have outcomes objectives that are systematically assessed.
- Develop a system to assess student learning activities.

***Objective 1.4: Promote lifelong learning to faculty, staff, students and community.***

Strategies:

- Identify and provide programs and services that support lifelong learning.
- Ensure that lifelong learning efforts of faculty and staff are incentivized and recognized.
- Create technology related training events which will be developed for faculty, staff, students and community.

***Objective 1.5: Utilize appropriate technology in order to improve student learning.***

Strategies:

- 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 the campus.
- Ensure the Technology Support Center, The Learning Center, and Library are equipped to support both online and on campus learning activities.
- Further develop online classroom to ensure long term planning and quality of instruction.

**Goal Two. Continue to enhance the reputation of OSU – Oklahoma City as the quality institution of higher learning.**

**Critical Success Factors:**

- National Accreditations for all eligible programs.
- Marketing and promotional campaigns emphasize educational opportunities.
- Consistent positive news coverage.
- HLC progress reports submitted before deadline and assessment academy completed.
- 10% of faculty/staff in leadership role of professional organizations.
- Support services will achieve 4 or better (out of 5) on student satisfaction survey.
- Updated marketing plan in place by July 1 that includes agency, division, and departmental marketing budgets, web, social and new media.

***Objective 2.1: Acquire accreditations which demonstrate quality of programs.***

Strategies:

- Inventory programs which currently have accreditations.
- Identify programs that are candidates for accreditations.
- Prioritize and support accreditation efforts for identified programs.
- Publicize program accreditations.

***Objective 2.2: Maintain accreditation by the North Central Association of The Higher Learning Commission (HLC).***

Strategies:

- 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 next reaccreditation activities and documentation is centrally available for review.

***Objective 2.3: Promote OSU – Oklahoma City as the leading educational resource for quality, affordable education.***

Strategies:

- Review and revise comprehensive marketing plan.
- Work through Enrollment Management Steering Committee to develop clear goals for program-specific advertising campaigns.
- Continue to positively impact recruitment by communicating benefits of our programs, services and brand to prospective students.

- Continue internal communications about campus programs and services that engage students and promote retention.
- Continue to develop website content as the primary way to communicate with stakeholders.
- Develop mobile website and related tools.
- Use social media to build relationships with constituents.

***Objective 2.4: Encourage and support faculty/staff actively participating in professional organizations.***

Strategies:

- Support campus memberships within organizations with appropriate resources and administrative leave as funding allows.
- Formally recognize these activities through appraisals and evaluations, award programs and Communications support.

***Objective 2.5: Ensure that quality campus support services are provided and communicated to our students and community.***

Strategies:

- Identify and prioritize support services needed by our students and community.
- Develop services based on the needs of our students and community.
- Communicate support services available to students and community.
- Maintain and improve assessment process to ensure these services enhance student learning and provide value.

**Goal Three. Secure resources needed to fulfill the OSU – Oklahoma City 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 his schedule permits.
- Generate \$1,000,000 in private funding
- Evaluate annual technology replacement plan biannually.
- All programs and services unable to demonstrate value will be eliminated.

***Objective 3.1: Increase base funding from state appropriations.***

Strategies:

- Communicate need for base adjustments to appropriate agencies.
- 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 state regents.

***Objective 3.2: Pursue equity with two year campuses in capital funding.***

Strategies:

- 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 3.3: Encourage and support the procurement of grants and contracts on campus through office of Institutional Grants and Research.***

Strategies:

- Maintain 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 3.4: Develop private funding as resource for campus programs.***

Strategies:

- Facilitate activities that emphasize the relationship between private funding and campus success.
- Cultivate alumni relationships to expand donor base.
- Promote support by faculty and staff to benefit OSU – Oklahoma City through giving to the OSU Foundation.
- 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 3.5: Support continual critical self-examination and process improvement to ensure effective and efficient use of resources.**

Strategies:

- Office of Institutional Grants and Research provides leadership for program of self-examination and process improvement.
- Institutional Effectiveness Committee provides oversight and support for self-examination program.
- Encourage campus support of process improvement activities.
- Publicize process improvement activities.

**Objective 3.6: Ensure technology is seen as a strategic resource across the OSU-Oklahoma City campus.**

Strategies:

- Explore ways to reduce costs through the use of technology and implement valid options.
- Centrally manage the technology resources of OSU – Oklahoma City in an efficient and sustainable way.
- Encourage all campus areas to consider a centralized campus-wide approach in the acquisition and utilization of technology related resources.

**Goal Four. Expand educational opportunities through outreach programs and services designed to meet the needs of underserved groups.**

**Critical Success Factors:**

- Develop and implement process 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.

***Objective 4.1: Continue to develop and expand process to identify underserved groups.***

Strategies:

- 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 4.2: Establish programs and services to meet the ongoing needs of underserved groups.***

Strategies:

- 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.

**Goal Five. Support economic development by providing educational and training opportunities that prepare individuals to meet workforce needs.**

**Critical Success Factors:**

- 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.

**Objective 5.1: Continue to identify workforce needs.**

Strategies:

- Collaborate with business leaders and advisory committees to identify workforce needs.
- Ensure coordination between Business & Industry and Academics regarding workforce needs and offerings.

**Objective 5.2: Establish and support industry relationships as an integral part of all degree and certificate programs.**

Strategies:

- Coordinate, support and document Academic Advisory committee activity.
- Conduct evaluations of programs and revise as per workforce needs on a systematic basis.
- Assess graduate and employer satisfaction through the Office of Institutional Grants and Research.

**Objective 5.3: Identify career degree programs, career trends, and non-credit training that meets the needs of Business and Industry.**

Strategies:

- Research and develop programs to prepare students to meet workforce needs.
- Coordinate with stakeholders in developing training and educational programs that meet workforce needs.

**Goal Six. Establish and maintain cooperative and collaborative relationships with other educational, governmental and private organizations.**

**Critical Success Factors:**

- Contact with 24 new relationships with external organizations annually
- 4 campus wide community engagement activities annually

***Objective 6.1: Involve the community in providing student learning opportunities.***

Strategies:

- Identify ways to strengthen our relationships with business, industry and community.
- Promote Service Learning activities to complement campus courses and academic programs.
- Facilitate internships and practicum that provide practical experience to students in appropriate academic programs.
- Continue to develop educational partnerships.

***Objective 6.2: Build and strengthen community outreach and development activities.***

Strategies:

- Acknowledge and respond to issues faced by the community.
- Engage the public in community-building activities that benefit individuals as well as public and private organizations.
- Set a positive example as an organization that encourages volunteerism as a means to positively influence the community.
- Encourage and recognize community engagement (service learning and volunteerism) of faculty, staff, and students.
- Publicize public service and outreach activities to campus and community.

**Goal Seven. Continue to expand and support a strategic enrollment management initiative that meets the needs of the campus and community.**

**Critical Success Factors:**

- 100% participation of campus departments in enrollment management initiative.
- Enrollment management initiative integrated into all departmental strategic plans.
- 8,500 headcount credit enrollment in Fall 2011.
- Annual duplicated non-credit enrollments of 1,800 or more by Fall 2011.
- Four new cooperative agreements and/or articulation agreements annually.

**Objective 7.1: Strategic enrollment management is the overarching priority of the campus with support from all departments.**

Strategies:

- Utilize Enrollment Management Steering Committee to involve the campus community.
- Facilitate communications and accountability of enrollment management activities through Enrollment Management Steering Committee.
- Commit resources to support enrollment management activities through the annual budget process.

**Objective 7.2: Coordinate agency enrollment management with Oklahoma State University system and other colleges, universities and career technology centers.**

Strategies:

- Establish a university center on campus.
- Communicate programs and services of other educational agencies.
- Encourage seamless transfer as priority to senior institutions.
- Encourage communications between academic departments and corresponding departments at other colleges and universities.
- Promote representation in state-wide enrollment management efforts.

**Objective 7.3: Ensure enrollment management goals are aligned with institutional capacity.**

Strategies:

- Enrollment Management Steering Committee will determine optimal enrollment using available resources.
- Enrollment Management Steering Committee will identify barriers to enrollment growth and recommend solutions.

**Goal Eight: Support a culture that values a diverse and inclusive learning and working environment.**

**Critical Success Factors:**

- Conduct at least one workshop each semester for faculty and staff 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 Vice Presidents Council annually for programming and training
- Develop campus definition of diversity

**Objective 8.1: Create a climate of inclusiveness that fosters the success of diverse individuals.**

Strategies:

- 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 8.2: Establish campus as an institution of diverse perspectives and backgrounds.**

Strategies:

- 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.