



Appendix B:

Agency 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:

- 100% faculty participation in professional development activities
- Offer a minimum of four (4) faculty professional development workshops annually
- Minimum of 4.5 ranking 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
- Increase in student retention rate to 64.4% (fall to spring)
- Increase in student success rate to 71.1% (A+B+C+Au/Total)
- Will complete the HLC Assessment Academy Project
- 90% of faculty and staff can document participation in lifelong learning activities
- Annual appraisal systems recognize and reward lifelong learning efforts

Objective 1.1: Increase resources to support faculty/staff development.

Strategies:

- Review for consideration all faculty/staff budget proposals.
- Make faculty/staff development high priority for funding.
- Establish mechanism for faculty/staff feedback on development workshops.
- Develop processes for internal and external recognition of faculty achievements

Objective 1.2: Increase number of full-time faculty positions.

Strategies:

- Academic Affairs will determine needs and priorities for full-time positions.
- *Addition of full-time faculty positions will be top priority in future budgets.*

Objective 1.3 Document and assess student learning.

Strategies:

- Assessment Committee will lead assessment activities.
- Academic leadership will monitor and report progress of assessment activities.
- Will actively participate in HLC Assessment Academy.
- Ensure all programs will have outcomes objectives
- Develop a system to assess student learning outside the classroom



Objective 1.4: Identify and support programs and services that support lifelong learning.

Strategies:

- Complete an inventory of credit, non-credit and professional development activities that foster lifelong learning.
- Promote participation in those activities to students, faculty and staff.
- Ensure that faculty and staff demonstrate a commitment to lifelong learning through their own professional activities.
- Ensure that lifelong learning efforts are incentivized and recognized.



Goal Two. Continue to enhance the reputation of Oklahoma State University – Oklahoma City as the “Quality” institution of higher learning in Oklahoma City.

Critical Success Factors:

- National Accreditations for all Qualified Programs
- Externally accredited programs rank above national average
- All marketing and promotional campaigns emphasize quality education.
- Consistent media exposure in electronic and print media.
- The Higher Learning Commission 10 year unqualified accreditation
- 20% of faculty/staff in leadership role of professional organizations
- Student Services will achieve 90% satisfactory service rating

Objective 2.1: Acquire external accreditations which assure quality of programs.

Strategies:

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

Objective 2.2: OSU-OKC will be accredited by The Higher Learning Commission and the Oklahoma State Regents for Higher Education Technical Occupation process.

Strategies:

- Monitor North Central and Technical Occupation criteria for significant program changes in accreditation requirements.
- Educate faculty, staff and advisory committees on HLC and Tech. Occup. accreditation requirements.
- Continue plan to ensure documentation will support next accreditation activities and documentation is centrally available for review.

Objective 2.3: Promote OSU-OKC as the leading educational resource for quality, affordable education for two-year degrees, transfer programs and specialized four-year degree(s).

Strategies:

- Implement a comprehensive marketing plan for branding the university.
- Develop program-specific advertising campaigns.



- Continue to develop the website as our primary source of information.
- Continue to promote high-profile, successful programs and events.
- Establish relations with media outlets in order to increase media exposure.

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

Strategies:

- Support these activities with appropriate resources and administrative leave.
- Formally recognize these activities through appraisals and evaluations, award programs and public relation support.

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

Strategies:

- Identify support services needed by our students and community.
- Develop services based on the needs of our students and community.
- Develop an assessment process to ensure these services enhance student learning, promote individual growth, and provide value through the educational experience.



Goal Three. Secure resources needed to fulfill the Oklahoma State University-Oklahoma City mission and maximize the effective and efficient use of those resources.

Critical Success Factors:

- Funding per full time equivalent increased to average for two-year colleges
- 18 grant/contract proposals annually
- Make 150 donor “Moves” (transition to a deeper commitment) annually
- All programs and services unable to achieve productivity standards 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.

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.

Strategies:

- Establish a central clearinghouse for projects/ideas that are candidates for external funding.
- Solicit, review and prioritize grant/contract funding sources.
- Provide departments support to accomplish submittal of grants/contracts.

Objective 3.4: Develop private funding as resource for campus programs.

Strategies:

- Promote campus support of Institutional Development activities as a means of increasing campus resources.
- Facilitate activities that emphasize the relationship between private funding and campus success.



- Cultivate OSU-OKC Alumni relationships to expand donor base.
- Collaborate with all campus constituencies to create a comprehensive Institutional Development Plan.
- Work with Oklahoma State University Foundation and Oklahoma State University -Stillwater to increase support for Oklahoma State University -Oklahoma City funding needs.

Objective 3.5: Establish a program of continual critical self-examination and process improvement.

Strategies:

- Office of Institutional Effectiveness provides leadership for program of self-examination and process improvement.
- Institutional Effectiveness Committee provides oversight and support for self-examination program.
- Policies & procedures for program of critical self-examination and process improvement are developed and presented to VP Council for review and adoption.
- Approved campus program for critical self-examination and process improvement is implemented.



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

Critical Success Factors:

- 10 new educational or support services to meet the needs of underserved groups.
- 10 new funding resources or alternative support services to meet the needs of underserved groups.

Objective 4.1: Process will be established for identification of underserved groups.

Strategies:

- Enrollment Management Task Force will make identification of underserved groups a part of the EM Plan.
- Underserved groups will be assessed to determine needs.

Objective 4.2: Establish programs and services to meet the needs of underserved groups.

Strategies:

- Units will develop programs to serve the needs of underserved groups.
- Resources to support identified programs will be made available through SP/BD process.
- Develop educational technologies as a vehicle to serve underserved groups.



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

Critical Success Factors:

- Workforce data available for all AAS and Certificate program graduates.
- Viable Advisory Committee for all AAS programs.
- Continuous leadership role in Chambers of Commerce
- External recognition by private and public agencies as leader in workforce development.

Objective 5.1: Identify workforce needs.

Strategies:

- Continue to refine process for identification of workforce needs.
- Establish a formal process for communicating workforce needs between Business & Industry and Academics

Objective 5.2: Establish and support industry relationships as an integral part of all Applied Science Degrees.

Strategies:

- Academic Programs will be supported by Academic Advisory committees.
- Coordinate, support and document Academic Advisory committee activity.
- Conduct evaluation of program and refine as per workforce needs.
- Assess employer satisfaction.
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Objective 5.3: Establish a formal process for indentifying career degree programs, career trends, and non-credit training that meets the needs of Business and Industry.

Strategies:

- Develop academic programs to prepare students to meet workforce needs.
- Formalize process to facilitate stakeholders with 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:

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

Objective 6.1: Engage the community to provide student learning opportunities.

Strategies:

- Promote service learning activities to complement campus courses and academic programs.
- Facilitate internships that provide practical experience to students in appropriate academic programs.
- Continue to develop educational partnerships.
- Develop a procedure for monitoring and communicating to campus all of the public service and outreach activities.
- Conduct an outreach needs assessment in the major sectors that the university serves and develop a plan for meeting the identified needs.

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.
- Enhance faculty and staff linkages with interests of business and industry, government agencies, non-governmental organizations, and the Oklahoma City and surrounding community.
- Encourage community engagement (service learning and volunteerism) of faculty, staff, and students.
- Recognize community engagement activities of individual faculty, staff and students.



Goal Seven. Continue to expand and support an integrated enrollment management initiative that meets the needs of our community.

Critical Success Factors:

- Dynamic Integrated enrollment management process established and functioning.
- 100% participation of campus departments in EM process.
- Enrollment Management integrated into all departmental strategic plans.
- 8,000 headcount credit enrollment in Fall, 2010
- Annual duplicated non-credit enrollments of 5,000 or more by Fall 2010
- Ten new cooperative agreements and/or articulation agreements by Fall 2010.

Objective 7.1: Establish Enrollment Management as the overarching priority of the OSU-OKC campus with an expectation of support from all campus departments.

Strategies:

- Utilize Enrollment Management Task Force to involve the campus community.
- Facilitate communications and accountability of Enrollment Management activities through Enrollment Management Task Force.
- Commit resources to support Enrollment Management Activities through the SPBD process.

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

Strategies:

- Communicate special needs of Oklahoma State University-Oklahoma City to system.
- Encourage seamless transfer as priority within Oklahoma State University system.
- Encourage communications between OSU-OKC academic departments and corresponding departments at other colleges and universities.
- Promote Oklahoma State University-Oklahoma City representation on system-wide Enrollment Management efforts.

Objective 7.3: Preserve the OSU-OKC Enrollment Management plan, assuring it is viable and current with the goals of OSU-OKC.

Strategies:



- Continue direction of Enrollment Management activities through EM Task Force or other administrative structure that encompasses campus wide leadership.
- Develop EM Reporting Standards that provide data to support the goal.

Goal Eight: Ensure that OSU-OKC faculty, staff and students reflect the diversity of the community we serve.

Critical Success Factors:

- Demographics of the service community compared with the faculty, staff and students vary less than ten percentage points in terms of gender and ethnicity.
- Conduct at least one workshop each year for faculty and staff that focuses on enhancing diversity and tolerance.
- Establish and support at least four student and/or organizations designed to enhance diversity and tolerance on campus.
- Provide facilities without charge at least four times a year to groups that are recognized as encouraging diversity and tolerance.
- Develop a diversity calendar that includes all diversity-related program, initiatives and activities.

Objective 8.1: Determine an appropriate level of diversity for the OSU-Oklahoma City campus.

Strategies:

- Conduct annual comparisons of the demographic characteristics of our service area community with those of our students, faculty and staff.
- Identify those areas where the campus student, faculty and/or staff do not reflect the diversity of the service community.

Objective 8.2: Ensure that appropriate steps are taken to support and enhance diversity.

Strategies:

- Develop and implement specific action plans designed to enhance diversity in the campus areas identified as lacking in appropriate diversity.
- Monitor the success of these action plans in improving diversity and revise them as necessary.

Objective 8.3: Create a climate of tolerance and respect for diversity.

Strategies:

- Ensure the campus promotes tolerance through the display of posters and other visual images (electronic or static) that celebrate diversity.
- Conduct faculty and staff workshops each academic year that encourages diversity and tolerance.
- Establish and support staff and student organizations that further tolerance and diversity.