

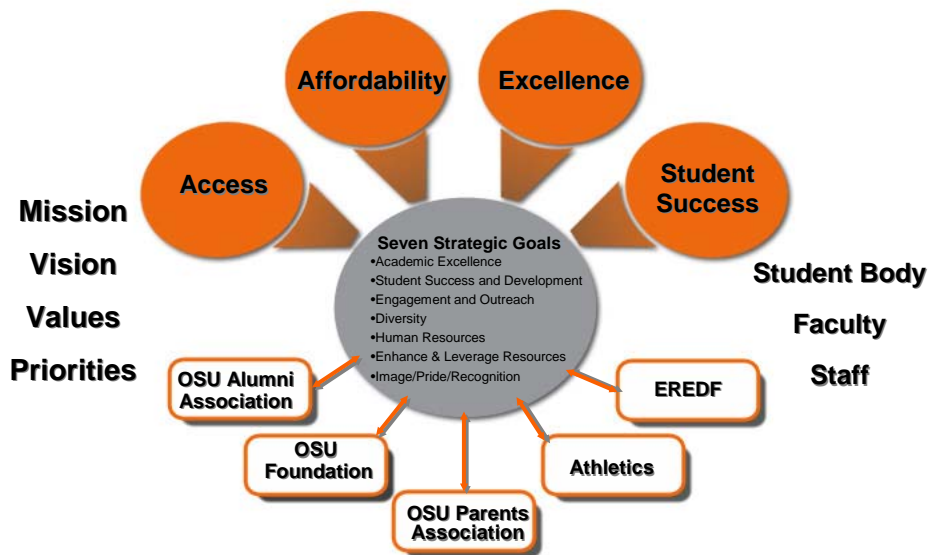
ACHIEVING GREATNESS 2010 A STRATEGIC PLAN FOR THE FUTURE OKLAHOMA STATE UNIVERSITY – STILLWATER

Preface

Oklahoma State University – Stillwater strives to be a premier research and academic institution in the United States recognized for its student-centered excellence and for its ability to enhance Oklahoma’s participation in America’s new science-driven, knowledge-based, and information-facilitated economy. Achieving national prominence as a leader positively impacting people’s lives across the state and the nation requires the unification of all system components around common directions and strategic themes.

To accomplish this, the university participated in a system-wide planning process. The planning process was initiated to address changing conditions, capitalize on new opportunities, increase the capacity for innovation in an era of limited financial means, and achieve alignment of key constituencies. The entire university community engaged in a mutually beneficial planning approach that reached beyond organizational boundaries to achieve common purposes. The process was interactive and involved a broad, deliberate process of examining and defining a unified direction for the future.

Strategic Alignment for the Plan



Incorporated in each plan developed by the university were the five strategic themes represented by seven strategic goals and six core values defined by the entire Oklahoma State University System. The five strategic themes are: academic instruction; research; outreach through instruction, partnerships, and image communication; quality of life in the domains of healthy

living, culture, economic development, and diversity; and human development of students, faculty, staff and all Oklahomans. The seven strategic goals focus on: academic excellence, student success and development; engagement and outreach; diversity; human resources; enhance and leverage resources; and image, pride, and recognition. The six core values that will underpin all actions are: excellence, integrity, service, intellectual freedom, diversity, and stewardship of resources.

The strategic plans are designed to transform OSU into an institution where faculty discovery drives a student learning process that prepares undergraduates and graduate students to compete in a knowledge-based society. It is also designed to ensure that institutional engagement improves local communities, state and regional economic development, and prosperity in both the public and private sectors. Achieving this strategic vision will position OSU as a premier learning community in the state, known for its intellectual excitement, friendly student centered focus, creativity and ambition, institutional pride and work ethic, and for its inclusiveness.

To ensure the plan's effectiveness, the process calls for ongoing assessment and benchmarking. Systems of accountability were implemented that hold each member of the OSU community responsible for the university's success. As with all strategic plans, these plans are dynamic in nature. The plans will be evaluated annually to ensure that they continue to provide the framework for making Oklahoma State University a premier public educational institution meeting the needs of the people that it serves.

Educational Identity

Oklahoma State University is ultimately defined by its people, resources, and core activities which include instruction, research, and outreach. Since its inception, OSU has evolved into a comprehensive, land grant educational institution. Now is the time to build on that legacy and develop even higher aspirations. As it enters a new century of development, OSU aspires to a national standard of performance and recognition in scholarship, research, instruction, extension, and engagement. It seeks to become one of the leading land grant institutions in the United States, the university of choice for Oklahoma's high school and community college students as well as adult learners, and widely recognized as a best educational buy and premier learning center.

Seven Strategic Goals

Academic Excellence

The strength and reputation of Oklahoma State University rests upon the academic achievement of the faculty and the quality of its programs. Academic achievement represents the accomplishments of the faculty as demonstrated through scholarship of discovery, creativity, and application. It embodies the "intellectual contribution" to the disciplines and to the community.

A key element in building strong academic programs that are nationally recognized is the ability of faculty to make significant contributions to their discipline and to attract external funds.

Quality academic programs coupled with the creative and scholarly contributions of the faculty, bring recognition to the institution, attract the most talented students and faculty, and enable faculty to secure research funding and address the world's most critical problems. Strong academic programs are nationally recognized for preparing students to meet the challenges of their discipline or profession in a global society.

To enhance academic achievement and program quality, it is critical that research capabilities be expanded, internal funding increased, faculty contributions to their professions be heightened, and academic programs strengthened. To accomplish this requires a highly talented and dedicated faculty, an outstanding pool of graduate students, strong infrastructure, and a strategic plan for quality growth.

Student Success and Development

Students must have sufficient access to the resources and learning experiences necessary to achieve full potential as individuals. Student learning and development have been defined as processes that nurture intellectual and personal growth. Intellectual development includes competency in communication and quantitative skills, critical thinking and problem-solving abilities, and subject matter knowledge. Personal growth occurs as students clarify their values, attitudes, beliefs, and self concepts; develop leadership skills; and develop a passion for service to others.

The key to enhancing learning and development of all students hinges on the ability to create a superior learner-centered educational environment. The environment shall be academically challenging and stimulating; engage participants in active and collaborative learning experiences; foster productive interaction between students and faculty; offer diverse learning; provide rich educational opportunities; and provide a range of support services that promote academic and life success.

Engagement and Outreach

The concept of outreach has evolved over time. At its origins the word extension was coined to convey the relationship between the agricultural economy and the educational institution. As the needs of society have changed and expanded, so too has the relationship required to meet society's needs.

The distinguishing attribute of land grant research institutions has been the willingness to extend resources and expertise beyond the campus and to engage the larger community, be it local, state, national, or global. Successful engagement requires the full integration of teaching, research, and outreach to foster even more productive and timely involvement in meeting the needs of the community.

The partners in such efforts must collaborate in defining issues, setting goals, and establishing measures of success that are mutually acceptable and meaningful. The results should benefit and strengthen the capacities and abilities of all parties to contribute to the greater welfare of society.

Oklahoma State University's outreach programs have a unique opportunity to engage in assessing community needs and respond in ways that enhance the quality of life for its constituents. Wellness programs address Oklahoma's health and mortality issues. Business incubators and product development programs help build a business and industry infrastructure. Research and education programs will assist the state in developing the needed human capital and the public policy to address societal issues.

Diversity

Participating in a global society demands an environment where others are respected, diversity of opinion and freedom of expression are valued, and diverse ethnic and cultural backgrounds are embraced. The community must actively seek, welcome, and support diversity.

Human Resources

Faculty and staff are the critical human capital that sustain and advance Oklahoma State University. They are the experts who develop, coordinate, and support efforts to deliver high quality instruction, research and outreach. Faculty and staff competencies are critical in supporting an environment in which knowledge is shared and applied in various forms and contexts for diverse groups of constituents.

Well-qualified, engaged, and committed faculty and staff are essential to creating and maintaining a superior institution. This requires facilitative leadership, effective recruitment and retention, and appropriate professional development. To facilitate the productive potential of faculty and staff, the work climate must be sensitive to faculty and staff expectations, perspectives, and priorities. Quality facilities and information systems must be available. In combination, these factors lead to employee satisfaction, productivity, retention, and achievement. The result is an effective, efficient organization.

Enhance and Leverage Resources

To achieve strategically targeted goals Oklahoma State University must expand and more effectively use its financial and physical resource base.

Image, Pride, and Recognition

We must present an image that is representative of an excellent educational system, celebrating our achievements in a consistent and clear manner. Fundamental to the success of the strategic plan is an integrated marketing program that presents a unified image and common message to all constituents. Universities with strong images and wide recognition are able to increase philanthropic support, recruit better faculty and students, and have greater percentage of annual fund participation. Pride in the university must come from recognition of academic excellence and intercollegiate sports programs.

Education, Research, and Economic Development Foundation

Oklahoma State University must link with business, government, and communities to encourage quality economic development across Oklahoma by developing the state's intellectual capital and leveraging the assets of the institution through public/private partnerships, research, public service, and continuing education for life-long learning.

Conclusion

Oklahoma State University – Stillwater has set an aggressive agenda for its future. The university seeks to improve its rankings among the top universities in the nation and be recognized as a stronger institution by *U.S. News and World Report*. To achieve this will require the convergence and realization of many factors outlined in the strategic plan.

To be ranked among the best research universities in the nation will require aggressive advances in the areas of total research dollars, federal research expenditures, national academy membership, faculty awards, doctorate degrees awarded, post doctoral appointees, national merit and achievement scholars, endowment assets, and annual giving.

Rankings in the *U.S. News and World Report* are awarded based on peer grade point average, average ACT score, freshmen acceptance rate, freshmen in the top ten percent of their class, freshmen retention rate, average class size, and percent of alumni making gifts.