

## APPENDIX B. STRATEGIC PLANS

### B.1. Strategic Plan OSU-Stillwater

#### Mission

Proud of its land-grant heritage, Oklahoma State University – Stillwater advances knowledge, enriches lives, and stimulates economic development through instruction, research, outreach, and creative activities.

#### Vision

Oklahoma State University – Stillwater will become one of the premier public universities in the United States and lead in the creation of a new Oklahoma.

#### TO ACCOMPLISH THIS:

- OSU will educate students to be life-long learners, intellectually and ethically prepared to serve and lead in an increasingly complex global society;
- OSU scholars and researchers will produce works of enduring impact that will improve the quality of life and stimulate economic development;
- OSU will be student-centered, scholarly-driven, community-focused, and performance based;
- OSU's culture will support diversity, academic freedom, high aspirations, and mutual respect; and
- OSU will provide the finest outreach in the state and selected regional, national, and international communities.

#### Core Values

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

**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.

**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 opinion, freedom of expression, and other ethnic and cultural backgrounds.

**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.

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

**Goal One. Academic Excellence** — Create and uphold high standards of excellence in instruction and research.

### CRITICAL SUCCESS FACTORS:

- Ranking in Total Research Expenditures (Center at the University of Florida) — 75
- Ranking in the U.S. News — Tier 2
- Total (annual) research funding and expenditures — \$155M
- Amount of extramural federal funding and federal research expenditures — \$50M
- Number of fully funded chairs/professorships — 150
- Number of faculty in national academics — 10
- Number of national faculty awards — 8
- Student/Faculty ratio — 18:1
- Amount of square footage of serviceable research space — 600,000
- Number of technology equipped classrooms — 50
- % of technology facilitated classes — 33%
- Number of students annually recognized in national/international scholarship competitions — 10
- Number of internet-based programs — 25
- Number of degree programs delivered through distance learning — 10
- Ranking in the Association of Research Libraries — 65
- % of faculty that are clinical professors — 10%
- % of faculty that are research professors — 10%
- Number of post-doctoral appointees — 100

- Number of new or expanded programs at OSU-Tulsa — 10
- Completion of the ARTC in Tulsa

#### OBJECTIVES:

**Objective 1.1:** Provide undergraduate students an innovative, high quality, relevant, and integrated educational experience.

#### STRATEGIES:

- Establish and fund course development and implementation plans for a stronger general education program.
- Foster high expectations for academic excellence for all students.
- Make undergraduate research, scholarly activity and experiential and service learning, community-based initiatives, internships, international study, leadership development, and honors participation integral to the academic experience.
- Integrate academic and co-curricular aspects of student life.
- Provide library and information resources instruction to ensure academic success and provide skills for lifelong learning.
- Effectively measure student learning and experiential outcomes.
- Encourage faculty and staff referrals to support services.

**Objective 1.2:** Provide innovative, responsive, and accessible masters and doctoral programs of the highest quality to graduate students.

#### STRATEGIES:

- Incorporate long-range planning for graduate education in college and departmental strategic planning and budget planning processes.
- Align growth in graduate education with the university's recognized research and respected scholarship areas.
- Develop degree and certificate programs in new and emerging fields of graduate studies consistent with research and professional areas of expertise.
- Expand and enhance programs targeted at recruiting international students.
- Develop innovative graduate programs based on the needs of the Tulsa metropolitan area.

**Objective 1.3:** Develop nationally recognized programs of excellence.

#### STRATEGIES:

- Identify in each college programs currently nationally ranked.
- Reallocate resources to programs targeted for national recognition.

- Recruit nationally recognized scholars.
- Groom students for national and international scholarship opportunities.
- Develop a program to prepare faculty to compete for national awards and academic appointments.

**Objective 1.4:** Grow strategically as a significant research university while balancing research and scholarly activity with commitment to undergraduate education and high quality teaching.

**STRATEGIES:**

- Recruit and retain faculty of the highest quality to support research and scholarly activity priorities, through the development of annual and long-term hiring strategies in each college and department.
- Foster faculty retention through rewards and incentives that enhance research, scholarly, and creative productivity while supporting instructional commitments.
- Enhance or expand those mechanisms that strengthen the university's ability to pursue its research and scholarly commitments including support services infrastructure, library resources, early career research development, mentoring, proposal-writing support, seed grants, adjustment of faculty workloads, and summer salary support as appropriate and as resources allow.
- Increase the involvement of graduate students in research programs and provide them with competitive financial support.
- Target the recruitment of outstanding graduate students to the strengths of the graduate program.
- Establish a university center for the enhancement of teaching and learning.

**Objective 1.5:** Strengthen interdisciplinary teaching and research activities in a manner consistent with faculty expertise, the emergence of new fields of inquiry, and the university's existing areas of excellence.

**STRATEGIES**

- Enhance interdisciplinary teaching and research and scholarly activities and strengthen connections among teaching, research, creative, and public service activities.
- Integrate or implement organizational arrangements at the university, college, and program level which are most effective for supporting high quality interdisciplinary graduate education; develop and implement management, faculty governance, and program review; and develop budget policies and procedures to govern interdisciplinary intercollegiate graduate programs.

- Implement administrative structures and review processes to promote the success of existing and potential centers and institutes while maximizing their contributions to achieving the university's mission.

**Objective 1.6:** Employ appropriate, state-of-the-art technology to support the processes of teaching, learning, and scholarship.

#### STRATEGIES:

- Use appropriate technology to enhance the educational experiences of students.
- Determine the optimal organizational structure and support mechanisms for developing and delivering technology-mediated distance education programs.
- Provide the technology infrastructure necessary to support the university's research, scholarly, and creative work.
- Establish an Information Technology Council to oversee and make recommendations regarding the implementation of an integrated technology process that facilitates the learning process and enables the most effective use of resources.
- Establish a high performance computing center.
- Acquire and maintain state-of-the-art research facilities and equipment.
- Define parameters for the future development of a state of the art visualization center.
- Ensure effective utilization and participation in the National Lambda Rail project.

**Goal Two.** Student Success and Development — Recruit, retain, and graduate students in a supportive environment that encourages excellence, prepares them for careers, enriches personal growth, fosters discovery of knowledge, and promotes leadership and service.

#### CRITICAL SUCCESS FACTORS:

- Total enrollment — 25,000
- Number of transfer students — 2,500
- Number of graduate students — 5,000
- Average ACT for entering freshmen — 26
- Number of National Merit Scholars — 25 new annually
- Dollars in annual scholarships — \$5M
- Dollars in POST endowment and new scholarship endowment monies — \$50M
- Number of participants in Camp Cowboy — 700

- % of freshmen participation in ALPHA orientation — 65%
- Freshmen to sophomore retention rate — 85%
- Undergraduate graduation rate — 65%
- Number of doctorates awarded — 250
- Placement rate of graduates — 90%
- Number of undergraduate students who participate in research/scholarly activity — 1,000
- Number of honors degrees conferred annually — 55
- % of undergraduate academic programs offering internships or practicum experiences — 75%
- Number of employers recruiting — 2,000
- Number of students participating in international educational experiences on campus or abroad — 10%
- Participation in leadership activities — 30%
- Participation in community service activities — 20%
- Number of students taking classes at OSU-Tulsa — 3,700
- Number of new 2 + 2 program articulations — 20
- Financial Aid Consortium agreements with other colleges
- Number of students using BOB — 45,000 annually

**OBJECTIVES:**

**Objective 2.1:** Develop and implement an effective institutional enrollment management plan for graduate and undergraduate students.

**STRATEGIES:**

- Establish an Enrollment Management Council that develops and monitors the enrollment management plan and makes recommendations concerning the policies and procedures that impact student recruitment, retention, and graduation.
- Develop and implement a program to promote and enhance Honors College enrollment and graduation.
- Increase the number of students enrolling in graduate and professional schools.
- Increase the number of undergraduate students participating in the Young Scholars Program.
- Increase the number of students taking classes at the OSU-Tulsa campus.

**Objective 2.2:** Develop, implement, and promote leadership and service activities for all students across the university.

**STRATEGIES:**

- Identify emerging student leaders and provide opportunities for growth and recognition.
- Provide opportunities for students to assume leadership for student programming with staff assistance.
- Strengthen student participation in Camp Cowboy and ALPHA.

**Objective 2.3:** Develop, implement, and promote programs that enrich student experiences such as study-abroad, service-learning, clubs and organizations, arts and cultural programs, distinguished speakers series, and recreation activities.

**STRATEGIES:**

- Develop, implement and promote programs that provide student development experiences for all students.
- Promote co-curricular, art, and cultural program opportunities and available support services.
- Promote student and faculty participation in Tulsa area cultural organizations.
- Increase the number of distinguished speakers brought to campus.
- Articulate the relationship between classroom learning and co-curricular involvement.
- Increase student participation in study abroad programs and other international activities.
- Increase service-learning opportunities for students in academic courses.

**Objective 2.4:** Increase the number of students placed in their chosen profession within six months of graduation.

**STRATEGIES:**

- Strengthen career service opportunities to ensure targeted placement rates.
- Expand the number of internships and field-based experiences available for students.
- Increase the number of programs offering field-based experiences.
- Establish the “Don Nickles Congressional Fellows” program to help fund congressional internships in Washington, D.C.

**Objective 2.5:** Promote the attitude among faculty, staff, and students of “one university-two campuses” related to degree programs and faculty support.

## STRATEGIES:

- Implement policies and reward systems for faculty and staff that encourage interaction between the Stillwater and Tulsa campuses.
- Maintain the bus transportation system between Stillwater and Tulsa for movement of faculty, staff, and students.

**Goal Three.** Engagement and Outreach — Enhance the quality of life in Oklahoma by contributing to the human, economic, and cultural development of Oklahomans.

## CRITICAL SUCCESS FACTORS:

- Number of income generating licenses — 15
- Number of invention disclosures for every \$2M in research funding — 1
- % occupancy of available space in the OTRP — 90%
- Define and track external partnerships
- % of students participating in Colvin Recreation Center programs — 85%
- % of faculty, staff, and students in 10,000 step program — 10%
- Number of arts and cultural programs on campus available to the public — 100
- Develop and track interdisciplinary courses
- % of senior administrators serving on volunteer boards — 90%
- % of faculty and staff serving on volunteer boards — 30%
- Number of company funded research projects conducted by OSU — 5

## OBJECTIVES:

**Objective 3.1:** Be actively engaged — consistent with its mission, strengths, and resources — by extending ideas, expertise, and services to meet the needs of Oklahoma, the Great Plains region, and beyond.

## STRATEGIES:

- Develop an organizational structure that provides for greater collaboration and clearer access to university expertise by creating an Engagement, Outreach and Public Service Council.
- Conduct an outreach needs assessment in the major sectors that the university serves and develop a plan for meeting the identified needs.



- Enhance faculty and staff linkages with the interests of business and industry, state government, non-governmental organizations, and the greater Tulsa and Oklahoma City communities.
- Increase the university's role and visibility as a cultural and intellectual resource for the north central Oklahoma region, the greater Tulsa area, and the state.
- Strengthen continuing and professional education through distributed and distance learning.
- Provide arts and cultural programs to members of the campus community and general public.
- Develop a strategic communication plan for university public service and outreach activities.
- Increase the transfer of innovations and discoveries from the university to the marketplace.
- Establish a vehicle for stabilizing the support of Cooperative Extension and outreach programs.
- Extend campus internet services to off-campus communities.

**Objective 3.2:** Increase the university's ability to positively impact economic development in Oklahoma by establishing the Oklahoma Urban/Rural Interface Land-grant Triangle.

#### STRATEGIES:

- Reorganize the Education and Research Foundation into the Education, Research, Economic Development Foundation (EREDF) to enhance university interaction with the private sector.
- Utilize the EREDF to serve OSU's unique commitment to economic development through sharing "know how" (research), building entrepreneurship strengths (instruction), and participating in regional strategic alliances (outreach) to create jobs and wealth for the citizens of Oklahoma.
- Develop the organizational structure to increase the transfer of innovation and discoveries from the university to the marketplace.
- Utilize the historic and vital land-grant heritage to enhance Cooperative Extension Service to serve rural Oklahoma in improved and additional ways.
- Leverage the talents and assets of the university to create more "centers" that provide access to scholarship and discoveries to serve the needs of Oklahoma.
- Reorganize the Federal Initiative Program ("The Orange Book") to have a greater focus on economic development projects.
- Ensure the growth and success of the Oklahoma Research and Technology Park in Stillwater.

- Develop plans, programs, and strategies to assist with regional and rural economic development.
- Support initiatives of the EDGE Action Plan related to making Oklahoma the “Research Capitol of the Plains.”
- Expand support services related to economic development and international trade.
- Enhance economic development and research linkages across the System.
- Establish an Engagement, Outreach, and Public Service Council to ensure that efforts are coordinated and meeting the needs of the people of Oklahoma.

**Objective 3.3:** Contribute to an enhanced quality of life, including improved health and wellness.

**STRATEGIES:**

- Design and implement specific projects to improve wellness and healthy lifestyles.
- Work with Stillwater community leaders to make healthy living a community focus.
- Substantially increase the percentage of students, faculty, and staff who regularly use the Colvin Recreation Center and the Seretean Wellness Center.
- Promote the 10,000 step program to faculty, staff, and students.
- Encourage and promote leisure activities for life.
- Initiate visual and performing arts outreach activities throughout the state.

**Goal Four.** Diversity — Achieve diversity and create an environment of respect for individuals.

**CRITICAL SUCCESS FACTORS:**

- Amount of funding for diversity initiatives — \$100,000 annually
- Faculty, staff, and student diversity reflects demographics of Oklahoma
- Number of students completing area study minors — 15 annually
- % of graduates who participate in an international experience on campus or abroad — 10%
- Number of programs annually in diversity training for faculty and staff — 3
- % retention rate of multicultural students — 20% increase
- % graduation rate of multicultural students — 20% increase
- Number of cooperative programs and projects with Langston University — 25% increase

#### OBJECTIVES:

**Objective 4.1:** Be a community that actively seeks and welcomes a more diverse faculty, extension educators, staff, and student body, and supports and values diversity.

#### STRATEGIES:

- Develop a comprehensive strategy to identify, recruit, and retain significant numbers of underrepresented female and racial and ethnic minority students, faculty, extension educators, and staff.
- Create orientation and mentoring programs for female and minority faculty, extension educators, and staff, particularly in those fields in which they have been traditionally underrepresented.
- Develop promotion and tenure workshops with specific attention to minority, international, and women faculty.
- Increase resources, programs, and activities that encourage women and minority undergraduates and graduate students to enter fields of study where they are underrepresented.
- Attract a greater number of international students through targeted recruitment and retention efforts.
- Attract a greater number of non-traditional students through targeted recruitment and retention efforts.
- Pursue federal opportunities that provide resources to recruit and retain underrepresented students.
- Strengthen academic and research linkages with Langston University.

**Goal Five.** Human Resources — Recruit, retain, and develop an outstanding faculty and staff within a collegial atmosphere that recognizes diverse contributions.

#### CRITICAL SUCCESS FACTORS:

- % retention of tenured and tenure-track faculty — 85%
- Total number of faculty — 1,500
- Number of tenure-track faculty — 1,200
- Faculty salaries equal to peer group comparison
- % of ranked faculty that are tenured — 70%
- % of faculty identified as clinical professors — 10%
- % of faculty identified as research professors — 10%

- % of faculty on sabbaticals/fellowships each year — 5%
- % of staff in human resources leadership and skill development programs — 25%
- Amount of scholarship endowment for support staff — \$100,000
- % decrease in numbers of workforce sick days — 20%
- % decrease in injury lost time hours — 20%
- % participating in wellness programming — 20%
- Annual reviews of all administrators, faculty, and staff tied to the strategic plan
- % of faculty teaching classes in both Stillwater and Tulsa — 50%

**OBJECTIVES:**

**Objective 5.1:** Promote a campus environment that enhances recruitment and retention of a diverse and quality faculty, staff, and student workforce.

**STRATEGIES:**

- Provide university mentoring programs for faculty.
- Expand recognition and reward programs for faculty.
- Increase funding for professional development and career advancement training.
- Develop effective appraisal and performance evaluation systems.
- Achieve competitive staff salaries and benefits.

**Objective 5.2:** Achieve faculty salaries that equal or exceed the average of the appropriate peer group comparison.

**STRATEGIES:**

- Conduct annual assessments of OSU salaries by discipline and rank with appropriate peer groups.
- Develop a financial plan to achieve salary parity with peer groups in addition to filling vacant faculty positions, and increasing the size of the faculty.
- Leverage support of OSU/A&M Regents and OSU Cowboys for Higher Education to secure state funding for the financial plan.

**Objective 5.3:** Create and use a coordinated and effective process for implementing policies and procedures and for communicating with faculty, staff, and students in a dynamic changing environment.

#### STRATEGIES:

- Include faculty and staff input on development and revision of operating policies and procedures that impact their employment responsibilities.
- Develop and implement an electronic campus calendar to increase awareness about campus activities and events.
- Regularly hold forums and town hall meetings to discuss key campus issues.
- Provide training for policies/practices that are essential components of departmental operations.
- Implement mandatory university orientation and customer service programs which include understanding of legal issues.
- Create a system of accountability for uniform policy implementation.
- Initiate an appropriate review process to ensure consistency among policies and procedures.
- Create special opportunities to bring faculty, staff, administrators, and Regents together for discussion of institutional priorities and needs.
- Establish new forms of community-building within specific governance groups such as faculty and staff councils, administrative office personnel, human resources leadership, and student affairs offices.

**Goal Six.** Enhance and Leverage Resources — Increase financial and physical resources and leverage current financial and physical resources to achieve strategically targeted goals.

#### CRITICAL SUCCESS FACTORS:

- % of business activities automated — 60%
- Number of material audit findings — 0
- Amount of endowment — \$325M
- Amount of annual giving — \$61M
- % of annual alumni giving — 25%
- Amount of directed federal appropriations — average \$20M annually
- Amount of instructional expenditures per student FTE — \$7,200 Big 12 average
- Number of students participating in Gateway Program in the Northern Oklahoma College (NOC) — 300
- Updated Campus Master Plan
- % of faculty teaching class in both Stillwater and Tulsa — 50%

**OBJECTIVES:**

**Objective 6.1:** Maximize and diversify resource streams to relieve pressure on tuition and fee rates and to provide the resources needed to support programs and services.

**STRATEGIES:**

- Collaborate with the Oklahoma State Regents for Higher Education and Oklahoma Legislature to effectively communicate the need to increase the amount and stability of funding from the State.
- Effectively utilize the Cowboys for Higher Education to help increase the level of state appropriations to the University.
- Develop a long-range plan to optimize the mix of private gifts, federal research dollars, and foundation and corporate support.
- Initiate planning and establish priorities for a major comprehensive fundraising campaign.
- Significantly increase the university's gifts and grants from private foundations and corporations to enhance academic programs.
- Initiate a coordinated project between the Alumni Association and the OSU Foundation to significantly increase participation in the alumni membership and annual fund programs in support of academic priorities.
- Increase faculty competitiveness in obtaining funding from a wider range of state and federal agencies, as well as foundations and the corporate sector.
- Develop the scholarship capacity of the Parents Association.

**Objective 6.2:** Engage in partnership arrangements that enhance the university's capacity to serve students and stakeholders, and build alliances with external entities.

**STRATEGIES:**

- Establish and strengthen partnerships within the university and the OSU System.
- Develop partnerships with other educational institutions, particularly community colleges, in Oklahoma, (e.g., the Gateway Program with NOC).
- Increase the number of partnerships with state, federal, and international agencies and laboratories.
- Increase the number of partnerships with private-sector companies.

**Objective 6.3:** Create an accountability and performance-based organization that is capable of rapid response to situations and opportunities.

**STRATEGIES:**

- Establish a consistent annual performance and accountability system.
- Ensure that every academic unit verifies student learning and assessment outcomes.
- Develop financial planning, management approaches, and cost-saving business practices to support the advancement of goals laid out in the Strategic Plan.
- Create a Strategic Planning Council to ensure an ongoing focus on strategic planning.
- Identify persons responsible for overseeing key university functions.
- Evaluate all committees, boards and councils for their effectiveness and develop common job descriptions and methods of communicating their work to the broader campus community.

**Objective 6.4:** Efficiently use human, information, financial, natural and other resources, consistent with the priorities expressed in the strategic plan, and with a proper balance between short-term and long-term needs.

**STRATEGIES:**

- Reduce duplication and redundancy of operations.
- Ensure that operating budgets include sufficient funds to maintain competitiveness in faculty, outreach/extension, and staff salaries and benefits.
- Create a strategic initiatives fund adequate to support implementation of the strategic plan.
- Ensure that library and other information resources and services are sufficient to support the university's goals.
- Update the Campus Master Plan to adequately support the university's mission and vision.
- Establish a Campus Master Plan and Beautification Council to review and ensure the implementation of the Campus Master Plan.
- Establish and achieve the appropriate institutional goal for reserves to provide prudent protection against downturns.

**Goal Seven.** Image/Pride/Recognition — Communicate an image that reflects achievement and pride.

**CRITICAL SUCCESS FACTORS:**

- University achievements database
- % student satisfaction with the university — 90%
- Integrated Marketing Plan
- Tier 2 ranking on U.S. News and World Reports

- Number of students annually recognized in national/international scholarship competition — 10
- % of faculty holding offices in professional national/international organizations — 10%
- % of staff and administration holding offices in professional organizations — 10%
- Number of national or regional conferences hosted each year — 15
- % annual increase in fellows in national organizations — 10%
- Number of dues paying Parents Association members — 4,000
- Number of successful and exemplary ranked sports teams — 5 annually
- Number of academic All Conference and All American athletes — 90 annually
- Average GPA of athletic teams — at or above university average
- Graduation rate of athletic teams — at or above university average
- Number of recognized academic teams — 5 annually

**OBJECTIVES:**

**Objective 7.1:** Present a clear and consistent image for the university that is reflective of a public comprehensive university.

**STRATEGIES:**

- Establish an Integrated Marketing Council to ensure a consistent and unified marketing effort throughout the Stillwater and Tulsa campuses that builds a brand and image for OSU as a comprehensive research university that embraces excellence.
- Develop a comprehensive marketing plan to implement a process that ensures quality standards and a clear and consistent image for all university marketing.
- Establish an effective and integrated website for all university components.

**Objective 7.2:** Effectively promote and celebrate individual and university accomplishments.

**STRATEGIES:**

- Create systems to identify outstanding accomplishments.
- Create a database of institutional experts accessible to the media.
- Recognize achievements of faculty, staff, and students.
- Annually, prepare, publish, and disseminate a President's Report.

**Objective 7.3:** Ensure a positive and effective relationship between the OSU Foundation, OSU Alumni Association, OSU Parents Association, and the university.



**STRATEGIES:**

- Enhance pride in OSU through celebrative traditions.
- Develop and market the Parents Association.
- Encourage faculty and staff participation in events.
- Utilize the OSU — Tulsa campus for activities promoting the goals of the above organizations.
- Provide opportunities for OSU — Tulsa students to participate in the Alumni Association by offering programs and events in Tulsa.

**Objective 7.4:** Maximize the institutional recognition through involvement in intercollegiate athletics by strengthening our position in the Big XII Athletic Conference and NCAA.

**STRATEGIES:**

- Maintain successful athletic teams.
- Increase attendance at all athletic events.
- Effectively market the athletic programs, personnel, and events.
- Improve effectiveness of the Athletic Council.
- Improve graduation rates and academic performance of student athletes.
- Improve the financial stability of athletic programs.
- Maintain compliance with NCAA regulations.
- Maintain the highest standards of sportsmanship and personal conduct.
- Develop an athletic recruiting policy that sets the standard for Big 12.