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INTRODUCTION

This Strategic Plan is an internal working document of Oklahoma State University Institute of Technology (OSUIT). It has been designed to incorporate those GOALS, INITIATIVES, and STRATEGIES that will most effectively assist the university in fulfilling its mission as measured through core performance indicators.

This is a five-year rolling plan that was started in 2012 and drafted with input from the entire campus community. The OSUIT Strategic Plan 2012-2017 was unveiled by the president to the entire faculty and staff during a professional development day on August 28, 2012. The original Plan was posted on the OSUIT website and distributed to other constituents shortly thereafter.

During the first year under this strategic planning model, over fifty 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. In an effort to keep the campus community informed about strategic planning; the president, executive vice president, and vice presidents provided regular updates on the status of Priority Action Items during Administrative Council meetings and Faculty and Staff Council meetings throughout the year. As Action Items were completed, email announcements were frequently sent out campus-wide.

To plot subsequent years of this rolling strategic plan, the president has held numerous strategic planning sessions with the senior administrative team and other members of the campus community. Core Indicator data has been compiled each year and reviewed. The status of prioritized Action Items has been closely analyzed each year. And budget considerations have been studied before setting any new Action Items.

This process has resulted in a refreshing of the GOALS, INITIATIVES, and STRATEGIES and reissuing of the five-year Strategic Plan at the beginning of each new academic year. In each case, the revised Plan reflects all updates from the previous year and extends the scope of the Plan one more year into the future—keeping it a five-year rolling plan.
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.
ASSUMPTIONS

Deliberate and strategic planning is essential for any organization that wishes to maximize its success. At OSUIT, we may very well be successful in spite of ourselves, but if we plan for success and work to implement that plan, we will all but guarantee our continued growth and accomplishments.

- The Strategic Plan will be closely tied to and driven by the institutional Mission Statement.
- It will contain input from various stakeholders and reflect their expectations.
- The Strategic Plan will be posted on the institutional website.
- Employees will be expected to familiarize themselves with the Strategic Plan, and identify ways in which they may become meaningfully involved in its implementation.
- The Strategic Plan will run on an academic cycle.
- The Strategic Plan will be a public document describing the aspirations of OSUIT. It will not be a listing of ongoing activities and/or essential functions of the University.
- It will be a succinct Plan, containing no more than five institutional GOALS.
  - GOALS will be very broad in nature.
  - GOALS will reflect those fundamental elements that will most dramatically allow OSUIT to fulfill its Mission over the next five years.
- Under each GOAL, there will be no more than five INITIATIVES.
  - INITIATIVES will be more structured and specific than GOALS.
  - INITIATIVES will represent the coordinated efforts that will most likely allow the University to achieve its stated GOALS.
- Under each INITIATIVE, there will be no more than five STRATEGIES.
  - STRATEGIES will be more detailed than INITIATIVES.
  - STRATEGIES will state the activities that will best allow OSUIT to implement its INITIATIVES.
- The numerical and alphabetical order of GOALS, INITIATIVES, and STRATEGIES within the Plan are entirely random and reflect no prioritization or ranking.
- Each year, during the "welcome back" activities in August, accomplishments for the previous year and new priorities for the coming year will be identified within the Plan and presented by the president.
- The Plan will be used in the decision-making process of the institution (e.g., budgeting, staffing, resource allocations, institutional and departmental prioritizations, pilot projects, etc.).
- STRATEGIES within the Plan are intended to encourage specific and measurable Action Items.
- It will be a five-year “rolling” plan with annual reviews and updates (see Implementation and Evaluation Guidelines).
- The Strategic Plan will be fluid and flexible enough to allow the institution to be responsive and take advantage of new or unexpected opportunities.
- The Strategic Plan will serve as an “umbrella plan” authorizing other related/sympathetic plans within the various divisions of the institution.
- Implementation of the Strategic Plan will be contingent upon the availability of institutional resources.
GOAL A - ENHANCE INSTITUTIONAL IMAGE

INITIATIVE 1 - Cultivate relationships with outside stakeholders locally, regionally, nationally, and internationally
   STRATEGY a  Fostering active advisory committees and expanding industry partnerships
   STRATEGY b  Cultivating stronger affiliations with the OSU system, and other educational institutions and entities
   STRATEGY c  Improving alumni relations
   STRATEGY d  Enhancing community relations
   STRATEGY e  Expanding outreach to international populations

INITIATIVE 2 - Position OSUIT for recognition as a model for higher education
   STRATEGY a  Initiate an integrated marketing and communication plan
   STRATEGY b  Extending brand reputation through publication and public relations
   STRATEGY c  Developing comprehensive recruitment marketing approaches
   STRATEGY d  Elevating institutional pride

INITIATIVE 3 – Engage constituent group through targeted communication strategies
   STRATEGY a  Engaging in market research and focus group
   STRATEGY b  Developing a reputational brand image campaign
   STRATEGY c  Designing comprehensive recruitment marketing approaches
   STRATEGY d  Implementing internal communications strategies
   STRATEGY e  Employing core communications policies

INITIATIVE 4 - Produce a campus beautification and maintenance plan
   STRATEGY a  Updating the internal appearance and functionality of all facilities
   STRATEGY b  Enhancing the external appearance of the campus

INITIATIVE 5 - Continue implementation of the campus-wide technology plan
   STRATEGY a  Encouraging innovation in instructional technologies
   STRATEGY b  Remaining current with technology trends
   STRATEGY c  Utilizing technology to mitigate loss of resources
GOAL B - IMPROVE SERVICES TO AUGMENT STUDENT SUCCESS

INITIATIVE 1 - Promote student persistence and completion

STRATEGY a  Strengthening processes to promote greater student connectivity to the institution
STRATEGY b  Amplifying job placement processes and services
STRATEGY c  Improving advising services through a collaborative effort between academic and student services representatives
STRATEGY d  Evaluating institutional processes to determine student readiness
STRATEGY e  Institutionalizing support for the HLC academy open pathways project

INITIATIVE 2 – Enhance services to veterans

STRATEGY a  Bringing provider services to campus
STRATEGY b  Creating military training-to-course articulations
STRATEGY c  Identifying adequate space for veterans services
STRATEGY d  Securing funding for a full-time veteran services coordinator

INITIATIVE 3 – Produce an institutional enrollment management plan

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 student recruitment to include the national and international levels
STRATEGY d  Continuing the expansion of AAS transfers to OSUIT BT programs
GOAL C - PROMOTE QUALITY EDUCATION AND EMERGING TECHNOLOGIES

INITIATIVE 1 - Expand educational delivery

  STRATEGY a Developing opportunities for cross-disciplinary instruction
  STRATEGY b Enhancing and expanding library services
  STRATEGY c Seeking new opportunities for program delivery at alternative locations
  STRATEGY d Developing and promoting a portfolio of fully-online degree programs
  STRATEGY e Designing additional hybrid courses in multiple disciplines

INITIATIVE 2 – Enhance rigor and quality of academic instruction

  STRATEGY a Increasing instructional efficacy
  STRATEGY b Conducting action research on aspects of student engagement that increases retention
  STRATEGY c Creating a continuous program review process to ensure course, degree, program viability, and instructional excellence
  STRATEGY d Identifying funding and investing in instructional technology that meets varied academic needs
  STRATEGY e Examining viability of existing degree offerings for fit within the institution’s academic portfolio

INITIATIVE 3 - Plan for program growth and academic success

  STRATEGY a Conducting research to develop new degree programs
  STRATEGY b Examining course schedules and offerings for additional transfer-friendly opportunities
  STRATEGY c Increasing the collection and utilization of end-of-course student evaluations
  STRATEGY d Updating processes to assess prior learning
  STRATEGY e Creating opportunities for stackable, latticed, and portable credentials

INITIATIVE 4 - Expand ancillary educational offerings

  STRATEGY a Encouraging lifelong learning, incumbent workforce training, and outreach to other nontraditional audiences
  STRATEGY b Offering a variety of educational delivery options to ensure accessibility to the working public
  STRATEGY c Implementing the Global Leadership and Faculty Development Academy
GOAL D – INVEST IN HUMAN RESOURCES

INITIATIVE 1 - Promote professional development for faculty
   STRATEGY a Expanding professional development programs that begin at the time of employment
   STRATEGY b Utilizing a performance appraisal system for faculty to include evaluation, compensation and improvement plans
   STRATEGY c Offering faculty development curriculum in a variety of delivery options to ensure easy access for all faculty
   STRATEGY d Providing Title IX and other training to ensure compliance with state and federal regulations, and to mitigate risk

INITIATIVE 2 - Promote professional development for staff
   STRATEGY a Expanding professional development opportunities that begin at the time of employment
   STRATEGY b Utilizing a performance appraisal system for staff to include evaluation, compensation and improvement plans
   STRATEGY c Offering staff development programs in a variety of delivery options to ensure easy access
   STRATEGY d Providing Title IX and other training to ensure compliance with state and federal regulations, and to mitigate risk

INITIATIVE 3 - Invest in faculty and staff to ensure quality of all programs and services
   STRATEGY a Conducting a market-based analysis of classification levels, compensation schedules, position descriptions
   STRATEGY b Developing a hiring and retention analysis plan
   STRATEGY c Analyzing retirement projections and succession planning
   STRATEGY d Updating faculty load policy

INITIATIVE 4 - Improve institution-wide productivity, processes, and workflow
   STRATEGY a Identifying areas for increasing efficiencies and effectiveness
   STRATEGY b Utilizing technologies for the improvement of data services
   STRATEGY c Promoting the use of analytics and data-driven decision-making across the institution
   STRATEGY d Improving internal controls

INITIATIVE 5 - Enrich campus culture and working environment
   STRATEGY a Encouraging institution-wide collaboration
   STRATEGY b Enhancing campus safety and emergency management
   STRATEGY c Promoting employee-based services
GOAL E - PROMOTE FISCAL STEWARDSHIP OF ALL RESOURCES

INITIATIVE 1 – Manage university financial resources to ensure financial wellness
   STRATEGY a   Ensuring effective debt management and appropriate reserves
   STRATEGY b   Administering risk management initiatives that reduces 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 return on investments

INITIATIVE 2 – Grow primary and alternative resources to better achieve OSUIT’s statewide mandate
   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 generate funding and resources

INITIATIVE 3 – Assess institutional capacity to maximize resources and plan for growth
   STRATEGY a   Developing an institutional inventory monitoring process
   STRATEGY b   Installing a campus-wide energy management system
   STRATEGY c   Promoting energy conservation practices by all employees
   STRATEGY d   Executing the campus master plan
   STRATEGY e   Implementing scheduling software to maximize the use of all classrooms and meeting spaces

INITIATIVE 4 - Banner software conversion to improve system efficiencies and streamlining processes for students
   STRATEGY a   Enhancing admissions and enrollment processes
   STRATEGY b   Utilizing technology to improve productivity, communications, and processes
   STRATEGY c   Improving support services and processes for online students
   STRATEGY d   Coordinating the migration of data from SCT to Banner
IMPLEMENTATION AND EVALUATION GUIDELINES

The Strategic Plan must be integrated into the institutional decision-making process. Administrative responsibility has been assigned to each area of the Plan to assure accountability for reporting and implementation. The budgeting process of the institution will be influenced by the priorities of the Strategic Plan.

The Plan will be reviewed on an annual basis and adjustments to the Plan made as needed to reflect changing priorities based upon environmental scanning and institutional self-evaluation. The review process will include an annual report of accomplishments and core measures of institutional effectiveness.

The following guidelines shall govern the implementation and evaluation of the Plan:

- The president shall be responsible for the Strategic Plan.
- The Strategic Plan will be made available to all employees.
- The president, executive vice president, and vice presidents shall direct the actions of appropriate groups and individuals in the implementation of the Strategic Plan.
- The implementation of this Plan shall be subject to the availability of financial resources and reflected in the annual budget. Requests shall be prioritized based upon their relevance and importance with the Plan.
- An annual evaluation of the Strategic Plan shall be conducted at the direction of the Vice President of Institutional Advancement.
- Each year, the Office of Institutional Research shall compile data to evaluate and update the Strategic Plan (see Core Indicators of Institutional Effectiveness).
- STRATEGIES and related Action Items will be assessed as accountability measures.
- Completed items will be celebrated as accomplishments/outcomes and removed from the Plan when appropriate.
- Select accomplishments may be featured on the institutional website as news articles.
- Current year assessment data and feedback will be used in the process of developing subsequent revisions of the Plan.
- New challenges and opportunities will be added to the Plan each year.
- When the annual evaluation is complete, an updated Plan will be produced with an extended year—making it a “rolling” plan.
- An annual report capturing the key accomplishments of the past year will be shared with the campus community and with key external stakeholders.
CORE INDICATORS OF INSTITUTIONAL EFFECTIVENESS

The Strategic Plan is intended to be a roadmap for achieving the institutional mission statement over the next five years. So, if the university is effectively implementing the Strategic Plan, then progress should be observable at the “core” of the institution—in the fulfillment of its stated mission. The following set of core indicators reflects the stated mission of Oklahoma State University Institute of Technology. These core indicators shall be quantifiable and measure institutional progress toward fulfilling the university’s stated mission.

Career Preparation:
- Job Placement Rate
  - Proportion of a graduating student cohort who obtains employment within one year of graduation and the proportion who gain employment in a field directly related to the obtained skill within one year of graduation.
    - in aggregate
    - breakdowns by program disciplines
- Employer Assessment of Graduates
  - Proportion of a sample of regional employers in a given field indicating that their employees who received training at OSU Institute of Technology exhibit skills and job performance at rates equivalent or superior to entry-level employees.
    - in aggregate
    - by program disciplines
- Employer Assessment of Programs and Services
  - Proportion of Advisory Committee members and employers who have indicated that the program competencies, to include internships, meet the skills requirements of industry.
    - in aggregate
    - breakdowns by program disciplines
- Number and percentage of students who earn an AAS degree or BT degree
- Licensure and Certification Pass Rate
  - Proportion of students who seek licensure or certification for the first-time and obtain it within one year after graduation.
    - in aggregate
    - breakdowns by program disciplines

Workforce Training and Development:
- Number (and names) of businesses, industries, and other clients with customized or sponsored training and services through OSUIT
- Number (and types) of customized training courses for business and industry as compared to previous years
- Number of students enrolled for the purpose of incumbent workforce training as compared to previous years
  - in aggregate
  - breakdowns by program disciplines
- Participant/employer satisfaction with training courses/trainees and/or services
Student Progress:
- Assessment of student learning outcomes to ensure continuous quality improvement of instruction.
- Fall-to-Fall Persistence
  - Proportion of a fall first-time student cohort who is still enrolled for at least one credit hour the following fall term and has not completed a degree or certificate, reported each year from entry to exit
  - Percentage of first-time, full-time fall entering undergraduate students in the previous year who returned for study during the fall semester
    - in aggregate
    - breakdowns by race/ethnicity per IPEDS categories
- Attrition Rate
  - Number of students who left depending on withdrawal category
- Degree Completion Rate (demonstration of mastery of program outcomes)
  - Proportion of a fall first-time, full-time student cohort who completes a degree, as reported at annual intervals
- Graduation Rate
  - Number of first-time, full-time students within a cohort who complete their program of study within 150% of the normal time of that program divided by the total number in the cohort
    - in aggregate
    - breakdowns by program disciplines

Transfer Preparation:
- Performance Before/After Transfer
  - Academic performance and success rates of OSUIT transfer students at the transfer institution compared to their native students
    - By GPA
- Transfer Rates
  - Number and percentage of students who transfer to baccalaureate-granting institutions
- Number and percentage of students who earn an AS degree

Student Satisfaction/Engagement:
- Student satisfaction with college services and programs/academic environment
  - Student Satisfaction Inventory (SSI), incorporating career and technical education (CTE) questions
  - Community College Survey of Student Engagement (CCSSE)
  - Number of students participating in university-sponsored clubs and organizations
  - Number of students participating in service learning activities
  - Survey of graduate/transfer satisfaction with quality of education, transferability, and training at OSUIT
College Participation Rates:

- Enrollment Rate of High School Graduates
  - Proportion of high school graduates registered for credit courses at OSUIT as compared to previous years
- Enrollment Rate of Career Tech Graduates
  - Proportion of career tech graduates registered for credit courses at OSUIT as compared to previous years
- Enrollment Rate of Nontraditional Adult Learners
  - Proportion of nontraditional adult learners (25 years of age and older) who are registered for credit courses at OSUIT as compared to previous years
- Enrollment Rate of Minorities
  - Proportion of minorities registered for credit courses at OSUIT as compared to previous years
- Enrollment Rate of Military Veterans
  - Proportion of military personnel and veterans registered for credit courses at OSUIT as compared to previous years