

THE AGENDA FOR EXCELLENCE:

A VISION FOR SOUTHWESTERN



A Strategic Plan for Southwestern Oklahoma State University

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To the University Community

In the summer of 1998, a Planning and Resource Council (PRC) was established to initiate the process to develop a vision for Southwestern Oklahoma State University. As a part of this process, three teams were selected to meet certain objectives. These objectives included an internal scan, an external scan, and a values scan of University stakeholders. Over forty individuals, consisting of faculty and staff, comprised these scan teams. The teams began their work in September 1998, and reported the results of their work to the PRC in November 1998.

On December 9, 1998, sixty-five individuals from the University and the community were involved in developing a strategic visioning scenario using the data collected by the various scan teams. A basic scenario was developed by this group. On January 9, 1999, the PRC refined the strategic visioning scenario.

Using the strategic visioning scenario as a basis for planning, the original group of sixty-five established goals to achieve the vision for the future. This group met on February 10 and 11, 1999. From this meeting, several goals emerged. The goals are ranked in order of priority.

I commend the Planning and Resource Council, the scan teams, and others who participated in this effort. I pledge my support as we work together to achieve these planning goals which are critical to the future of Southwestern.

Dr. John Hays
President

THE AGENDA FOR EXCELLENCE

A Strategic Plan for Southwestern Oklahoma State University

INTRODUCTION

Southwestern Oklahoma State University was founded in 1901 by the Oklahoma Territorial Legislature. The first classes met in 1903. Established as a Normal School, Southwestern Oklahoma State University has evolved into a comprehensive university offering programs through a professional doctorate degree. Southwestern is authorized to grant twelve Associate and Applied degrees, ten bachelor degrees, four masters degrees and the Doctor of Pharmacy. The degrees granted cover a wide diversity of programs.

Southwestern was originally established in Weatherford, Oklahoma to serve the western and southwestern region of Oklahoma. In 1987, Sayre Junior College merged with Southwestern adding a two-year branch campus in far western Oklahoma. Southwestern is one of ten public, regional universities in Oklahoma.

The Oklahoma State Regents for Higher Education serves as the coordinating board for the statewide higher education system. 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. The Board of Regents of Oklahoma Colleges serves as the governing board of the University. The principal duty of the governing board is to provide operational oversight to the University.

Southwestern has a clearly defined mission, therefore it is extremely important that Southwestern has clearly defined strategic goals to guide the University into the 21st Century. Because the future of Southwestern is so vital, this strategic plan has been crafted. Perhaps some may consider the plan too ambitious considering the limited resources with which the University is faced. The goals of the plan, however, are achievable. To accomplish these goals, university stakeholders need to adopt them with enthusiasm and believe that they can be achieved. The plan will require seeking new funds from nontraditional sources and the reallocation of existing resources within the University.

With the successful implementation of this plan, Southwestern Oklahoma State University can achieve its vision—The Agenda for Excellence. The end result will be the successful accomplishment of Southwestern's mission for the betterment of its constituents.

Mission of the University

Weatherford Campus

The mission of Southwestern Oklahoma State University 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, 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 is manifest and the purposes of the University are accomplished through the following:

- insuring 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 insures 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; a comprehension of the arts, humanities, and cultural diversity; and knowledge of the scientific/technological world and of our historical heritage. Student orientation, advisement, enrichment, and participation in organizations and activities contribute to student growth and development.
- fulfilling its role as a cultural and educational resource for western Oklahoma, the University provides distance learning opportunities, 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.
- The University's academic organization includes schools of Arts and Sciences, Business, Education, Health Sciences, Graduate Studies, and a two-year branch campus at Sayre. Each of these entities and their subdivisions establish specific objectives that contribute to the achievement of University objectives.

Sayre Campus

Southwestern Oklahoma State University is one of twenty-six institutions in the Oklahoma State System of Higher Education (Oklahoma Constitution, Article XIII-A, Section 1). The Oklahoma State Regents for Higher Education is the legal structure for public education at the collegiate level and is the coordinating board of all state institutions for higher education. Southwestern is one of six state supported regional universities governed by the Board of Regents of Oklahoma Colleges. As an institution committed to social justice, Southwestern Oklahoma State University at Sayre provides access to higher education for all individuals without discrimination on the basis of race, national origin, gender, or disability status.

The mission of Southwestern Oklahoma State University at Sayre is to provide lower division programs and educational opportunities that meet the needs of its student body, particularly in those areas that contribute to the career success of students and the needs of Oklahoma. Associate degree programs, 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 following institutional functions have been approved by the Oklahoma State Regents for higher Education, and are considered essential components of the mission:

- 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.

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
 - quality 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.

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, among others:

- Provide quality programs of instruction in areas of high demand. This may include forming cooperative arrangements with other institutions to provide needed programs.
- Incorporate faculty development programs to assist in the improvement of pedagogy.
- Provide adequate numbers of courses to accommodate the demands of students.
- Improve advisement services to students.
- Seek greater diversity in the recruitment of faculty and students.
- Initiate cooperative programs with government and business to provide opportunities for student internships, jobs for graduates, and more relevant educational experiences.
- 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 aggressive marketing plan that will promote greater exposure of its departments and programs.

Initiatives

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

- Adopt a more aggressive marketing policy including the hiring of a professional firm to formulate a marketing strategy for the University.
- Improve the University's web site 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 Department, 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, among others:

- Review all divisions, departments, and programs for reorganization, deletion, retention, or expansion in an effort to redirect resources to build to the strengths of the University.
- Grow 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, and service.

Initiatives

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

- Develop cooperative arrangements with other educational institutions, government, business, industry and other entities to strengthen educational opportunities that meet the needs of the state and region; 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, among others:
- 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 tracking system.
- Improve alumni relations.