

Strategic Planning Process

Southwestern Oklahoma State University
Stakeholders Representative Group
May 3, 2012



Goal

Facilitate process that builds from areas of strength, promise & opportunity to create a 2011-2016 Strategic Plan that will guide the future of the Southwestern Oklahoma State University.

Steps & Schedule

1. Preparation	<i>“Getting Started”</i>	Jan./Early Feb. 2012
2. Town Hall Meeting	<i>“Bringing Everyone on Board”</i>	Early February, 2012
3. Strategic Research	<i>“Discovering the Dots”</i>	February/March, 2012
4. Draft Vision, Mission	<i>“Connecting the Dots”</i>	March, 2012
5. Goals & Indicators of Success	<i>“Charting the Course”</i>	April, 2012
6. Determine the Strategies	<i>“Setting the Sails”</i>	Summer, 2012
7. Draft/Review Strategic Plan	<i>“Beginning the Journey”</i>	Early Fall, 2012

Working Draft of Values

- We value our standing as a premier Oklahoma institution of higher education that meets the needs of the state and the region by providing accessible, affordable, high-quality associate, bachelors, masters and professional degree programs.
- We are committed to high standards for instruction, administrative services, research/scholarly and creative activities and service to the university/ community.
- Our faculty, staff, and administration are committed to a safe, healthy, and diverse intellectual, cultural, and social environment for student success.
- We are dedicated to the economic stability and growth of our region and cherish our role as a center for arts, culture, and science / technology.
- We guide our actions by fairness, honesty and integrity as we meet our obligations through wise use of financial and natural resources entrusted to us.

Working Draft Vision

As a premier university responding to an ever-changing world, SWOSU will provide an environment for faculty, student and graduate success and public service through:

- Innovative and accessible academic programs;
- Student activities and opportunities;
- Cultural inclusion and diversity;
- Expand international programs, opportunities for international students, and promoting global awareness;
- Community and private sector partnerships that benefit students, faculty and staff and the community;
- Student/faculty research / scholarly and creative activities that expand bodies of knowledge and enhance quality of life;
- Activities and investments that promote ethical, intellectual, and professional growth;
- Promotion of university and community health and wellness;
- Commitment to advancing and maintaining technologies that optimize university operations and classroom and distance student learning;
- Management of our resources and establishment of new avenues to support and preserve quality programs.
- Expansion of alumni relations, recognition, partnerships and support.

Working Draft of Mission

The mission of Southwestern Oklahoma State University, a member of the Regional University System of Oklahoma, is to provide educational opportunities, research, scholarly and creative activities, and service in a safe, accessible, nurturing learning environment that meets the needs of the state and region and contributes to the educational, economic, and cultural environment. SWOSU provides traditionally strong programs of study leading to associate through professional masters and doctoral degrees. These areas of study, nationally accredited programs, the general education curriculum, service and experiential learning activities, and participation in student activities / organizations provide opportunities to obtain skills, knowledge, and cultural appreciation that promote achievement by students and alumni.

Planning Assumptions

Enrollment

Grow the enrollment by retaining more students

- Follow existing admission standards set by OSRHE
- Enhance support programs related to student success such as “Early Warning” programs
- Increase recruitment of transfer students and students with higher ACT scores
- Provide access and opportunities for students who do not meet minimum standards, e.g.,
 - Associate degree programs
 - Agreement with community college to provide remedial programs

Student Body Profile

Gender.....Same

Race/Ethnicity.....Increase

Undergraduate enrollment.....Controlled Growth

Graduate enrollment.....Increase

Instructional Delivery

- In-person.....Controlled Growth
- Online/hybrid.....Increase
 - Must be careful that growth counted from online delivery isn't just the result of students switching from in-person delivery to online delivery

State Funding

- Will remain flat over the next five years

Overarching Strategic Priorities

Strategic Themes and Goals

- **Student Success:** Helping students to discover and achieve their educational and life goals
- **Academic Quality:** Offer accessible, innovative and high quality academic programs based on student needs and those of the region and State
- **Resources:** Expand and diversify the revenue base of the University
- **Faculty, Staff, Administration:** Enhance the quality of life of these key groups to attract and retain the best and brightest for serving our students
- **Sayre Campus:** Enhance the Sayre campus so that it is fully integrated into the overall University
- **Technology:** Optimize technology to meet the educational and administrative needs of the University

Indicators of Success

Student Success:

Helping students to discover and achieve their educational and life goals

- Weatherford and Sayre campus first year retention rates are 70%
- Ratings of ___ on selected NSSE and SOS questions
- ___% of students are involved in student activities, organizations, and university events
- 2nd and 3rd year retention are ___% and ___%
- The number of associate, bachelor, and master's degrees granted are increased by ___ each year
- 6-year graduation rates are ___%.
- Positive quality ratings of SWOSU graduates in surveys of employers
- Positive ratings of the quality of the SWOSU experience by SWOSU graduates

Academic Quality

Offer accessible, innovative and high quality academic programs based on student needs and those of the region and State

- An honors program that enrolls 500 students
- Classes are scheduled to match student needs for both traditional and non-traditional students
- A 90% pass rate on licensure exams for program assessment
- Ongoing program assessment using national standardized exams
- Resources are allocated in accordance with established criteria used to designate quality programs
- A general education program that equips students for an evolving, ever-changing future
- The preponderance of SWOSU graduates are engaged in relevant employment or advanced education

Resources:

Expand and diversify the revenue base of the University

- The level of funded proposals has doubled
 - The number of proposals submitted has doubled
- Giving by alumni, faculty, and staff is at 30%
- Tuition is at the median as compared to peer institutions
- Indirect cost recovery revenue is increase by 50%
- A student alumni association in place by 2013
- Corporate partners have increased support and participation by _____%
- All departments are engaged in fund raising and grant writing
- Enrollment patterns are stabilized at +/- 2% annually
- Partnerships with local government entities have increase by _____%
- The centralize alumni information base is increase from 20% to 60%

Faculty, Staff, Administration:

Enhance the quality of life of these key groups to attract and retain the best and brightest for serving our students

- Faculty and staff salaries are 90% of CUPA averages
- The number of faculty and staff participating in health and wellness initiatives have increased to ____.
- The number of faculty and staff attending and participating in cultural and athletic activities has increased to ____.
- The SSPO is representative of all campus units as a recommending body
- A program for staff professional development and career advancement is in place
- A program to help new faculty become effective and productive teachers is in place
- A performance evaluation for staff is established and used on an ongoing basis
- Monetary support for scholarly/creative activities is increased to \$____ and broadly communicated
- A program for faculty development is in place

Sayre Campus:

Enhance the Sayre campus so that it is fully integrated into the overall University

- A comprehensive assessment of needs has been completed and a timetable is established for implementing the findings
 - Regional employers
 - Students
 - Support services
 - Housing needs
 - Degrees and programs
 - Services

Technology:

Optimize technology to meet the educational and administrative needs of the University

- Technology is comparable with peers and regional universities
- Faculty, staff and students are satisfied with technology as measured by a campus survey administered on a regular basis
- A strategic campus-wide technology plan is in place
- Technology is funded as necessary in the appropriate locations and quantities, with a replacement plan
- Continuous training for optimal use of technology is provided

Next Steps

Step 6 (Summer)

Developing the Strategies: “Setting the Sails”

- Task Forces to develop strategies
 - Organized around goals
 - Work across organizational lines
 - Emphasis on “big ideas”
 - Strategies are complete thoughts
 - Intro; description; models
 - Assess affordability/funding options

Step 6 cont. (Fall)

- Review and endorsement by the Executive Council
- Inform appropriate off-campus individuals & groups

Step 7 (Fall)

Prepare Strategic Plan Document: *“Begin the Journey”*

- Steering Committee Develops Strategic Plan
 - Possibly a summary suitable for PR/Fund Raising
 - Power Point Presentation
- PR/Marketing Office develop communications plan

Celebration!



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