MEMORANDUM

July 26, 2011

TO: Robert J. Sternberg, Provost & Senior Vice President

FROM: John S.C. Romans, chair, Task Force to Monitor and Implement the OSU Strategic Plan

SUBJECT: Task Force recommendations

I am pleased to report that the Task Force to monitor and implement the strategic plan has developed recommendations for your consideration. You will recall that this group was formed in the early Spring 2011 semester, our task force members were Brit Boehmer, Anthony Confer, Ted Drab, Pam Ehlers, Christie Hawkins, Bud Lacy, Lori McKinnon, John Mintmire, Jennifer Paustenbaugh, Mark Payton, Steve Price, Kathy Tanner, and we were assisted by Marta Kochenower. On behalf of the committee, I would like to offer our thanks for the opportunity to serve on this task force. It was a pleasure to work with this talented and enthusiastic group. Through our discussions we generated and evaluated many ideas that ultimately led to the recommendations in our report.

Attached to this memo you will find our report and our recommended priorities for action on the strategic plan, along with four documents appended to the report. These documents are a proposed streamlined strategic plan, an appendix to the plan, a proposed strategic planning council, and a strategic plan indicators document.

Please contact me if additional information is needed.

John Romans

Attachments
Report of the Task Force to Implement and Monitor the OSU Strategic Plan

This document is a report of the recommendations made from the Task Force to Implement and Monitor the OSU Strategic Plan. In brief, our recommendations include pursuing adoption of a streamlined Strategic Plan, creating a University Strategic Planning Council, and proposing a set of indicators to assess progress on the Strategic Plan at the University level. appended to this report are these documents:

a. Proposed OSU Strategic Plan
b. OSU strategic plan appendix
c. Proposed Strategic Planning Council
d. Proposed Strategic Plan Indicator Document

Brief History

This Task Force was created by Provost Sternberg to build upon previous work on developing our strategic plan. Specifically, as described in Provost Sternberg’s invitation letter to task force members: “Last fall I met with the University Planning Council that worked diligently under the direction of former Provost Marlene Strathe to update the existing OSU Strategic Plan adopted in 2004. During discussions with the Planning Council and other groups, there appeared to be agreement that the proposed plan provided an excellent starting point, but additional thought was needed on implementation of the plan and subsequent monitoring of progress toward goals. It also was noted that the comprehensive plan did not fully articulate a vision and aspirational goals for Oklahoma State. Consequently, it was decided that two new groups would be formed to build on the work of the former University Planning Council, one to implement and monitor the plan and the other to craft a narrative about OSU, its vision, aspirational goals, etc.”

The Task Force to implement and monitor the OSU Strategic Plan further took the Provost’s charge of discussing ways of ensuring optimal but flexible implementation of the strategic plan. Questions deliberated were: How can we ensure it (the plan) is being carried out? What are the higher and lower priorities within the plan? Should the plan be implemented across the board or at first intensively only in a smaller number of colleges/areas? What means will we have to evaluate fidelity of implementation?
Following our discussions, subcommittee meetings, and the work of our task force members in soliciting feedback from others, we are making the following recommendations.

**Specific Recommendations**

1. Concerning the question of how can we ensure the plan is being carried out, we recommend the creation of a new group at OSU, the "**OSU Strategic Planning Council**". The membership of this group is modeled after a previous group known as the university planning council, with changes that reflect recent additions to our structure. This group is designed to allow membership from all OSU functions, to ensure communication and representation of the entirety of our system. We propose that this group would use the document as described below (Strategic Indicators) as a starting point in setting goals for use in assessing our progress. We further recommend that this group conduct, at minimum, an annual review of progress on achieving strategic goals. We further suggest that within this annual review framework, the council should identify a portion of this strategic plan to analyze in greater depth during each review cycle.

2. We believe it is highly desirable that this group align itself with ongoing OSU HLC accreditation processes. We therefore recommend that the work of this council should serve essential functions of ongoing evaluation necessary for accreditation. This involvement is especially relevant given recent shifts in accreditation toward ongoing formative feedback, as opposed to more static assessment.

3. Concerning the question of higher and lower priorities within the plan, and the question of broad implementation, we recommend that we pursue adoption of a streamlined strategic plan that features "**Core Goals and Transformative Objectives**". Oklahoma State University’s core goals are inseparably connected to its mission of teaching, research and outreach. Those familiar with the 2010 proposed plan will recognize the first three goals of that plan as the core goals of the streamlined plan. OSU’s core goals should be pursued using a framework of five transformational objectives. These goals and objectives should also be used for the development of college and unit-level strategic goals. These transformational objectives are an explicit acknowledgement that OSU-Stillwater cannot fully achieve its core goals without the necessary infrastructure (human, financial, and capital) or without recognition of those characteristics that establish
OSU’s place in the world. All college and unit-level strategic goals should be tied to the university’s core goals.

4. We also recommend the addition of a new value to the strategic plan, “community”. While we have discussed the fact that the other task force created in response to our strategic planning process has a charge of looking at OSU’s unique strengths, in our discussions we repeatedly returned to this concept as being a unique strength of our university, and suggest that it be included as an addition to the strategic plan. In this vein, we have also suggested a few additional minor word changes to highlight our status as a land grant institution.

5. Strategic and tactical goals have been identified and are provided as non-exclusive examples of how the core goals and distinguishing factors can and should be operationalized at the University level. In keeping with a May 2008 recommendation of the Faculty Council, “Implementation plans should evolve upwardly from the unit, to the college, then to the institution.” Therefore, each unit will need to operationalize the three core goals to create their own strategic goals. This work will need to occur at the unit level for existing operations, as well as include planning for assessment of future growth. The Appendix to the strategic planning document provides additional specific, measurable examples that have been previously developed that may serve as a resource in unit-level planning.

6. Concerning the question “what means will we have of monitoring the fidelity of the plan?” We are proposing a set of indicators as described in the document “strategic indicators”. This document lists data points and suggests goals that should be prioritized. We recognize that this document represents a starting point and that the Strategic Planning Council would engage in revision of this document as it conducts its work. As can be seen in the document, some readily available data points exist that we can use to assess our progress. Other sources of data will need to be developed. An aspirational vision is to have all sources of data accessible to our community in an electronic format, with specific linkages to our strategic plan. This would include qualitative exemplars such as video clips. Unit-level goals should be developed with the idea that they will need to be monitored and reported. As noted in the May 2008 recommendation, “Performance metrics for evaluating progress toward specific unit goals should be proposed by the relevant units, in consultation with the appropriate college and university officers.”
Priorities for action from the OSU Strategic Plan, recommended by the Strategic Plan Task force:

Addressing core goal I, Academic Excellence, item b, Identify and support promising interdisciplinary and innovative areas of research.

Action: Interim progress reports delivered to the campus community on the activity of recently supported interdisciplinary programs. Faculty in these programs should be invited to present a status report to the campus community, perhaps at the Spring faculty meeting or other campus wide event.

No new cost

Addressing Core Goal I, Academic Excellence, item c, support for innovative approaches to teaching and Core Goal II student retention

Action: work with instruction council to Identify core general education courses and others with high DWF rates that contribute to student attrition problems – target ITLE and expert faculty resources to these problem areas to improve student success with the goal of increasing retention. Assure coordination with LASSO activities in identifying and supporting the “underprepared” student before enrolling in these courses.

Cost: veteran “expert teaching faculty” course release time, ITLE staff time

Addressing core goal II, Student Success and Development, item e, support outstanding academic advising and mentoring: Develop and implement a University wide assessment mechanism for undergraduate academic advising to identify problem areas for retention.

Action: support a graduate student (from Research, Evaluation and Measurement, Higher Education, Student Development or related area) to work with the Chair of the DSAS Council to plan and implement the academic advisement assessment and reporting service. Target is all OSU undergrads, goal is to identify advising strengths and weaknesses.

Cost: .25 9 month GA $ 5,145.00. Additional resources may be needed to implement necessary changes following the assessment.

Addressing Core goal II, Student success and development, item b, Identify, recruit, develop and mentor potential and emerging leaders:

Action: Emphasize leadership development in core freshman level orientation course activities and content. Work with Dean’s council to conduct a review of freshman orientation course content and activities across all colleges, and provide university guidance to orientation course instructors on leadership content for these courses. Work with faculty, staff and students in current campus leadership programs to strengthen this area in orientation courses. Goal: emphasize and strengthen leadership development culture at OSU, improve access to leadership development information and opportunities for new students at OSU.

Cost: support for faculty and student leaders in developing leadership curriculum and working with orientation instructors on implementation.
Oklahoma State University Strategic Plan
Proposed by the Strategic Planning Implementation Task Force
Spring 2011

Mission

Building on its land-grant heritage, Oklahoma State University promotes learning, advances knowledge, enriches lives, and stimulates economic development through teaching, research, outreach, and creative activities.

Vision

Oklahoma State University will lead in the creation of a better Oklahoma, Nation, and world by advancing the quality of life for all, and will become one of the premier land grant universities in the United States.

Core Values

Community - We foster a strong sense of community among Oklahoma State students, faculty and staff, which allows us to expand our intellectual and interpersonal horizons in a safe, friendly, and supportive learning environment.

Excellence – We seek excellence in all our endeavors; we are committed to continuous improvement.

Integrity – We are committed to the principles of truth and honesty; we will be equitable, ethical, and professional.

Service – We believe that serving others is a noble and worthy endeavor and is one of the distinguishing features of a 21st century land-grant institution.

Intellectual Freedom – We believe in ethical and scholarly questioning in an environment that respects the rights of all to freely pursue knowledge.

Diversity – We respect and value diversity of opinion, freedom of expression, and all ethnic and cultural backgrounds.

1 Based on the plan proposed by the University Planning Council, February 2010
Stewardship of Resources – We are dedicated to the efficient and effective use of resources. We accept responsibility of the public’s trust and are accountable for our actions.

Transformative Objectives

Our core goals are pursued using a framework of transformative objectives for the college and unit-level development of objectives. Pursuit of our core goals will be distinguished by division, college and unit-level objectives that explicitly and measurably incorporate factors that:

- Promote and cultivate inclusiveness, diversity, and a global perspective
- Embrace sustainability\(^2\) in all facets of our work
- Enhance and leverage financial and physical resources
- Address the need for the recruitment, retention, and development of an outstanding faculty and staff
- Communicate and explain our achievements, service, innovation, creativity, and engagement with the world

Core Goals

Each core goal is supported by critical strategic and tactical goals, those examples listed below are seen as critical to our core goals. Others are listed in the attachment to this document, and others developed at the division, college, and unit level.

I. Academic Excellence – Achieve academic excellence at the highest levels of research and teaching through the creation, acquisition, and application of knowledge.

Critical strategic and tactical goals in support of academic excellence:

a. Identify and support essential foundational areas of research

b. Identify and support promising interdisciplinary and innovative areas of research

\(^2\) Sustainability is defined as the development and use of resources to improve the human Quality of Life in a manner that preserves resources over the long term. Quality of Life improvement requires consideration of economic prosperity, responsible use of resources, and protection of the environment.
c. Provide support for innovative approaches to teaching of undergraduate, graduate and professional students

d. Provide necessary library and information resources

e. Effectively assess student learning and provide resources for improving outcomes at undergraduate, graduate, and professional levels

f. Significantly increase the university's gifts and grants from alumni, private foundations, and the private sector to support academic initiatives and priorities

II. **Student Success and Development**—Recruit, retain, and graduate students in a supportive environment that promotes ethical leadership and service, encourages excellence and innovation, prepares them for careers, enriches personal growth, and fosters discovery of knowledge

**Critical strategic and tactical goals in support of student success and development:**

a. Develop and implement programs to improve retention and graduation rates

b. Identify, recruit, develop, and mentor potential and emerging leaders

c. Develop opportunities for students to participate in service-learning, experiential education, volunteer work, and to engage in civic activities

d. Create and nurture a climate of trust and comfort that fosters the success of individuals

e. Support outstanding academic advising and mentoring

f. Recruit and retain diverse students, faculty, staff and administration

III. **Community Engagement**—Engage external individuals and organizations through collaboration, outreach, and extension that enhances the quality of life in Oklahoma and the Nation by contributing to the human, economic, and cultural development of our citizens.

**Critical strategic and tactical goals in support of community engagement:**
a. Establish a continuing process of needs assessment for the people and groups that the university serves and develop plans for meeting those needs.

b. Develop an organizational structure to provide easy mechanisms for external partners to collaborate with and gain access to the university.

c. Utilize the OSU System’s resources to serve the state’s economic development goals

d. Develop, maintain, and promote flexible intellectual property and research between the university and the private sector

e. Develop, support, and promote a culture of entrepreneurship
Appendix to the proposed strategic plan:

Additional strategic and tactical goals and transformative objectives in support of our core goals

Goal One, Academic Excellence:

- Explore approaches to integrating core and general education courses to enhance diversity of ideas, including content-linked classes, team-teaching, and student mentoring.
- Facilitate dissemination or commercialization of faculty and student solutions to current issues.
- Promote the use of case study or experiential assignments that provide an opportunity for students to apply course content to real situations.
- Promote and support service-learning and internships.
- Implement senior projects or theses that require students to identify a problem and propose a solution.
  Promote relevant, goal-oriented international experiences for students

Goal Two, Student Success and Development

Recruitment

- Increase application, admission, and conversion results from key demographics.
- Build and maintain a diverse prospect pool.
- Develop college and program-specific recruitment strategies.
- Facilitate effective faculty and staff involvement in student recruitment.

Academic success

- Advocate and support outstanding academic advising and mentoring.
- Increase opportunities for additional financial assistance and scholarships.
- Improve the tracking of student academic progress to increase early intervention opportunities.
- Support the development and implementation of innovative approaches to learning that encompass classroom and out of classroom experiences.
- Continue and strengthen support for honors education, scholar development, undergraduate research, and international education.

Leadership

- Stimulate faculty and staff to identify, develop, and mentor potential and emerging leaders.
- Provide greater opportunities to learn the basic tenets of leadership through academic and extracurricular offerings.
- Provide greater opportunities to practice and develop leadership skills through academic offerings and extracurricular activities.
Service and Civic Engagement

- Provide forums for discussion and debate of issues that lead to greater student participation in voting, census activities, and engagement.
- Identify and support philanthropic service opportunities for students including service-learning opportunities.
- Support a cultural norm of caring and helping others among OSU students, faculty, and staff.
- Develop additional incentives and recognition for outstanding service to the campus, community, state, nation, and world.

Purpose and direction

- Build on our successes in career development and services at the departmental, college, and university levels.
- Define, recognize, and support outstanding academic integrity and appropriate community standards of behavior.
- Promote the development of personal and professional ethics and values across the curriculum and in co-curricular programs.
- Increase the number of employment-related internships and job opportunities for current and graduating students.
- Expand professional development opportunities for graduate students to strengthen their competence in communication, leadership, teaching, and professional adaptability.

Broadening Horizons

- Help students develop cultural competency through on-campus as well as international experiences.
- Provide and promote a wide spectrum of art and cultural co-curricular offerings and social networking opportunities.
- Support the development of cultural exploration programs and activities on campus and through international study.
- Provide and promote formal and informal opportunities for the exploration of various belief systems.

Wellness

- Create new and innovative approaches and support current services that address the health, safety, and well-being of OSU students, staff, and faculty.
- Further develop, implement, and assess approaches aimed at reducing high-risk alcohol and drug use.
- Provide tools that enable the campus community to contribute to the safety of OSU through risk assessment and reporting.
- Develop and support activities to prepare, mitigate, and respond to disasters and emergencies.
- Provide greater formal and informal opportunities for the assessment and improvement of financial planning and welfare of students, faculty, and staff.
Goal Three, Community Engagement

- Develop a strategic communication plan for university public service and engagement activities.
- Provide professional development to meet the needs of business and industry, government, and nonprofit sectors promoting continuing education and economic development in the state.
- Establish mechanisms to fund engagement activities and programs that cannot be funded by external sources.

Increase collaborative and research linkages with the private sector

- Develop, maintain, and promote flexible intellectual property and research agreements between the university and the private sector.
- Using these agreements, establish partnerships, collaborations, and funding support for research with private sector organizations.
- Constantly review such agreements to maintain flexible and relevant policies for private sector research interactions.
- Maintain and adhere to all appropriate and relevant conflict-of-interest management policies.
- Develop mechanisms for providing feedback from the general public and industries.

Increase OSU’s impact on economic development in the state

- Utilize the OSU System’s resources to serve the state’s economic development goals, as exemplified by the Center for Innovation and Economic Development, the Office of Intellectual Property Management, and other similar programs and centers.
- Leverage the talents and assets of the Cooperative Extension network to provide access to the scholarship and discoveries at OSU for the benefit of the state.
- Conduct a business and marketing plan review for the Oklahoma Technology and Research Park to ensure growth and relevance to OSU and Oklahoma.
- Continue to use OSU’s Federal Agenda ("Orange Book") to promote and support economic development projects at OSU.
- Support state economic development initiatives (Economic Development Generating Excellence, Oklahoma Bioenergy Center, OK Bioscience Association, etc.).
- Develop mechanisms for providing feedback from the general public, industries, and Chambers of Commerce.

Contribute to an enhanced quality of life through cultural, intellectual, and public health and wellness initiatives

- Continue the university’s role and visibility as a cultural and intellectual resource.
- Continue visual and cultural performing arts engagement activities throughout the state.
- Strengthen continuing and professional education through distributed and distance learning, as appropriate to the goals of individual university disciplines.
- Actively engage in leadership roles in professional disciplines, communities, and organizations.
- Design and implement specific projects to improve wellness and healthy lifestyles. Work with community leaders across the state to make healthy living a focus of those communities.
Transformative Objectives

Our core goals are pursued using a framework of transformative objectives for the college and unit-level development of objectives. Pursuit of our core goals will be distinguished by division, college and unit-level objectives that explicitly and measurably incorporate factors that:

Create and nurture a climate of trust that and comfort that fosters the success of diverse individuals:

- Embrace inclusiveness as one of the primary themes in all teaching, outreach, scholastic, research, and campus life activities.
- Increase the percentage of students, faculty, staff, and administrators with diverse backgrounds, perspectives and abilities.
- Improve the retention rates of students from diverse backgrounds, perspectives and abilities by increasing mentoring, achievement, and scholastic programs (e.g., McNair Scholars), developing support strategies, and by providing support staff to help these students to succeed.
- Educate and increase appreciation among OSU, Oklahoma, and society about the importance of respecting and valuing diversity.
- Promote cultural, social, and professional interaction among individuals from diverse backgrounds, perspectives, abilities, cultures, ethnicity, etc.
- Support and recognize colleges that demonstrate progress toward inclusiveness; publish the progress annually in a prominent medium that is readily accessible to public.

Establish OSU as an institution of choice for diversity of perspectives and backgrounds

- Establish a precedent that diversity and inclusiveness are integral to OSU.
- Hold academic units accountable for ensuring OSU's commitment to inclusiveness.
- Develop, integrate, and implement curricula that incorporate the study of diverse perspectives with the aim of preparing students for the diverse global society.
- Nurture an environment that sustains active research collaboration among individuals with diverse perspectives across disciplinary boundaries; provide a conducive environment for individuals to create and share diverse ideas.
- Prepare people to live, work, and succeed in a global society by teaching, disseminating, and leading in the creation of knowledge about diversity.
- Support and develop leaders committed to inclusion, especially from underrepresented groups.
- Encourage ideas that reflect a global society.

Promote International educational experiences for our students

- Create and enhance international learning opportunities such as internships, study abroad and exchange programs, and service-learning without increasing the time required for students to graduate.
- Enhance affordability of education abroad.
- Increase the number of applicants to international scholarships (such as Rhodes, Fulbright, Truman, Gates, etc.) by encouraging more faculty mentoring programs and by increasing staff support.
- Increase opportunities for students to learn and practice other languages.
- Encourage a greater exposure to global topics and perspectives throughout the curriculum, across academic programs.
Enhance the presence of international students at OSU

- Attract high quality international students by providing competitive financial aid and by leveraging the resources from the US State Department programs (e.g., Fulbright, United State Achievers Programs, etc.); recruit greater numbers of international students, including students from developing countries and regions.
- Enhance the campus climate for international students, and create a more favorable campus climate for internationalization for all students, faculty, and staff.
- Establish a network of international alumni to facilitate exchange, recruitment, collaboration, and placement of students.
- Build relationships with Internationally focused education organizations (e.g. IIE, Fulbright Commissions) and with overseas advisors (e.g. Education USA) to promote OSU with international students.
- Utilize the English Language Institute as a recruitment initiative for international students with limited English language skills.

Enhance international collaborative research and engagement

- Enhance collaborative research relationships by encouraging faculty to participate in scholars programs (e.g., Fulbright US Scholar program) and by utilizing similar programs to bring international scholars to OSU.
- Encourage faculty to submit proposals to funding agencies (e.g., NSF IREE program) that support international collaborative research.
- Increase institutional efforts to secure funding for international research and engagement.
- Provide support for faculty to send graduate and undergraduate students to collaborate on research opportunities abroad.
- Support and recognize faculty and units that are actively involved in international activities, instruction, collaborative research, and engagement.
- Increase and strengthen the number and geographical representation of partnerships with international educational institutions to facilitate student and faculty exchange, international collaborative research, and engagement.

Address the need for recruitment, retention, and development of an outstanding faculty and staff

- Fill vacant faculty positions and increase the size of the faculty through the Restore, Grow and Reward program.
- Provide mentoring programs for employees.
- Expand recognition and reward programs for faculty, staff, and the student workforce.
- Increase funding for professional development and career advancement opportunities.
- Develop appraisal and evaluation systems that enhance faculty and staff performance.

Achieve faculty and staff salaries and benefits that equal or exceed peer group comparisons.

- Conduct annual assessments of OSU salaries by discipline and rank with appropriate peer groups.
- Develop a financial plan to achieve salary parity with peer groups.
- Leverage support of OSU/A&M Regents and OSU Cowboys for Higher Education to secure state funding for the financial plan.
• Develop programs that will support tenured faculty in their efforts to refocus and/or reinvigorate research and teaching activities.

Engage faculty staff and students in a dynamic environment

• Include faculty and staff input on development and revision of operating policies and procedures that impact their employment responsibilities.
• Regularly hold forums and town hall meetings to discuss key campus issues, including regular updates on progress toward meeting strategic goals.
• Create regular opportunities to bring faculty, staff, administrators, and Regents together for discussion of institutional priorities and needs.
• Implement mandatory university orientation and customer service programs that include understanding of legal issues.
• Establish new forms of community-building within specific governance groups such as faculty and staff councils, administrative office personnel, human resources leadership, and student affairs offices.

Communicate and explain our achievements, service, innovation, creativity and engagement with the world.

• Encourage faculty and advisors to nominate students for state, regional, national, and international competitions.
• Encourage the nomination of faculty and staff for state, regional, national, and International competitions.
• Create systems to identify outstanding individual, program, and university accomplishments.
• Create and maintain a database of institutional experts accessible to the media.
• Celebrate the achievements of faculty, staff, and students at annual campus-wide events.
• Strategically publicize the achievements of faculty, staff, and students using a variety of media outlets.
• Utilize the Marketing Council to ensure a consistent and unified marketing effort for the Stillwater and Tulsa campuses that builds a brand and image for OSU as a comprehensive land-grant university.
• Develop a comprehensive marketing plan to implement a process that ensures quality standards and a clear and consistent image for all university marketing.
• Establish and maintain an effective and integrated website for all university components.
• Enhance pride in OSU through celebrative traditions.
• Market the Parents Association.
• Encourage faculty and staff participation in university and community events.
• Utilize the OSU-Tulsa campus for activities promoting the goals of the above organizations.
• Provide opportunities for OSU-Tulsa students to participate in the Alumni Association by offering programs and events in Tulsa.

Communicate accomplishments to and enhance relationships with partner institutions and feeder schools to expand student access.

Maximize institutional recognition through involvement in intercollegiate athletics by strengthening our position in the Big 12 Athletic Conference and NCAA

• Maintain the highest standards of sportsmanship and personal conduct.
• Maintain NCAA certification and emphasis on departmental compliance.
• Develop quality and successful athletic teams.
• Provide sound revenue development and exceptional fiscal management.
• Continue to develop and maintain competitive, high quality facilities, materials, and equipment.
• Recruit and retain quality staff, coaches, and student-athletes.
• Emphasize academic excellence among undergraduate student-athletes and focus on personal growth and success.
• Focus on diversity and gender equity opportunities.
• Capitalize on opportunities to improve internal and external communications.
• Excel in marketing and exemplary customer service.
• Improve opportunities for personal and professional staff growth in a high quality working environment.

**Sustainability in Instruction, Research, Engagement and Operations**

• Identify a sustainability designation that can be applied to appropriate courses and incorporate these courses into all curricula.
• Emphasize sustainability as a theme across all academic programs.
• Encourage the development of majors, minors, and certificate programs that focus on sustainability.
• Practice sustainability in course and classroom management.
• Harness existing research capabilities to enable the university to better practice sustainability and environmental stewardship.
• Promote the formation of sustainability research teams.
• Assist sustainability research teams in obtaining external funding.
• Practice sustainability in research management.
• Increase awareness of sustainability initiatives and practices across the university, local, state, national, and international communities.
• Design and implement projects to improve sustainability and work with community leaders to make sustainability a focus of those communities.
• Encourage grassroots efforts by students, faculty, and staff to promote sustainability practices at the university.
• Support state sustainability initiatives.
• Collaborate in sustainability outreach efforts within the various communities of the state.
• Develop programs to encourage entrepreneurial sustainability efforts and technology transfer to the community.
• Manage resources of the institution in efficient and sustainable ways to conserve natural resources for future generations.
• Engage faculty, staff, and students in adopting sustainable practices in all operations.
• Reward, promote, and encourage innovative ideas and programs to reduce the environmental footprint of the university.
• Incorporate sustainability practices in decision-making with regard to facility construction, operations, and maintenance.
• Use appropriate, nationally recognized rating systems to track the university’s progress in sustainable practices.
• Incorporate sustainability efforts into student recruitment.
• Publicize sustainability efforts throughout the state and nation.
• Maintain a prominent web site, accessible from the OSU Main Page.
Enhancement and leverage of financial resources

- Effectively communicate the need to increase the amount and stability of funding from the State.
- Set tuition and fee rates that provide the necessary resources while not impeding access.
- Increase extramural funding from a wider range of federal, state and private sectors.
- Significantly increase the university's gifts and grants from alumni, private foundations, and the private sector to support academic priorities.
- Establish priorities for a major comprehensive fundraising campaign.
- Establish and strengthen partnerships within the university and the OSU System.
- Develop effective partnerships with other educational institutions and national laboratories.
- Increase the number of partnerships with state, federal, and international agencies.
- Increase the number of partnerships with the private sector.
- Develop effective financial planning, management approaches, and cost-saving business practices to implement the Strategic Plan using targeted resources.
- Prioritize to optimize resource allocation and define the path to accomplishing goals.
- Regularly update the Campus Master Plan and carefully monitor its implementation in support of the Strategic Plan.
- Maintain an academic ledger that reflects the strategic planning deliverables informed by national benchmark marks.
- Establish a methodical annual performance and accountability system.
- Use the University Planning Council to evaluate outcomes, recommend adjustments, and ensure continuous improvement.
Proposed OSU Strategic Planning Council

Purpose: analyze OSU's progress toward achievement of the goals and transformative objectives of the OSU strategic plan. Make recommendations to OSU leadership for strategies and tactics to improve goal attainment. Align OSU accreditation effort with our strategic plan.

Membership (developed from previous form of the “University Planning Council”)

Administrative Representatives

1. (chair)

2.

3. (Dean's council representative)

Executive Team representative

1.

Faculty Representatives: nominated by faculty council

1.

2.

3.

4. (from OSU-Tulsa)

Staff representatives

1.

2.

3. (nominated by Staff Council)

Undergraduate student representative: nominated by SGA

1.

Graduate student representative: nominated by GPSGA

1.

Alumni representative: nominated by Provost's Advisory Council

1.

Ex officio: Director, Institutional Research
Director, University Assessment
Director, University Accreditation
Director, Student Success Center
Director, ITLE Faculty Development Center
Strategic Plan Indicators

This document contains recommendations from the Strategic Planning Task Force on specific target goals and quantified measures to judge the extent to which we are fulfilling our mission as defined by that plan, and to assess our level of achievement of our transformative objectives and core goals. These indicators are proposed at the University level. Other concrete and specific goals will need to be developed at the unit level across our system. In some areas, these indicators are specific, concrete and immediately available. In other areas, development work on new sources of data and information will need to be done, along with planning and consultation with other university work groups and councils.

Transformative Objectives

Promote and cultivate inclusiveness, diversity, and a global perspective

Increase proportion of diverse groups to meet or exceed Oklahoma population percentages for undergraduate students, graduate students, and degrees awarded, as well as faculty groups.

Increase percentage of diverse groups represented in staff and administrative positions.

Continue growth curve in percentage of students taking additional “D” designated general education courses.

Increase minority student freshmen retention to at least overall University average.

(Data sources: OSU Diversity Ledger data, OSU assessment office)

Show annual growth in number of students engaging in international experiences (Source: International Outreach and extension).

Embrace sustainability¹ in all facets of our work

Ask Sustainability Task Force to set specific annual goals.

Improve grades on national sustainability report cards to “A.”

¹ Sustainability is defined as the development and use of resources to improve the human Quality of Life in a manner that preserves resources over the long term. Quality of Life improvement requires consideration of economic prosperity, responsible use of resources, and protection of the environment.
Enhance and leverage financial and physical resources.

Increase amount of annual external support from private and government sources (Source: OSU ledger).

Address the need for the recruitment, retention, and development of an outstanding faculty and staff

Develop and disseminate annual report from successful college and unit level recruitment and retention efforts.

Increase faculty and staff salaries to mean of Big 12 institutions.

Communicate and explain our achievements, service, innovation, creativity, and engagement with the world

Prepare annual Report on University marketing and “branding” campaigns.

Engage in ongoing website evaluation.

Increase national recognition (e.g., set benchmarks on news items from sources such as Google News).

Core Goals

Each core goal is supported by critical strategic and tactical goals; those examples listed below are seen as critical to our core goals. Others are listed in the attachment to this document, and others may be developed at the division, college, and unit level.

I. Academic Excellence – Achieve academic excellence at the highest levels of research and teaching through the creation, acquisition, and application of knowledge.

Increase our number of nationally accredited programs.

Work with the Academic Improvement and Assessment Council to adapt Academic Program Reviews and Annual Assessment Plans and reports to include easily harvestable data on this goal.

Critical strategic and tactical goals in support of academic excellence:
a. Identify and support essential foundational areas of research.

b. Identify and support promising interdisciplinary and innovative areas of research.

   Work with Task Force on Envisioning OSU’s Future to identify and support foundational areas of research.

   Monitor progress of newly identified and supported interdisciplinary programs via work with Interdisciplinary Programs Task Force.

c. Provide support for innovative approaches to teaching of undergraduate, graduate and professional students

   Increase OSU faculty participation in ITLE training across all colleges.

   Work with ITLE to identify other goals for specific areas of innovation.

d. Provide necessary library and information resources.

   Ensure that as new academic and research programs are developed that library resources are augmented to support these endeavors.

e. Effectively assess student learning and provide resources for improving outcomes at undergraduate, graduate, and professional levels.

   Achieve goal of 100% of degree programs report using assessment data to inform program improvement activities on an annual basis (Source: Existing University Assessment and Testing participation rates).

   Achieve average course evaluation scores for undergraduate of X.XX and for graduate courses of X.XX by 2020. Source: Course Evaluations (summary scores available from University Assessment and Testing; benchmark scores need to be set).

f. Significantly increase the university's gifts and grants from alumni, private foundations, and the private sector to support academic initiatives and priorities.

   Successfully conclude current campaign; work with OSU Foundation on specific area goals.
II. Student Success and Development – Recruit, retain, and graduate students in a supportive environment that promotes ethical leadership and service, encourages excellence and innovation, prepares them for careers, enriches personal growth, and fosters discovery of knowledge

Improve OSU retention rate in the short term to 80% overall; set other target rates differentially by student groups (e.g. first generation students, range of entry test scores, high school GPA).

Equal or surpass our peers for first-time, full-time freshmen to the sophomore year retention rate. (Source; IRIM)

Equal or surpass our peers for six-year graduation rates for first-time, full-time freshmen. (Source; IRIM)

Achieve a XX% of alumni who report their education at OSU adequately prepared them for life and work. (Source: Existing Alumni Surveys available through University Assessment and Testing and the Career Services Employment Data Report on graduates up to 6 months out from graduation)

Equal or surpass our peers for levels of student engagement in educational experiences. (Source: Existing NSSE survey (University Assessment and Testing))

Critical strategic and tactical goals in support of student success and development:

a. Develop and implement programs to improve retention and graduation rates.

   Assess ongoing efforts and programs – share successful exemplars campus wide.

   Develop and promote the new OSU Student Success Center

b. Identify, recruit, develop, and mentor potential and emerging leaders.

   Network with partners to ensure communication with current high school and transfer college leadership groups.

   Assess work of current on-campus leadership programs.

   Include assessment of prospective students’ leadership potential in admissions criteria (Source: New, Admissions).
Conduct a predictive validity study of admission essay questions and the newly formed admission essay questions.

Annually award scholarship funding of at least $XX based on leadership potential (Source: Existing (IRIM)).

Students learn leadership skills and knowledge as part of the OSU core curriculum (Source: Modified General Education Assessment University Assessment and Testing).

c. Develop opportunities for students to participate in service-learning, experiential education, volunteer work, and to engage in civic activities.

Work with OSU Volunteer Center and Career Services to set target goals and identify areas for improvement.

Highlight and share ongoing current successful programs annually.

d. Create and nurture a climate of trust and comfort that fosters the success of individuals.

Engage in ongoing assessment in the area of campus climate, deepening concepts of customer service as appropriate for higher education; develop “service and community environment group” to engage in campus research to focusing on this goal (Source: New).

Equal or surpass peers for student benchmarks that demonstrate a supportive campus environment. (Source: Existing NSSE Survey; University Assessment and Testing).

e. Support outstanding academic advising and mentoring

Work with the directors of Student Academic Services Council to develop ongoing assessment of advising that is coordinated across colleges (Source: New). This process should result in data such as:

i. The percentage of students who are not retained by OSU who cite poor advising for leaving OSU will decrease to XX% by 2015.

ii. A benchmark of XX% of students who will rate their advising experiences as “excellent” or better.

f. Increase the percentage of students, faculty, staff, and administrators who have diverse backgrounds, perspectives and abilities.
Assessed above under distinguishing factors.

III. Community Engagement—Engage external individuals and organizations through collaboration, outreach, and extension that enhances the quality of life in Oklahoma and the nation by contributing to the human, economic, and cultural development of our citizens.

Critical strategic and tactical goals in support of community engagement:

a. Establish a continuing process of needs assessment for the people and groups that the university serves and develop plans for meeting those needs.

Engage in ongoing assessment with partners to identify obstacles to collaboration (Source: New).

b. Develop an organizational structure to provide easy mechanisms for external partners to collaborate with and gain access to the University.

External partners will report increased engagement and access to the University (Source: New (survey, focus groups, interviews)).

c. Utilize the OSU System’s resources to serve the state’s economic development goals

Some common indicators might be the % of students who remain in the state; % who are employed in the state; average earnings for graduates who remain in the state; average state taxes paid by the graduates who remain in the state; can include resident and non-resident students.

Assess the financial impact of OSU research on the state, to include the gross value of products sold based on or leveraged by OSU research.

Generate list of business partnerships and the dollar value of the collaborative projects (particularly in target areas, such as energy).

Develop report for goals of OSU’s legislative liaison.

d. Develop, maintain, and promote flexible intellectual property and research between the university and the private sector

Increase the number of patents used by business partners as measured by the number of licenses. Our present number of licenses averages 10 per year, our goal is to have 20 by 2015.
Increase the amount of research funding provided by private businesses to 10% by 2015, the current national average is about 8% of total research expenditures.

e. Develop, support, and promote a culture of entrepreneurship.

Share annual reports from the new School of Entrepreneurship with the campus community.

A measure of “entrepreneurism” is the number of companies “spun out” of OSU. A national average is 3; by 2015 this could be doubled to 6 per year.