



INSTITUTE OF
TECHNOLOGY

2023

2028

STRATEGIC

PLAN



OKLAHOMA STATE UNIVERSITY INSTITUTE OF TECHNOLOGY

Strategic Plan

2023-2028

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LETTER FROM THE PRESIDENT

A Strategic Vision for Our Future

Deliberate and strategic planning is essential for any organization that wishes to maximize its success. At OSU Institute of Technology, we may very well be successful in spite of ourselves, but if we plan for success and work to implement that plan, we will be virtually assured of continued growth and accomplishment.



When I introduced the idea of strategic planning at OSUIT over a decade ago, it was for the stated purpose of maximizing our campus efforts and providing transparency in the decision-making process. For this institution to utilize its resources most effectively, we needed a unified plan that the entire campus community could support and follow. With input from both internal and external audiences, the OSUIT Strategic Plan was formed.

This public document projects the priorities of this institution over a five-year period. It is an living document that is revised annually based on environmental scanning and institutional self-evaluation. Each year, it has evolved to reflect the changing needs of our institution and the constituent groups we serve.

Our strategic planning has helped our campus take advantage of opportunities, introduce exciting new initiatives, and achieve remarkable results. It has also helped us find solutions to difficult problems while remaining focused on our mission statement. Through our planning process, OSUIT has reinvented itself, gained efficiencies become more streamlined, and emerged stronger than ever before.

Strategic planning at OSUIT is not merely an exercise performed for accreditation purposes, it is essential to our successful operation. We use it to direct our resources and to sculpt our institutional image. It allows us to proactively map our future and guide our own evolution with intent and purpose. But at its core, this Plan projects an insightful strategic vision for the future of OSUIT.

Your interest and support are greatly appreciated,

A handwritten signature in black ink, appearing to read "Bill R. Path". The signature is fluid and cursive, written over a light grey shadow of the same signature.

Dr. Bill R. Path
President

PREFACE

The Oklahoma State University Institute of Technology Strategic Plan is a living document designed to incorporate those goals, initiatives, and strategies that most effectively assist the university in fulfilling its stated mission. This plan was conceptualized as a “five-year rolling plan” that would allow for ongoing refinement, continuous improvement, and input from the OSUIT community. Initially unveiled by President Path in August 2012, the OSUIT Strategic Plan is now in its 11th iteration.

MILESTONES

- 2012 During the first year of the Strategic Plan, over 50 separate Priority Action Items were completed. Progress on each of these items was monitored throughout the year using an internal reporting document titled OSUIT Ongoing Initiatives and Action Items.
- 2014 Senior Leadership began to meet to determine potential budget reduction strategies in anticipation of a state budgetary shortfall. Every campus fund and account in Ledger 1 was analyzed, and several strategies were developed, including the curtailment of new initiatives within the Strategic Plan.
- 2015 A severe reduction in state appropriations that began in 2015 compelled the President to reduce the number of Priority Action Items to only two Mission Critical Action Items: (i.e., increase student enrollments and increase institutional efficiencies).
- 2018 Still dealing with an unprecedented shortfall in state appropriations, OSUIT retired several academic programs that were determined to be unsustainable. A reorganization of the academic schools was also conducted. Thirty-seven positions were eliminated between FY15 and FY19. During this period, only minor updates were made to the Strategic Plan, and most new initiatives involving Educational and General Funds were suspended.
- 2019 The President’s Cabinet determined that the Strategic Plan lacked sufficient emphasis on issues related to diversity, equity, and inclusion. With the input of the campus Diversity Committee, several new strategies were added to the Plan.
- 2020 OSUIT’s ten-year regional accreditation was up for review in 2020. Upon the recommendation from the peer review team, the Higher Learning Commission continued OSUIT’s Open Pathway status for accreditation, with the next reaffirmation of accreditation in 2030.
- 2021 As a result of COVID-19, OSUIT embarked on an ambitious plan to develop virtual training environments using extended reality (XR) technology. Consequently, two initiatives related to XR-integrated curricula were added to this Plan in 2021.

2022 For the first time in ten years, the President’s Cabinet decided to make wording changes to four of the five goals within the Plan. Goal D was completely redrafted to reflect OSUIT’s commitment to integrating innovative technologies. This extensive review resulted in reworking several initiatives and strategies throughout the Plan.

2023 During the preceding fall semester, Oklahoma State University unveiled a visionary new strategy to become the nation’s preeminent land-grant institution. We Are Land-Grant was adopted by the OSU System as an overarching strategic document and influenced many of the 2023 revisions made within the OSUIT Strategic Plan.

OVERVIEW

The President of OSUIT oversees the Strategic Plan and empowers those under his leadership to effectively participate in annual reviews and updates of the goals, initiatives, and strategies. Implementation of the Plan is contingent upon the availability of institutional resources. Responsibility for the implementation, advancement, and monitoring of the goals is shared amongst all OSUIT employees.

The Strategic Plan is driven by the institution’s mission, incorporates its values, and reflects the goals of OSUIT.

OSUIT Mission Statement - OSU Institute of Technology’s mission is to serve as the lead institution of higher education in Oklahoma and the region providing comprehensive, high-quality, advancing technology programs and services to prepare and sustain a diverse student body as competitive members of a world-class workforce and contributing members of society.

OSUIT Value Statement - OSU Institute of Technology values excellence and integrity in people, technology, jobs and learning.

OSUIT Strategic Goals:

- Enhance Institutional Image
- Enrich Services for Students
- Expand High-Quality Education
- Integrate Innovative Technologies
- Advance Institutional Resources

The five institutional goals are succinct yet broad in nature and reflect the fundamental elements that will most dramatically allow OSUIT to fulfill its mission. Within the Strategic Plan, each goal is defined by no more than five initiatives and each initiative is further refined by no more than five strategies. The strategies are detailed to provide direction in identifying action-oriented plans and behaviors that will best allow OSUIT to benchmark and measure its progress.

The Strategic Plan is flexible in that it allows the institution to be responsive to expected and unexpected needs and agile to take advantage of current, emerging, and unforeseen opportunities. Further, the Strategic Plan serves as the primary, or umbrella plan, under which schools and departments within the university may author supportive, area-specific strategies and associated strategic plans.

The collaborative and comprehensive processes embedded in the annual review of the Strategic Plan provide the avenue by which the university sustains an inclusive, goal-oriented culture. Input from the OSUIT community is valued and contributes to the understanding and application of practices that benefit all stakeholders, internal and external.

GOAL A - ENHANCE INSTITUTIONAL IMAGE

OSUIT is committed to maintaining its reputation as the lead institution of higher education in Oklahoma and the region providing comprehensive, high-quality, advancing technology programs and services.

Initiative 1 - Cultivate relationships with internal and external stakeholders

Strategy a - Fostering active advisory committees and strengthening industry partnerships

Strategy b - Engaging in stronger communications to help create an effective and efficient OSU system

Strategy c - Improving alumni and donor support through consistent outreach

Strategy d - Enhancing relations with the community and other educational institutions and entities

Strategy e - Strengthening internal stakeholder connections

Initiative 2 - Position OSUIT for recognition as a model for higher education

Strategy a - Advancing OSUIT's reputation through brand management, publication, and public relations

Strategy b - Delivering an effective enrollment marketing and communications campaign

Strategy c - Providing skills-based instruction through multiple modalities by leveraging hands-on, extended reality (XR) and other technologies

Strategy d - Fostering an inclusive and equitable environment to produce competitive graduates who are contributing members of a diverse society

Strategy e - Pursuing opportunities for recognition through specialized accreditation and rankings

Initiative 3 - Engage constituent groups through targeted communication strategies

Strategy a - Executing an integrated marketing and communications plan

Strategy b - Engaging in marketing research and focus groups

Strategy c - Developing comprehensive recruitment marketing approaches

Strategy d - Implementing internal communications strategies supported by institutional policy

Strategy e - Cultivating institutional pride among alumni, employees, and students

Initiative 4 - Enhance the appearance of physical and virtual environments

Strategy a - Updating and enhancing the appearance and functionality of all facilities and grounds

Strategy b - Upholding the standards of the Campus Master Plan

Strategy c - Implementing the OSUIT Metaversity

Strategy d - Enhancing the appeal and functionality of the institution's digital presence

Strategy e - Redesigning the OSUIT website

GOAL B - ENRICH SERVICES FOR STUDENTS

OSUIT is committed to providing services to prepare and sustain a diverse student body.

Initiative 1 - Improve student outcomes and graduate preparedness

Strategy a - Promoting greater student connectivity to the institution

Strategy b - Improving student registration, enrollment, and onboarding processes through a collaborative effort among student services, academic affairs, and fiscal services representatives

Strategy c - Defining "student success" for OSUIT, both programmatically and in relation to the attributes of the ideal graduate for Oklahoma State University

Strategy d - Creating graduates who exhibit professional preparedness, engaged citizenship, ethical leadership, and personal responsibility

Initiative 2 - Enhance services to active-duty military personnel and veterans

Strategy a - Increasing OSUIT's outreach to, and celebration of, its veterans and active-duty military personnel

Strategy b - Improving processes to translate military service and training to prior learning credit

Strategy c - Tracking potential funding sources and creating processes for identifying and awarding eligible veterans (e.g., Oklahoma National Guard Education Assistance Revolving Fund)

Strategy d - Expanding and promoting peer tutoring

Initiative 3 - Facilitate institutional enrollment

Strategy a - Utilizing institutional data and student survey results in the decision-making process

Strategy b - Diversifying the profile of the student body

Strategy c - Expanding recruitment into new student markets

Initiative 4 - Provide an environment of inclusivity

Strategy a - Creating programming and services that are socially and culturally relevant

Strategy b - Developing and offering diversity, equity, and inclusion training and experiences

Strategy c - Promoting service learning across campus and within the community

Strategy d - Representing a diverse student body in institutional materials

Initiative 5 - Create an environment that promotes health and well-being

Strategy a - Promoting health and wellness resources

Strategy b - Increasing access to community resources through strategic alliances

Strategy c - Expanding student life programming

GOAL C – EXPAND HIGH-QUALITY EDUCATION

OSUIT is committed to providing comprehensive, high-quality, advancing technology programs.

Initiative 1 - Plan for program growth and expansion of educational delivery

Strategy a - Increasing cross-disciplinary collaboration across OSUIT programs and within the OSU System

Strategy b - Expanding student access to programs, services, and workforce training

Strategy c - Increasing concurrent enrollment through marketing, outreach, and targeted support

Strategy d - Designing stackable, portable OSRHE-recognized credentials (e.g., digital badges, micro-credentials, certificates, degree programs)

Strategy e - Investigating opportunities to develop new educational offerings to meet emergent industry needs (e.g., workforce training, for-credit offerings, alternative locations)

Initiative 2 - Utilize data in academic decision-making

Strategy a - Developing and implementing operational definitions to inform data-driven decision-making processes

Strategy b - Utilizing data to inform processes (e.g., advising) and improve student outcomes (e.g., retention, completion, graduation, and employment rates)

Strategy c - Informing instructional quality by utilizing institutional data sets and analytic tools

Strategy d - Expanding the use of dashboards and visualization tools (e.g., Tableau, SAS) to support the analysis and interpretation of institutional data

Strategy e - Assessing program viability and opportunities for growth through an ongoing, systematic program review process

Initiative 3 - Support academic success

Strategy a - Strengthening academic advisement processes and practices (e.g., scheduling, corequisite remediation, transfer credit, PLA)

Strategy b - Ensuring consistency in educational quality and learning goals across all modes of delivery

Strategy c - Expanding and promoting the utilization of academic support services (e.g., tutoring, academic accommodations, library services, adult basic education)

Strategy d - Enhancing processes to support the success of transfer-in, transfer-out, and reverse-transfer students

Strategy e - Improving student outcomes through the effective use of retention tools (e.g., Dropout Detective, Canvas Analytics) and implementation of student-focused activities

Initiative 4 - Enhance teaching and learning environments

Strategy a - Monitoring and facilitating accessibility for all learners

Strategy b - Promoting inclusive pedagogy and andragogy (e.g., content, instruction, assessment)

Strategy c - Optimizing physical and virtual spaces to increase the availability and use of model teaching and learning environments

Strategy d - Integrating current and emerging technologies to support, enhance, and inform student learning (e.g., AI, zSpace)

Strategy e - Augmenting instructional design services to support student and faculty success across all programs and modalities

Initiative 5 - Promote inquiry, growth, and performance

Strategy a - Investing in learning opportunities to enhance professional growth

Strategy b - Exploring industry credentialing and certifications to expand skill sets

Strategy c - Utilizing embedded practices (e.g., action research) to improve efficiencies, effectiveness, and expertise

Strategy d - Engaging in ongoing dialogue, planning, and evaluation of discipline-specific and sound educational practices

GOAL D – INTEGRATE INNOVATIVE TECHNOLOGIES

OSUIT is committed to advancing technology in the delivery of programs and services to prepare and sustain our students as competitive members of a world-class workforce and contributing members of society.

Initiative 1 - Implement the evolving university-wide technology plan

Strategy a - Remaining current with technology trends

Strategy b - Utilizing technology to mitigate the loss of resources

Strategy c - Creating a culture of ensuring the security of infrastructure and data

Strategy d - Utilizing technology to improve productivity, communications, and processes (e.g., data systems, website)

Initiative 2 - Utilize and promote extended reality (XR) technologies

Strategy a - Developing specific promotions which highlight the university's use of XR

Strategy b - Expanding OSUIT's virtual training library

Strategy c - Identifying external funding sources to support integration

Strategy d - Implementing efficient XR content management strategies

Strategy e - Piloting the use of XR content in non-credit and credit offerings

Initiative 3 - Enhance the use of technologies

Strategy a - Identifying funding and investing in technology that meets varied needs

Strategy b - Identifying performance measures to evaluate the use and effectiveness of technology

Strategy c - Enhancing admissions and enrollment processes

Strategy d - Improving online support services and processes

Strategy e - Leveraging technology for marketing and recruiting

Initiative 4 - Explore the potential application of current and emerging technologies

Strategy a - Exploring collaborative opportunities with external stakeholders

Strategy b - Examining opportunities to update and augment legacy systems

Strategy c - Increasing use of the cloud for application delivery

GOAL E – ADVANCE INSTITUTIONAL RESOURCES

OSUIT is committed to advancing our mission to serve as the lead institution of higher education in Oklahoma and the region through efficient operations and in support of all employees.

Initiative 1 - Manage university financial resources to ensure fiscal wellness

Strategy a - Ensuring effective debt management and appropriate reserves

Strategy b - Administering risk management initiatives that reduce the university's overall liability exposure

Strategy c - Utilizing in-house consulting and planning expertise, when appropriate, to minimize the cost of external consultants

Strategy d - Monitoring university charges to ensure continued operations at a quality level

Strategy e - Maximizing returns on resources

Initiative 2 - Grow primary and alternative resources

Strategy a - Developing strategies to achieve OSRHE goals through the efficient use of the funding formula

Strategy b - Increasing institutional capacity through grants, external funding, and partnerships

Strategy c - Working with the OSU Foundation to grow funding and resources

Strategy d - Attracting new customers to auxiliary services (e.g., residential life, student union services)

Strategy e - Researching the feasibility of constructing physical and virtual environments to attract external stakeholders

Initiative 3 - Support employees to ensure the quality of all programs and services

Strategy a - Expanding professional development programs that begin at the time of employment

Strategy b - Utilizing a performance appraisal system for employees to include evaluation, improvement plans, and market-based compensation

Strategy c - Providing Title IX and other training to mitigate risk and ensure compliance with state and federal regulations

Initiative 4 - Improve institution-wide processes and productivity

Strategy a - Identifying areas for increasing efficiencies and effectiveness

Strategy b - Promoting the use of analytics and data-driven decision-making across the institution

Strategy c - Improving internal controls

Strategy d - Promoting energy conservation practices by all employees as part of an institution-wide energy management system

Strategy e - Maximizing the utilization of campus facilities

Initiative 5 - Enrich institutional culture and working environment

Strategy a - Supporting and implementing institution-wide collaboration

Strategy b - Enhancing institutional safety and emergency management

Strategy c - Expanding and promoting services offered to employees

Strategy d - Encouraging a culture of continuous improvement

Strategy e - Implementing employee recruitment and retention strategies that promote diversity, equity, and inclusion

KEY PERFORMANCE INDICATORS

The enhancement and growth of the university throughout the years speak to the significance of the work that came before us. The building of excellence has a starting point, which is benchmarked by the milestones that have been reached to date. Benchmarking acknowledges that the institution is not starting from scratch but rather celebrating progress and achievements that have brought us to our current level of functioning and operations. Benchmarking, or documenting a base from which we will grow, assists in monitoring our progress toward achieving our goals. With the comprehensive nature of the Strategic Plan, it is understood that within one year, we will not be able to achieve all our goals; however, by monitoring our progress using select benchmarks, we will be able to demonstrate growth.

Quantitative and qualitative data assist in our ability to measure growth and assess performance respective to the Strategic Plan. Measures of performance, commonly referred to as key performance indicators (KPI), are determined by the intentional and informed actions taken to progress toward a goal. They vary by strategy but serve to document accomplishments, milestones, and challenges. While most actions are planned, purposeful, and measurable, not all lead to a deliverable or a final product. But KPIs allow for the effective monitoring of situations, sources, perspectives, and performance, generating valid evidence and/or rationale for reporting progress. Such performance measures provide ongoing feedback and direction, promoting the development or growth of the institution and its operations.



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