



The Agenda For Excellence:
A vision for SWOSU





To the SWOSU Community:

In the summer of 1998, a Planning and Resource Council (PCR) was established to initiate the process to develop a vision for Southwestern Oklahoma State University under the leadership of President Joe Anna Hibler. As a part of this process, many University stakeholders, consisting of faculty and staff, and community members were selected to meet certain objectives that contributing to the development of the 1998 Strategic Vision and Plan and its subsequent implementation through 2003. [This plan is presented on pages 5 through 7.](#)

President John Hays carried this important work forward with the assistance of faculty, staff, and community leaders and further developed and implemented the Strategic Plan through 2010. [This plan is presented on pages 3 through 4.](#)

I commend the Planning and Resource Council and others who participated in this effort. I pledge my support as we work together to continue achievement of these goals. This Strategic Planning process will move forward in 2011 when I convene faculty, staff, and community leaders to continue to build a vision for SWOSU.

A handwritten signature in black ink that reads 'Randy L. Beutler'. The signature is written in a cursive, flowing style.

Randy Beutler
President,
Southwestern Oklahoma State University

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INTRODUCTION

In 1901, the Oklahoma Territorial Legislature established Southwestern Oklahoma State University (SWOSU) as the Southwestern Normal School, authorized to offer two years of training for public school teachers. The first classes met in 1903. Initially, four years of preparatory work for precollege students were enforced. SWOSU, established in Weatherford, Oklahoma originally served western and southwestern regions of Oklahoma. In 1987, Sayre Junior College merged with SWOSU adding a two-year branch campus in far western Oklahoma.

SWOSU is one of 25 institutions in the Oklahoma State System of Higher Education (Oklahoma Constitution, Article XIII-A, Section 1). The Oklahoma State Regents for Higher Education (OSRHE) is the legal structure for public education at the collegiate level and is the coordinating board of all state institutions for higher education. The principal duties of the coordination board are to set academic standards and to allocate funds appropriated by the Oklahoma Legislature to the various state colleges and universities.

SWOSU is one of six state-supported regional universities governed by the Regional University System of Oklahoma (RUSO). The principal duty of the governing board is to provide operational oversight to SWOSU. SWOSU is one of eleven public, regional universities in Oklahoma. SWOSU provides access to higher education for all individuals without discrimination on the basis of race, national origin, gender, or disability status.

SWOSU has evolved into a comprehensive university offering programs through a professional doctorate degree. SWOSU offers the associate degree and the applied degree, ten bachelor degrees, six masters' degrees, and the Doctor of Pharmacy. The degrees granted cover a wide diversity of programs.

SWOSU has a clearly defined mission; therefore, it is extremely important that SWOSU continue to have clearly defined strategic goals to guide the University through the 21st century. During the strategic planning process for 2004-2010, administrators, faculty, and staff reviewed the Mission, Purposes, and Values statements. The statements remain unchanged.

SWOSU MISSION

Weatherford Campus

The mission of SWOSU is to provide educational opportunities that meet the needs of the state and region, contribute to the educational, economic, and cultural environment, and support scholarly activity. Major areas of study on the Weatherford campus, associate degree programs on the Sayre campus, the general education curriculum, and participation in student activities/organizations provide opportunities for students to obtain skills, knowledge, and cultural appreciation that lead to productive lives and effective citizenship.

The mission and the purposes of the University are accomplished through the following measures:

- ☞ Ensuring quality education, the University recruits qualified faculty without regard to national origin, race, gender, disability, age, or religion. Faculty growth opportunities are provided through an organized faculty development program. Excellence in teaching, scholarship, and service are encouraged and recognized. An organizational and intellectual environment is provided that ensures freedom of individual expression and inquiry, provides representative governance for all members of the University community, and promotes student/faculty interaction. An assessment program provides the basis for continuous evaluation and program improvement.
- ☞ Meeting its commitment to student development, the University recruits qualified students without regard to national origin, race, gender, disability, age, or religion and provides a community that encourages participation in intellectual and physical activities and leadership development. A curriculum is provided that develops communication and analytical skills, comprehension of the arts, humanities, and cultural diversity, and knowledge of the scientific/technological world and of SWOSU's historical heritage. Student orientation, advisement, enrichment, and participation in organizations and activities contribute to student growth and development.
- ☞ Fulfilling its role as an educational and cultural resource for western Oklahoma, the University provides opportunities for distance learning, continuing education associated with career enhancement, personal development, and cultural growth. Performances, exhibitions, and research that enhance knowledge and enrich society are supported, and services to communities are provided through academic departments and other university agencies.

SWOSU's academic organization includes colleges of Arts and Sciences, Pharmacy, Professional and Graduate Studies, and Associate and Applied Programs-Sayre Campus. Each of these entities and their subdivisions establish specific objectives that contribute to the achievement of SWOSU objectives.

Sayre Campus

SWOSU at Sayre enables the University to focus its mission to provide lower division programs and educational opportunities in higher education. The following institutional functions have been approved by the OSRHE and are considered essential components of the mission on the Sayre campus:

- ☞ To provide a lower division program of higher education for traditional and non-traditional students in western Oklahoma and the Texas Panhandle
- ☞ To provide a general education that enables students to become informed, responsible citizens
- ☞ To provide programs of education in the liberal arts and sciences leading to the Associate in Science degree through campus-based and distance learning
- ☞ To provide career and technical programs to enable students to seek employment in various job fields, with completion of such programs culminating in the awarding of the Associate in Applied Science degree or an appropriate certificate
- ☞ To provide transfer programs, which include liberal arts, sciences, and pre-professional subjects, thus enabling students to pursue completion of baccalaureate or professional degrees at four-year colleges and universities
- ☞ To provide courses, services, and programs in remedial education for individuals who require such assistance in order to function effectively at the collegiate level
- ☞ To provide guidance services and a program of student activities for the promotion of personal development and effective citizenship

VALUES STATEMENTS

SWOSU confirmed its values with its stakeholders, stating that

- ☞ We value the student-centered focus of faculty, staff, and administration.
- ☞ We value the quality of the faculty, administration, staff, and students in the areas of teaching, service, and scholarly activity.
- ☞ We value our reputation as an institution that delivers quality programs of higher education that meet the needs of the population we serve. And,
- ☞ We value the quality of the physical environment of the campus.

STRATEGIC VISION

SWOSU is a dynamic university that provides an environment for student and graduate success and public service through

- ☞ academic excellence and innovative programs;
- ☞ student-centered activities and opportunities;
- ☞ programs that promote cultural inclusion and diversity; and
- ☞ strategic alliances and collaborative agreements with internal and external groups that share interests with SWOSU.

STRATEGIC GOALS AND INITIATIVES

Strategic Goal 1: By 2010, student retention and graduation rates will exceed those of all regional universities in Oklahoma.

To achieve this goal, SWOSU will

Initiatives

- ☞ Increase retention rates in the programs on the Weatherford and Sayre campuses.
- ☞ Increase graduation rates among all students on both the Weatherford and Sayre campuses.
- ☞ Institute a two-year Associate Degree Program on the Weatherford campus.
- ☞ Re-examine the remedial program offered by SWOSU.

Strategic Goal 2: By 2010, the level of student satisfaction with campus life will have increased.

To achieve this goal, SWOSU will

Initiatives

- ☞ Enlist the help of faculty in identifying and improving student engagement in campus life.
- ☞ Promote, internally and externally, the University, in general, and student services and organizations, in particular.
- ☞ Employ a verified measure of student satisfaction to monitor improvement and to suggest future initiatives and actions.
- ☞ Continue to beautify the campuses.

Strategic Goal 3: By 2010, students will be better prepared to live in an increasingly global, diverse, and technological society.

Initiatives

- ☞ Increase the University's awareness of the global community and issues of diversity.
- ☞ Provide culturally diverse programs and/or majors.
- ☞ Enhance international student recruitment efforts.
- ☞ Implement state of the art technology throughout the University community.
- ☞ Provide training in computer technology and software to all faculty and staff.
- ☞ Incorporate a higher-level Computers and Information Access course as an option for students with advanced computer knowledge and skills.

Strategic Goal 4: By 2010, academic departments will be participating in strategic alliances and cooperative agreements.

To achieve this goal, SWOSU will

Initiatives

- ☞ Set up and maintain strategic alliance and cooperative agreement databases and interactive website.
- ☞ Provide training workshops and technical assistance on policies and procedures to set up such alliances and agreements.
- ☞ Develop university recognition in the faculty tenure and promotion process for faculty who has documented success in setting up such alliances and agreements.

1998-2003 STRATEGIC VISION

Southwestern emphasizes quality education that offers graduates employability and opportunities for personal growth and success.

- ☞ We review our programs for quality, demand, and cost effectiveness.
- ☞ We promote public awareness of the strengths of the University;
 - variety of educational opportunities
 - accredited programs
 - multiple entry sites
 - qualified faculty
 - student-focused environment, and
 - friendly, personalized atmosphere
- ☞ We initiate cooperative arrangements with other institutions to share program strengths and broaden educational opportunities.
- ☞ We develop partnerships with other enterprises that provide relevant programs, services to cultivate career development for our students, and economic development for the larger community

1998-2003 STRATEGIC GOALS AND INITIATIVES

Strategic Goal 1

By 2003, Southwestern will be serving 5,500 students and will have advanced its position as one of the premier universities in Oklahoma with an emphasis on quality education.

Initiatives

To achieve this goal, the University community will take the following steps:

- ☞ Provide quality programs of instruction in areas of high demand.
- ☞ Incorporate faculty development programs to assist in the improvement of pedagogy.
- ☞ Provide adequate number of courses to accommodate the demands of students.
- ☞ Improve advisement of students.
- ☞ Seek greater diversity in the recruitment of faculty and students.
- ☞ Improve the retention rate of students.
- ☞ Continue to offer small classes.
- ☞ Seek accreditation for all programs amenable to such action.
- ☞ Promote long-range planning.

Strategic Goal 2

By 2001, the University will have an effective marketing plan that promotes greater exposure of its departments and programs.

Initiatives

To achieve this goal, the University community will take the following steps:

- ☞ Develop an effective marketing strategy for the University.
- ☞ Improve the University's website to make it appealing to the public and potential students.
- ☞ Increase the number of scholarships and communicate their availability to potential students.
- ☞ Improve job placement services and communicate this success to potential students.
- ☞ Enhance the promotional efforts of the University's High School/College Relations Office, Public Information Office, Development and Alumni Office, and the President's Office.

Strategic Goal 3

By 2001, the University will have enhanced the effective and efficient management of its resources.

Initiatives

To achieve this goal, the university community will take the following steps:

- ☞ Review all divisions, departments, and programs for reorganization, deletion, retention, or expansion in an effort to redirect resources to build the strengths of the University.
- ☞ Enhance the operation of Sponsored Programs.

Strategic Goal 4

By 2003, the University will have established cooperative arrangements to enhance its mission of teaching, scholarly activity, public service, and economic development.

Initiatives

To achieve this goal the University will take the following steps:

- ☞ Develop and initiate cooperative arrangements with other educational institutions, government, business, industry, and other entities to strengthen educational opportunities; contribute to the educational, economic, and cultural environment; and support scholarly activity.
- ☞ Assess the role of distance learning.
- ☞ Improve cooperation among departments of the University.
- ☞ Improve cooperation with departments of other universities.
- ☞ Evaluate the benefits and costs of cooperative arrangements.

Strategic Goal 5

By 2005, the assets of the Southwestern Oklahoma State University Foundation will have increased to ten million dollars.

Initiatives

To achieve this goal, the University community will take the following steps:

- ☞ Instill a commitment to the importance of supporting the University into Southwestern's family including students, faculty, staff, and alumni.
- ☞ Develop a broad-based constituency within each school, division, and department.
- ☞ Develop a university-wide alumni monitoring and tracing system.
- ☞ Continue to enhance and expand alumni relations.



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