2023-2028
STRATEGIC PLAN

OSU

OKLAHOMA CITY

OKLAHOMA STATE UNIVERSITY-OKLAHOMA CITY
Strategic Plan 2023-28

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INTRODUCTION

Strategic Planning Process
Between February and August 2022, Oklahoma State University-Oklahoma (OSU-OKC) conducted a comprehensive, planning process that included the review and potential revision of the institution's guiding statements, as well as the creation of a new strategic plan. The process was led by the Strategic Planning Steering Committee, a diverse group of highly engaged and committed students, staff, faculty and institutional leaders appointed by the President of the Student Government Association, the President of the Faculty Senate, the Chair of the Staff Council, and the President of OSU-OKC. The Committee was co-chaired by OSU-OKC's President and Provost & Vice President of Academic Affairs.

Prior to the initiation of the planning process, the Steering Committee developed the following list of guiding principles for the strategic planning process.
- Institutional stakeholders—particularly students, community partners and employees—must be at the center of decision making at OSU-OKC.
- Planning should focus on providing value to stakeholders, as well as identifying and removing barriers to positive educational experiences.
- All voices are welcome in OSU-OKC's strategic planning process.
- The advancement of OSU-OKC's commitment to diversity, equity and inclusion is essential.
- Requirements set by the Oklahoma State Regents for Higher Education, the US Department of Education, and institutional and program accrediting agencies must be addressed.
- The strategic planning process should result in a living document with ongoing review processes informed by data and linked to budgetary and other institutional decisions.
- Financial sustainability must be assured.

In addition, the Steering Committee determined that a five-year, rolling plan would allow OSU-OKC to balance planning continuity with responsiveness to changes in and around the institution's environment and among the diverse communities it serves. The following document represents the second year of that rolling plan, 2023-2028, with updates representing feedback gathered from open forums and a strategic plan survey that all employees and students were invited to participate in during the spring 2023 semester. The Strategic Plan Steering Committee reviewed these items and approved year 2 updates in meetings held in the summer of 2023. Copies of OSU-OKC's 2022-2027 Strategic Plan and mid-year and year-end progress reports can be found at the following link: OSU-OKC Strategic Planning | Oklahoma State University-Oklahoma City (osuokc.edu)

Organization of Strategic Plan
The OSU-OKC 2022-27 Strategic Plan is organized into the following four goal areas.
- Goal A – Align Academic Programs with Stakeholder Needs
- Goal B – Increase Student Engagement and Success
- Goal C – Support Employee Excellence
- Goal D – Enhance Institutional Identity

Each Goal area is comprised of Initiatives that are more granular in nature. The Initiatives are broken down into Strategies that represent action steps needed to achieve the Initiatives and, in turn, Goals.

Strategic Planning Cycle

OSU-OKC's five-year, rolling Strategic Plan will be reviewed and annually according to the following cycle.

- **December/January**: Mid-year progress update is provided
- **April/May**: Feedback is solicited on the strategic plan
- **May** – **August:** The plan is updated
- **August**: Strategic plan is published

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GUIDING STATEMENTS

Mission Statement

OSU-OKC's mission is to advance our diverse communities through transformative career and workforce education programs and services.

Vision Statement

OSU-OKC's vision is to be the region's leading career and workforce university.

GOAL A – ALIGN ACADEMIC PROGRAMS WITH STAKEHOLDER NEEDS

Initiative 1 – Increase industry engagement and program promotion through advisory committees and other partnerships that expand direct-to-workforce and career pathways for students.
   Strategy a – Develop more internship and other experiential learning opportunities and increase percentage of students who complete an internship prior to graduating with credential or degree.
   Strategy b – Spotlight industry connections and partnerships more digitally (e.g., joint marketing of programs and promotion of workforce-readiness)
   Strategy c – Identify opportunities to contract with employers for certifications and discounts for customized continuing education.
   Strategy d – Implement guidelines and standards for the development and facilitation of OSU-OKC's advisory committees, ensuring further alignment with relevant industry goals.

Initiative 2 – Identify and apply metrics for evaluating high-quality, relevant academic programs.
   Strategy a – Define and report measurable deliverables for all academic programs.
   Strategy b – Monitor low-enrollment areas (e.g., apply course rotation, collapsing of sections, etc., as needed) in relation to scheduling and job demand. (Strategy completed '22-'23 with ongoing review planned)
   Strategy c – Review campus-wide student learning outcomes and other assessments.
   Strategy d – Develop employer and graduate surveys to track job placement, job satisfaction, and areas for program improvement.
   Strategy e – Ensure a minimum of one full-time faculty is assigned to each active degree program.
   Strategy f – Maintain high quality in existing educational programs through ongoing support for faculty onboarding and development and retention, and a system of regular program review as well as course-level and program-level assessments in alignment with OSRHE and accrediting agency guidelines. (Strategy completed '22-'23 with ongoing review planned)
   Strategy g – Support program and institutional accreditation standards with budgetary allocations and professional development. (Strategy completed '22-'23 with ongoing review planned)

Initiative 3 – Further align degree programs with workforce and transfer needs.
   Strategy a – Expand collaboration between training and development and micro-credentials.
   Strategy b – Identify transfer opportunities with clear and transferrable degree plans and additional articulation agreements within the OSU/A&M System and with other 4-year partners for both Associate of Science to bachelor's degrees and Associate of Applied Science to Bachelor of Technology degrees.
   Strategy c – Identify additional opportunities for students who are transferring in credit via prior learning assessment, program articulations, and expansion of courses on state matrix.
   Strategy d – Review and realign, as needed, degree programs with academic divisions for effective recruiting, retention, and program development efforts. (Strategy completed '22-'23 with ongoing review planned)

Initiative 4 – Establish new program pathways that align with workforce demands.
   Strategy a – Identify programming opportunities, including additional bachelor's degrees, that build on diverse workforce needs, OSU's status as land-grant institution, OSU-OKC's mission, and

OSU/A&M System resources, including training that might occur prior to and after programming at OSU-OKC.

Strategy b – Implement and reduce time to digital badges and micro-credentials for engagement as the institution builds toward "credit process" (e.g., lab skills, CIS credentials, software and career development skills, soft skills, technology).

Strategy c – Map existing and potential programs to Oklahoma's economic forecast. (Strategy completed '22-'23 with ongoing review planned)

Strategy d – Reduce barriers and production time to course/curriculum updates and program development.

Initiative 5 – Provide clear resources to guide students in mapping their program pathways.

Strategy a – Establish step-by-step, visual pathways for every degree program (e.g., degree sequencing sheets, including entry and exit points) that are shared on website and in advisement sessions and updated as course offerings change.

Strategy b – Further clarify for students which degrees are transferrable and which are not. (Strategy completed '22-'23 with ongoing review planned)

Strategy c – Ensure all instructors (credit and non) and academic advisors have received and been trained on pathways within divisions.

Strategy d – Provide degree program details and benefits on website and through social media.

GOAL B – INCREASE STUDENT ENGAGEMENT AND SUCCESS

Initiative 1 – Enhance student communication model with established timeline for regular communications from initial contact through post-graduation.

Strategy a – Create comprehensive recruitment plan with targeted communications from first contact through first day of class, including welcome video, welcome email, and student survey on desired college experience.

Strategy b – Develop and implement resources to assist new students during the onboarding process, including how to use the Learning Management System, how to access email and website resources, navigating financial aid, and how to be a successful college student.

Strategy c – Use social media and the Learning Management System more to share updates.

Strategy d – Create targeted communications for part-time students and online students.

Initiative 2 – Provide expanded support services for all students.

Strategy a – Utilize annual student surveys and/or interviews to identify areas for improvement in students' experiences.

Strategy b – Increase access to resources for career services, including development of graduate portfolios.

Strategy c – Evaluate existing tutoring services to ensure they are addressing current student needs.

Strategy d – Provide vital student services (e.g., financial aid, admissions, etc.) outside of normal business hours.

Strategy e – Maintain webpage to communicate links for community resources to students, including childcare, affordable housing, resources for food insecurity, and transportation.

Strategy f – Improve phone communications through a review of call routing and customer service.

Strategy g – Include stress management techniques and programming in counseling services.

Strategy h – Enhance student orientation model, encouraging more students to participate and continuing to review student skills needed for success.

Initiative 3 – Increase opportunities for student engagement and participation in campus activities.
   Strategy a – Offer students incentives to increase participation in campus events.
   Strategy b – Offer more student activities and experiential learning opportunities, including engagement directed at students in online and hybrid courses, with co-curricular assessments to determine effectiveness.
   Strategy c – Highlight and expand opportunities for activities that create a welcoming environment for all.
   Strategy d – Provide opportunities for students to develop competencies linked to graduate success, including professionalism, citizenship, leadership, and responsibility.

Initiative 4 – Identify academic and non-academic risk factors for student success and appropriate intervention strategies, including early alerts and other targeted communications and services.
   Strategy a – Define "student success" for OSU-OKC, both programmatically and in relation to the attributes of the ideal graduate for Oklahoma State University.
   Strategy b – Implement process for student exploration of degree program alternatives.
   Strategy c – Establish comprehensive student retention plan from onboarding through completion inclusive of regular review of disaggregated institutional and program data. (Strategy completed '22-'23 with ongoing review planned)
   Strategy d – Identify opportunities to expand high-impact practices for equity in retention and completion.
   Strategy e – Define mentor roles for all students, especially those at-risk.
   Strategy f – Annually review student placement guidelines and processes using student success data. (Strategy completed '22-'23 with ongoing review planned)
   Strategy g – Provide employee professional development on building interpersonal relationships, peer mentoring, and success coaching.
   Strategy h – Integrate advisement best practices, such as advisor check-ins, into OSU-OKC's core academic advisement processes.
   Strategy I – Continue to support high-quality instruction and student support through employee input on needs in technology, facilities, and professional development.

GOAL C – SUPPORT EMPLOYEE EXCELLENCE

Initiative 1 – Review policies and procedures to promote fair and equitable compensation.
   Strategy a – Review compensation plan annually prior to budget cycle.
   Strategy b – Establish a plan for employee incentives/appreciation as well as a review of career pathways.
   Strategy c – Conduct an annual employee survey, addressing satisfaction in areas such as compensation, benefits, and professional development needs.
   Strategy d – Review job descriptions for equity in workload and compensation prior to position repostings.

Initiative 2 – Determine feasibility of implementing additional employee benefits.
   Strategy a – Explore remote/hybrid work options that address business, employee, unit and customer needs.

Strategy b – Review employee tuition benefits periodically.

Strategy c – Promote employee health and wellness programs with annual assessments of programming needs, and a maintenance plan for equipment, as well as possible incentives.

Initiative 3 – Identify methods to improve consistent and timely communication.

Strategy a – Update OSU-OKC's employee onboarding process for opportunities to improve institutional awareness and connectivity.

Strategy b – Improve effectiveness of current avenues for routine institutional updates to the campus community.

Strategy c – Create and support opportunities to increase common purpose and institutional cohesiveness campus wide through planned activities and Staff Council and Faculty Senate discussions.

Initiative 4 – Ensure the availability of quality, relevant professional development and training.

Strategy a – Encourage supervisors to work with their teams to identify annual training and development opportunities, including team-building activities which support common goals.

Strategy b – Link employee professional development and performance goals with OSU-OKC's mission and strategic priorities.

Strategy c – Explore the feasibility of implementing a staff compensation for attainment of degrees that are required for or enhance their jobs.

GOAL D – ENHANCE INSTITUTIONAL IDENTITY

Initiative 1 – Clarify and leverage OSU-OKC's identity and unique strengths to distinguish it from other educational providers.

Strategy a – Align OSU-OKC's resources with fulfillment of the institution's mission and strategic goals.

Strategy b – Ensure OSU-OKC's mission, vision and values statements are clear and promoted to OSU-OKC's diverse constituencies. (Strategy completed '22-'23 with ongoing review planned)

Strategy c – Develop a position statement, messaging points, and communication strategies regarding OSU-OKC, its brand, its core roles in workforce education and career development, and its strengths and value propositions within the OSU and Oklahoma public higher education systems.

Strategy d – Pursue external resources in support of OSU-OKC's strategic priorities.

Strategy e – Leverage data and technology to improve campus programs, services, facilities and traditions.

Initiative 2 – Develop and implement a comprehensive, integrated marketing and communications plan directed to OSU-OKC's diverse stakeholder populations.

Strategy a – Overhaul the OSU-OKC website to ensure it is reflective of higher education best practices and the institution's diverse constituents.

Strategy b – Leverage leading digital media channels and platforms in the ongoing, strategic engagement of prospective and current students, employees, employers, and other key stakeholders.

Strategy c – Ensure data-driven decision making in all major marketing and communications efforts.

Strategy d – Ensure OSU-OKC communications, messaging, and print and digital publications reflect the diverse communities we serve.
Strategy e – Identify and prioritize prospective student and employer partner populations and geographical locations for targeted marketing efforts.
Strategy f – Advance the capacities of OSU-OKC's diverse stakeholders, including students, all employees, alumni and community partners, to serve as ambassadors for the institution, its programs and services.

Initiative 3 – Improve the safety, connectedness, and appearance of OSU-OKC's campus and facilities.
Strategy a – Expand OSU-OKC's security camera coverage.
Strategy b – Improve OSU-OKC's outdoor lighting.
Strategy c – Develop and implement a comprehensive landscaping master plan for OSU-OKC which includes expanded use of OSU brand identifiers throughout the campus and its facilities. (Strategy completed '22-'23 with ongoing review planned)
Strategy d – Leverage the institution's central, highly visible location in the promotion and advancement of institutional awareness.
Strategy e – Increase and improve OSU-OKC's outdoor spaces and pedestrian opportunities.
Strategy f – Develop and implement a facilities maintenance plan which prioritizes the safety and success of OSU-OKC's diverse stakeholders. (Strategy completed '22-'23 with ongoing review planned)
Strategy g – Ensure that classrooms and other campus areas (e.g. paint, furniture, countertops, railings, stairs) reflect OSU colors and themes.
Strategy h – Ensure that OSU-OKC classrooms, lab spaces, and student practice/simulation spaces are evaluated annually for furniture replacements, learning functionality, OSHA navigation requirements, audio/video effectiveness, accessibility, and student appeal based on faculty-driven input from budget requests and Faculty Senate committee and CTLE task force recommendations.

Initiative 4 – Improve the experiences of campus visitors through improved mapping, signage and wayfinding.
Strategy a – Review major information services regarding OSU-OKC's location and directions to campus to ensure they are up-to-date and accurate.
Strategy b – Ensure the names of OSU-OKC's facilities are up-to-date, visible and communicated through multiple channels.
Strategy c – Implement internal and external signage that is ADA-compliant and facilitates efficient and effective navigation to and from OSU-OKC's major facilities, offices and services.
Strategy d – Ensure OSU-OKC-produced maps are easily accessible, mobile-friendly and clearly delineate parking and major institutional facilities, services and amenities.

Initiative 5 – Broaden and deepen partnerships which promote fulfillment of OSU-OKC's mission.
Strategy a – Develop robust, ongoing relationships with the Oklahoma City metro area's and state's leading employers.
Strategy b – Expand OSU-OKC's partnerships with upstream and downstream educational providers, including career technology center and higher education partners, critical to the establishment of robust learning pathways with multiple entries and exits.
Strategy c – Ensure OSU-OKC is engaged with community and professional organizations essential to the fulfillment of strategic institutional priorities.