OKLAHOMA STATE UNIVERSITY-OKMULGEE

Mission

Oklahoma State University Technical Branch-Okmulgee provides comprehensive, high-quality, advancing-technology programs and services that prepare and sustain a diverse student body as competitive members of a world-class workforce and contributing members of society.

Vision

Oklahoma State University Technical Branch-Okmulgee will be:

- a high-performance organization committed to excellence and focused on productivity and quality;

- the premier associate in applied science and bachelor of technology degree technologically-oriented institution of higher education in Oklahoma;

- recognized for educating technical/professionals for the future workforce who are lifelong learners and understand the globalization of the world; and

- legendary and distinguished in capitalizing on new opportunities and responding to the changing needs of all Oklahoma citizens and society.

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.

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.

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.

Goals, Critical Success Factors, Objectives, & Strategies

Goal One. Academic Excellence—Continually strengthen the institution's commitment to lifelong learning and career development by providing world-class advancing technology education programs and services.

Critical Success Factors:

- 100% of units address academic excellence and improvement in their strategic plans
- Graduation rate will be the highest of the state's public two-year and four-year colleges
- 20% increase in retention of students in all instructional programs
- 20 to 1 student/faculty ratio
- 100% of faculty will be appropriately credentialed by 2010
- Increase CRC retention and completion by 75%
- 100% of the academic units have implemented academic assessment plans
- Add five new emerging technology A.A.S. and three B.T. degree programs during the next five years
- 20% percent increase in federal and non-state supported dollars to the institution
- 3.5% increase in enrollment per year over the next five years
- 75% high-wage job placements of graduates
- 20% increase in faculty salaries in five years
- Three new web-based courses per year

Objectives:

Objective 1.1: Embrace a non-threatening academic environment.

Strategies:

- Encourage experimentation and calculated risk-taking.
- Recognize successes and provide constructive support.
- Support innovation and entrepreneurship.

Objective 1.2: Implement and maintain programs that align with emerging technology occupations.

Strategies:

- Consistent review of literature and analysis of research on emerging technologies.
- Maintain a process of institutional renewal that reflects the characteristics of a learning organization.
- Maintain applications-focused advancing technology programs.
- Work with high-performance employers to ensure currency of program content.
- Eliminate low productivity instructional programs on an annual basis.

Objective 1.3: Provide the resources to implement an academic assessment plan and process that improves programs and services.

Strategies:

- Develop charge, designate facilitator, and provide resources to develop a faculty/staff driven institutional assessment program.
- Monitor the implementation of the institutional assessment outcomes.
- Insure appropriate communication with the Higher Learning Commission.

Objective 1.4: Maximize the utilization of technology in order to improve effectiveness and efficiency of student learning.

Strategies:

- Consistent review of literature and analysis of research on emerging technologies.
- Provide faculty, staff, students, and leadership development opportunities.
- Develop web-based courses.
- Decrease instructional cost and increase instructional effectiveness by redesigning learning using technology.
- Eliminate low productivity instructional programs on an annual basis.

Objective 1.5: Maximize incentives to attract and retain outstanding faculty.

Strategies:

- Consistently increase faculty salaries.
- Maintain optimal student/faculty ratio.
- Sustain an academic culture of excitement and enthusiasm for change.

Objective 1.6: Leadership training for Unit Leaders.

Strategies:

- Provide 15 clock hours of leadership training per calendar year.
- Recognize Unit Leaders for exemplary performance outcomes.
- Educate unit leaders on Smart Personal Object Technology (SPOT).

Goal Two. Recruitment and Diversity—Provide a high-performance organizational culture of social awareness, values, world citizenship, cultural sensitivity and customer-service that supports, attracts, and retains a diverse population of faculty, staff, and students.

Critical Success Factors:

- Increase number of minority faculty to exceed the state's population mix
- Double the graduation rate of minority/underrepresented student groups
- Facilitate the establishment of a Tribal College on the OSU-Okmulgee campus and integrated with the OSU System
- Three additional females/minorities with the title of division chair or vice president
- 50% of first-time college freshmen in Okmulgee County will start college at OSU-Okmulgee

Objectives:

Objective 2.1: Increase the number of minority faculty employed at the institution.

Strategies:

- Increase print and non-print media documents that portray successes of minorities and underrepresented groups.
- Faculty and administrative positions remain open until at least one fully qualified female/minority candidate is in the pool of applicants submitted to the President for interview and possible hire.
- Implement methodologies that identify and support the development of minority faculty.

Objective 2.2: Recruit and graduate a significantly larger number of students from underrepresented groups.

Strategies:

- Implement formal linkages with Oklahoma Indian Tribes.
- Embed learning interventions in the institution's programs and services that address cultural competence.
- Utilize mentors and role models.

Objective 2.3: Charge an ad hoc stakeholder committee of faculty, staff, students, and industry advisory committee members to formulate a values-driven Code of Beliefs.

Strategies:

- Review literature and adopt best practices.
- Adopt a values-driven Code of Beliefs.
- Embed values of cultural competence in all programs and services.

Objective 2.4: Remove barriers and establish accountability measures for unit leaders and their employees.

Strategies:

- Each unit will complete an annual self-assessment with respect to recruitment and diversity.
- Ethnicity by unit will be posted on the web and updated by the end of the fourth week of each semester.
- Internal program reviews will monitor the removal of barriers and the adherence to performance improvement measures.

Goal Three: Student, Faculty, and Staff Development—Practice an organizational tone and culture that promotes, supports, and rewards students, faculty, and staff who achieve their educational, career, and professional goals.

Critical Success Factors:

- 75% of the institution's faculty and staff will meet expected academic credentials and work experience July 1, 2007
- 100% of the faculty and staff will meet the expectations by July 1, 2010
- Student graduation rate will be 70% in 2010
- Faculty and staff salaries are competitive in the region
- 75% of graduates obtain high-wage employment
- 100% customer satisfaction

Objectives:

Objective 3.1: Embrace a dynamic institutional culture and infrastructure that recognizes and rewards world-class competency among faculty and staff.

   Strategies:

- Provide resources for industry upgrade training of technical faculty.
- Obtain specialized program accreditations where appropriate.
- Encourage licensure and certification in appropriate occupational areas.
- Provide resources for academy-based professional conferences, seminars, workshops, etc.
- Provide resources for Smart Personal Object Technology (SPOT) when justified and appropriate.

Objective 3.2: Develop and support an institutional leadership team that demonstrates a biased commitment to student success and self-actualization.

   Strategies:

- Actively and systemically promote students first.
- Apply Six Sigma to student support and development.
- Demand the removal of compartmentalization and silos between and among units.
- Install and maintain a WOW wall in each unit that portrays student success.
- Recognize student success in real time via campus electronic network.

Goal Four. Economic Development/Quality of Life—Enhance the quality of life and economic wealth in Oklahoma with a special focus on rural small- to medium-size firms that are digitally-driven and globally competitive.

Critical Success Factors:

- Five new high-tech high-wage businesses will be started
- One three semester credit hour course in entrepreneurship offered
- Three five clock-hour seminars in "Doing Business in Indian Country" will be offered annually
- 500 new technical/professional jobs in rural Oklahoma
- Starting hourly salary for new jobs 150% of minimum wage
- Support two small business incubators

Objectives:

Objective 4.1: Facilitate constituent networking and the formulation of public policy that is a catalyst for rural economic renewal.

Strategies:

- Actively participate in legislature initiatives that support rural development.
- Influence local and regional public policy.
- Serve on local, regional, and state committees and boards.
- Leverage 501(c)3 organizations when appropriate.
- Leverage Tribal 8(a)/HUBzone status when possible.

Objective 4.2: Establish criteria and implement an infrastructure that creates and supports high-tech high-wage jobs.

Strategies:

- Promote new business start-ups in the industry clusters of health services, manufacturing, information technologies, and nanoscience technology.
- Sponsor the commercialization of selected products and services created by universities and research laboratories.
- Facilitate contracting with governmental and military operations.
- Promote and facilitate EDI and EC rural areas.
- Facilitate the use of college interns.

Objective 4.3: Train and support small rural firms to successfully compete in a global marketplace through customization and speed-to-market.

Strategies:
- Prove that low wages and distance are not insurmountable barriers in securing and sustaining market share.
- Foster collaboration, networking and joint ventures among small rural firms.
- Deploy emerging technologies and best practices to small rural firms.
- Use college interns to test applied research applications that have the potential for high payoff.

Goal Five. Resource Synergy—Enhance institutional capacity by fostering strategic alliances with public and private agencies and Indian Tribes that challenge and strengthen OSU-Okmulgee's programs and services.

Critical Success Factors:

- In-kind contributions meet or exceed the following thresholds: Year 1--$1M; Year 2--$1.1M; Year 3--$1.2M; Year 4--$1.3M; and Year 5--$1.5M
- One new major partnership created per year
- Expand partnerships with Indian Tribes
- Grow global connections and linkages in high-technology fields by 25%
- 100 sponsored degree-seeking international students

Objectives:

Objective 5.1: Collaboratively establish alliance expectations with each unit leader and support their effort to fully achieve the expectations.

Strategies:

- Aggressively recruit international students in technical disciplines.
- Link major employers with small start-up businesses.
- Provide unit leaders with training and/or support pursuant to creating and maintaining partnerships.

Objective 5.2: Facilitate the creation of a new breed of complex, multifaceted strategic alliances by engaging reflective practitioners who understand that mass customization, speed, quality, and virtual boundaries are the fundamental keys to competing in a global environment.

Strategies:

- Leverage new opportunities and emerging workforce needs to increase in-kind academic contributions.
- Take advantage of fields that are using advances in science and technology to create employment and high-wage opportunities in emerging as well as traditional industry clusters.
- Provide global marketing leadership.

Goal Six. Image Enhancement—Position OSU-Okmulgee as a recognized leader in advancing and emerging technology education, and effectively communicate the institution's uniqueness and brand image.

Critical Success Factors:

- Coin a branding word or phrase
- All academic units adopt Smart Personal Object Technology (SPOT)
- 100% of units engage in job and technology forecasting
- Commercialize market-place applications of at least one new technology and service annually
- Student graduation rate will be 70% in 2010
- Develop a distinctive institutional marketing plan

Objectives:

Objective 6.1: Enhance institutional differentiation and distinction to a level of world-class preeminence in advanced-technological education.

Strategies:

- Implement a new marketing program that engages potential students and other stakeholders who have an interest in advanced-technological education.
- Leverage environmental scanning and market research on emerging high-tech high wage jobs.
- Adopt a distinguishable brand mark and market it aggressively.
- Gather testimonials from successful graduates.

Objective 6.2: Leverage emerging technologies to create and support high-tech high-wage jobs.

Strategies:

- Educate students to enter at career level
- Graduate highly-proficient technicians and technologists
- Leverage Graduate Performance Guarantee

Objective 6.3: Encourage students and faculty to engage in applied research that facilitates the commercialization of products and services that have a high value in the global market place.

Strategies:

- Leverage new opportunities and emerging workforce needs to increase in-kind academic contributions.
- Take advantage of fields that are using advances in science and technology to create employment and high-wage opportunities in emerging as well as traditional industry clusters.

- Provide global marketing leadership.
- Link major employers with small start-up businesses.