

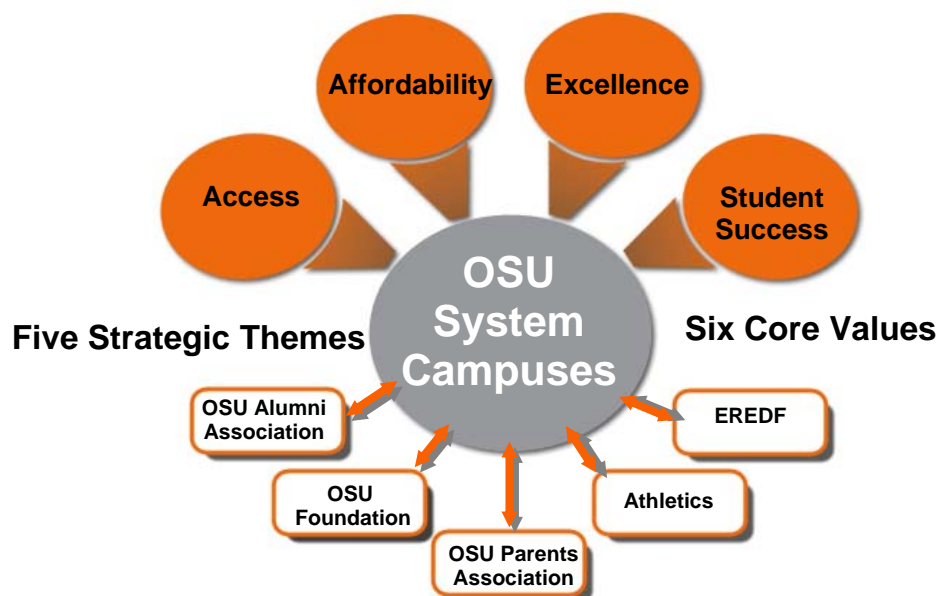
ACHIEVING GREATNESS 2010 A STRATEGIC PLAN FOR THE FUTURE OKLAHOMA STATE UNIVERSITY SYSTEM

Preface

The Oklahoma State University System strives to be a premier research and academic educational system 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, a system-wide planning process, unprecedented in higher education, 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 OSU System community of faculty, staff, administrators, students, Regents, alumni, friends, and the citizens of Oklahoma engaged in a mutually beneficial planning approach that reached beyond organizational boundaries to achieve common purposes. The planning process was interactive and engaged the OSU community in a broad, deliberate process of examining and defining a unified direction for the future. The strategic planning clarified the System's strategic direction and made each member of the Oklahoma State University community accountable for the System's success.

Strategic Alignment for the Plan



The planning process resulted in 278 integrated strategic plans representing all of the campuses, areas, and units of the System. Each plan has as its focus five strategic themes: 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. In addition, six core values were embraced to underpin all actions: excellence, integrity, service, intellectual freedom, diversity, and stewardship of resources.

The strategic plans are designed to transform OSU into an educational system 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.

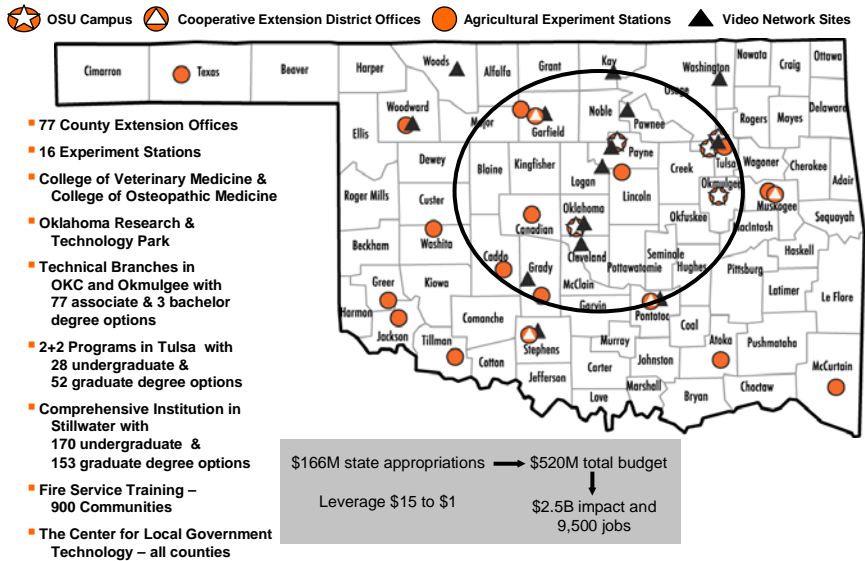
To ensure the plan's effectiveness, the process calls for ongoing assessment and benchmarking. As with all strategic plans, this plan is dynamic in nature. The plans will be evaluated annually to ensure that they continue to provide the framework for making the Oklahoma State University System a premier public educational system meeting the needs of the people that it serves.

Educational Identity

The Oklahoma State University System 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 system. 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, and engagement. It seeks to become one of the leading land grant institutions in the United States, the educational system 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.

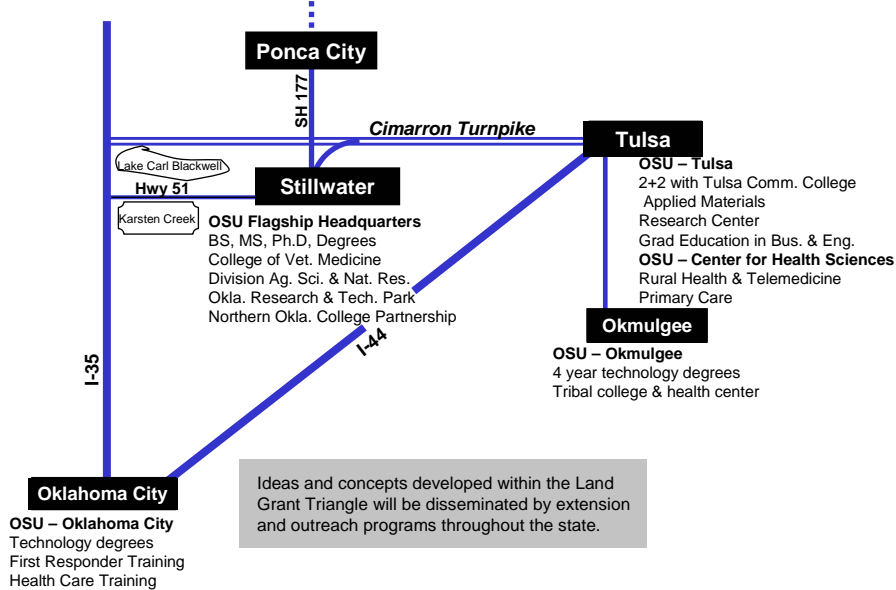
The Oklahoma State University System is represented by five campuses offering diverse degrees and programs to meet the needs of the people of Oklahoma and beyond. Those campuses are OSU-Stillwater with its agricultural programs and the College of Veterinary Medicine, OSU-Tulsa, OSU-Center for Health Sciences with the College of Osteopathic Medicine, OSU-Okmulgee, and OSU-Oklahoma City.

Oklahoma State University System One University with Multiple Locations and Missions



The Oklahoma State University System strategic plan, built on the concept of “one university/multiple campuses,” aligns the uniqueness of each campus around the synergy of an Oklahoma Land Grant Triangle representing an urban/rural enterprise that encompasses 80 percent of the state’s population. Knowledge and best practices developed in this triangle can be utilized throughout Oklahoma by making effective use of OSU’s engagement, outreach, and extension programs.

The Oklahoma Land Grant Triangle A Rural/Urban Technology Enterprise Region



Strategic Themes

Academic Instruction

The strength and reputation of the educational system 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.

The key to enhancing learning and development of all students hinges on the ability to create a superior learner-centered educational environment. The environment must 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. Strong academic programs are nationally recognized for preparing students to meet the challenges of their discipline or profession in a global society.

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.

Research

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.

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 growth.

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. Whatever term is used, the fundamental concept has remained the same: to

bring resources and expertise available on campus to bear on community problems in a coherent way.

The educational system 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 System through public/private partnerships, research, public service, and continuing education for life-long learning.

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. Rather than the traditional one-way process of transferring and applying knowledge to serve constituents, future engagement will require a two-way process characterized by mutual respect, sharing, and reciprocity.

The partners in such efforts must collaborate in defining issues to be addressed, 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.

This concept goes beyond the traditional functions of outreach and extension to embrace the concept of service-learning. Students represent one of the primary engagement resources while the community becomes an active partner that provides rich learning environments for students. Service-learning affords students the opportunities to link theory with real world experience while serving the community.

Quality of Life

The Oklahoma State University System'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. Medical programs serve rural areas and help to address Oklahoma's critical 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 to develop the needed human capital and the public policy to address societal issues.

Human Development

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 educational system. 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.

Conclusion

This is an exciting time for the Oklahoma State University System. We believe that our vision for the future and the strategic direction we have defined will lead us to a new level of excellence and national prominence positively impacting the lives of those we serve. Working together we will “Achieve Greatness” for Oklahoma State University and thereby better serve the people of Oklahoma and beyond.