



OKLAHOMA CITY

**Strategic Plan
April 2023 Year Update Report**

OKLAHOMA STATE UNIVERSITY-OKLAHOMA CITY

Strategic Plan 2022-27

April 2023 Year 1 Update Report

Note: More recent updates follow each strategy. Updates reported in December 2022's mid-year report are highlighted in grey to provide a full-year progress report; yellow highlights represent updates since December.

GOAL A – ALIGN ACADEMIC PROGRAMS WITH STAKEHOLDER NEEDS

Initiative 1 – Increase industry engagement and program promotion through advisory committees and other partnerships that expand direct-to-workforce and career pathways for students.

Strategy a – Develop more internship and other experiential learning opportunities and increase percentage of students who complete an internship prior to graduating with credential or degree.

- The Center for Social Innovation has worked on enhancing its work preparatory programs while actively partnering with employers, including Integris, to place students in learning apprenticeships within their career path.
- In spring and fall industry partner meetings, participating representatives were asked if they could host internships for emergent programs.

Strategy b – Publish industry connections and partnerships more (e.g., joint marketing of programs)

- OSU-OKC and Tinker AFB finalized a memo of understanding in spring 2023 that will allow for more partnership opportunities. Marketing covered the signing to promote the partnership. Additional partnerships are being developed with the Guild, a third party vendor communicating educational opportunities for large corporations, as well as a partnership with the Oklahoma City Chamber and OSU-OKC to promote connections between engineering technology students and manufacturers through internship opportunities.
- The Power Transmission and Distribution Technology Program and partner OGE co-marketed the degree program to increase Fall 2022 enrollment.
- The Memo of Understanding signed between the Oklahoma Highway Patrol and OSU-OKC for its Police Science degree program was highlighted on August 16, 2022, with an official signing. Governor Stitt and OSU President Kayse Shrum joined for the event.

Strategy c – Identify opportunities to contract with employers for certifications and discounts for customized continuing education.

Strategy d – Implement guidelines and standards for the development and facilitation of OSU-OKC's advisory committees.

- Program areas have been developing guidelines through the spring semester and identifying chairs for advisory committees during spring meetings. A number of committees have experimented with longer meetings and additional student participation.
- President Newman presented best practices in Division Head meeting in Spring 2022. Department heads and program directors were also invited to attend. In fall semester, the Provost shared recommendations with dept. heads.
- The AVPAA asked program directors to submit "standardized" fall and spring meeting dates on common calendar. She also created menu options for advisory committee budget range and shared calendar of meeting dates with Exec Team, the Foundation, and Training and Development.
- As committee meetings began, groups began identifying committee chairs and incorporating more of guidelines.

- Departmental guidelines were gathered to begin creating advisory handbook. Healthcare Management created first draft.

Initiative 2 – Identify and apply metrics for evaluating high-quality, relevant academic programs.

Strategy a – Define and report measurable deliverables for all academic programs.

- Program scorecard draft is still under development, pending results from post-graduate survey to be distributed from IE in April 2023 to spring 22 and fall 22 graduates.
- A list of measurables for program review was created based on OSRHE program review, financial metrics, and common accreditation requirements; Division and Dept. Heads weighed in on list through early draft of Strategic Plan; information on program costs was added from Financial Affairs and Human Resources.
- In follow-up meetings with Academic Affairs, Financial Affairs, and Institutional Effectiveness, the report on credit hour productivity was reviewed, and additional information was identified as needed for program enrollment caps.
- After Division Head meeting to review tentative weighting of scorecard, Academic Affairs and Institutional Effectiveness met to create draft based on OSRHE guidelines (40%), credit hour productivity vs cost (80%, and workforce data (e.g. on Critical Occupations list) (20%).
- Updated draft of measurables were reviewed in Division Head meetings with credit hour production included.
- Samples applied to programs will be needed for next level of review and prior to finalizing.

Strategy b – Monitor low-enrollment areas (e.g., apply course rotation, collapsing of sections, etc., as needed) in relation to scheduling and job demand.

- Enrollment was monitored for spring, summer, and fall 2022 based on sequencing of program requirements. Work will continue as degree sequencing is finalized.

Strategy c – Review campus-wide student learning outcomes and other assessments.

- Assessment committee met in fall to pick up review of learning outcomes, discuss timeline for all reviews, and continue work on assessment guide posted online.

Strategy d – Develop employer and graduate surveys to track job placement, job satisfaction, and areas for program improvement.

- Post-graduate surveys are being distributed in April 2022 to establish baseline from spring and fall 22 grads. Results will be reviewed within divisions to determine changes needed for next distribution.
- Samples of surveys currently being used in programs have been collected from divisions.
- Template is being drafted for graduate and employer surveys and will be reviewed by divisions when complete.

Strategy e – Ensure a minimum of one full-time faculty is assigned to each active degree program.

- Multiple interviews have been conducted for the Department Head for Engineering Technologies but the position remains open as does the faculty position for Information Technologies. HR has reviewed posting sites and asked for help from divisions on postings that might reach a larger audience.
- Position has been posted for fall to hire Engineering Technology full-time faculty for further program development.

Initiative 3 – Further align degree programs with workforce and transfer needs.

Strategy a – Expand collaboration between training and development and micro-credentials.

- Curriculum Committee met and approved micro-credentials in medical coding and billing.
- Website updates, including informational videos, are being created for promoting micro-credentials.

Strategy b – Identify transfer opportunities with additional articulation agreements within the OSU/A&M System and with other 4-year partners for both Associate of Science to bachelor’s degrees and Associate of Applied Science to Bachelor of Technology degrees.

- In spring 2023, an articulation agreement was finalized for elementary education majors completing an AS in PreProfessional Studies and transferring to OSU-Stillwater. This agreement will allow students to be eligible for the Inspired to Teach grant funding. Additional articulation agreements are in development based on the PreProfessional Studies degree.
- UCO articulation agreements have been updated in spring and fall 2022.
- Meetings and/or email reviews with OSU-Stillwater transfer areas were requested in spring and fall 2022. Meetings have occurred with the Stillwater campus’ departments in Agriculture, Business, Education and Human Services, and the College of Engineering.
- Pre-Professional Studies degree was submitted to Curriculum Committee, A&M Board, and OSRHE for approval; it was approved by all as of October 27.
- Initial Pre-Professional marketing materials and website landing page have been developed.
- Letters of Intent were submitted for new program development in Biomanufacturing Technologies (AAS), Information Technologies (BT), Engineering Technologies (BT), and Data Analytics (AAS).
- HLC screening was submitted to verify Pre-Professional degree did not require desk panel review.
- Curriculum Committee reviewed and approved Associate of Applied Science in Biomanufacturing Technologies; the A&M Board reviewed and approved on December 2nd. The proposal will be sent to the State Regents in December with hopes that it can be reviewed in the February meeting.

Strategy c – Identify additional opportunities for students who are transferring in credit via prior learning assessment, program articulations, and expansion of courses on state matrix.

- Throughout the spring, the Senior Director of Training and Community Engagement has worked across academic divisions to identify PLA opportunities that could be connected to work experience or non-credit training.
- Through spring and fall 2022 meetings with technology center partners, additional PLA opportunities were identified in Fire Protection and Police Science.

Strategy d – Review and realign, as needed, degree programs with academic divisions for effective recruiting, retention, and program development efforts.

- State Regents sent approval for the realignment of academic divisions pending a March 2023 ratification. The Dean of Professional Studies position was posted and a selection committee identified with representation from Business, Initial College Studies, and Liberal Arts.
- Summer and fall 2022 meetings were conducted with division heads and department heads to discuss divisional realignment. In fall 2022, Paramedicine and Veterinary Technology departments were moved to Health Sciences as a result of these discussions. In Fall 2022, additional realignments were submitted to the A&M Board and were approved at the December 2nd meeting. The recommendations will be sent to the State Regents in December with potential review at the February 2023 meeting.

Initiative 4 – Establish new program pathways that align with workforce demands.

Strategy a – Identify programming opportunities that build on diverse workforce needs, OSU’s status as land-grant institution, OSU-OKC’s mission, and OSU/A&M System resources, including training that might occur prior to and after programming at OSU-OKC.

- In March a proposal for a Bachelor of Technology in Information Technologies with options in cybersecurity and software development was approved by the Curriculum Committee and was forwarded to the A&M Board for review in their April meeting.

- In spring 2023, the AAS in Biomanufacturing Technologies with 3 embedded certificates was submitted to and approved by the State Regents; the request was then sent to HLC for review, still pending as of April 2023.
- As a result of spring, summer, and fall 2022 meetings with industry partners, Letters of Intent were submitted for Biomanufacturing Technologies (AAS), Engineering Technologies (BT), and Information Technologies (BT); faculty positions have been posted for Engineering Technologies and Information Technologies to assist in curriculum development.
- In October, an industry meeting was conducted on data analytics and a Letter of Intent was submitted to the State Regents based on those recommendations.

Strategy b – Implement and reduce time to digital badges and micro-credentials for engagement as the institution builds toward “credit process” (e.g., lab skills, CIS credentials, software and career development skills, soft skills, technology).

- In spring 2023, OSRHE approved OSU-OKC’s request for micro-credentials in medical coding and billing. The State Regents will host the digital badges for these credentials, but OSU-OKC has also used grant funding to secure a membership to Credley for institutional use in digital badging, both for credit and non-credit programming.
- In spring 2022, the Curriculum Committee approved a request for an expedited approval process for micro-credentials.
- A new form for that expedited review was drafted.
- Curriculum Committee approved micro-credentials in Medical Coding and Billing.

Strategy c – Map existing and potential programs to Oklahoma’s economic forecast.

- Map was completed August 2022; ongoing review planned
Alignment by top 7 sectors

▶ **Government (aligned with Defense Ecosystem)**

- A.A.S. Fire Protection; Firefighter Certificate
- A.S./A.A.S. Police Science; Crime Scene Investigation Certificate
- A.S. Public Service; Public Service--Legal Case Management Option

▶ **Trade, Transportation & Utilities (aligned with Energy Ecosystem)**

- A.A.S. Architectural Technology
- A.A.S. / Certificate Power Transmission and Distribution Technology
- A.A.S. Surveying Technology; Surveying Core Technical Certificate

▶ **Education & Health Services (also Ecosystems)**

- A.A.S. Cardiovascular Sonography
- A.S. Health Care Administration
- A.A.S. Nurse Science (RN); LPN/Paramedic to RN
- A.A.S. Paramedicine; EMT Certificate
- A.A.S. Radiologic Technology
- A.A.S. Veterinary Technology
- A.A.S. Early Care Education-Administration and Master Teacher Concentration; Certificate
- Early Care Education-Child Development, Infant/Toddler
- A.S. Addictions Counseling
- A.S. American Sign Language; A.A.S. Sign Language Interpretation

▶ **Professional & Business Services (aligned with Agriculture and Information and Financial Systems Ecosystems)**

- A.A.S. Accounting

A.A.S. Computer Information Systems; Computer Support Technician Certificate; Programming Certificate

A.A.S. Horticulture Technology; Horticulture Certificate; Retail Floral Design Certificate

A.A.S. Information Technology

A.A.S. Management-General Business Concentration

► **Construction (also Ecosystem)**

A.A.S. Construction Technology; Construction Management and Construction Techniques Concentrations

Strategy d – Reduce barriers and production time to course/curriculum updates and program development.

- Curriculum Handbook is currently being reviewed by members of Curriculum Committee. Possible edits to simplify and expedite processes were highlighted for consideration, including electronic reviews and votes for items likely to affect only the department submitting. All members would still be able to vote on these items but discussions in committee may be limited if there are no questions or concerns. Committee members will discuss possible updates in May meeting.
- Curriculum Committee approved expedited approval process for micro-credentials and indicated openness to expedite processes with faculty vetting still assured.
- More frequent advisory committees were requested for responsiveness in new program feedback; committee approved monthly meetings, as needed, in fall 2022.

Initiative 5 – Provide clear resources to guide students in mapping their program pathways.

Strategy a – Establish step-by-step, visual pathways for every degree program (e.g., degree sequencing sheets, including entry and exit points) that are shared on website and in advisement sessions and updated as course offerings change.

- Academic advisors took on task of creating degree sequencing sheets to expedite completion so that students could use as guides for fall enrollment. Drafts are currently being reviewed with input from each division.
- Drafts of degree sequencing templates were reviewed through division head meetings.
- AA worked with website developer to create new transfer page on website.
- AA met with Director of Advisement to review needs and existing resources in degree sequencing.
- Degree sequencing has been collected from academic programs and is being entered into templates for posting.

Strategy b – Further clarify for students which degrees are transferrable and which are not.

- A new transfer page was posted for the website and is being developed to highlight differences in degrees.

Strategy c – Ensure all instructors (credit and non) and academic advisors have received and been trained on pathways within divisions.

GOAL B – INCREASE STUDENT ENGAGEMENT AND SUCCESS

Initiative 1 – Enhance student communication model with established timeline for regular communications from initial contact through post-graduation.

Strategy a – Create comprehensive recruitment plan with targeted communications from first contact through first day of class, including welcome video, welcome email, and student survey on desired college experience.

- New Director of Recruitment began February 27. Funds were identified for additional recruiting tools, including iPads to capture information during recruiting events, redesigned banners, new table covers with OSU branding, in-house designed t-shirts, and other materials. A reception room in Student Center first floor was “oranged up” to welcome students and work is in progress to identify how PLC ambassadors may be used in recruiting efforts.
- Through an application process, second year PLC students will now be identified as “Ambassadors” to represent the university and assist in recruiting and retaining fellow students.

Strategy b – Develop videos and other instructional guides for onboarding new students, including how to use the Learning Management System, how to access email and website resources, navigating financial aid, and how to be a successful college student.

- PEP University opened in January 2023 and OSU-OKC team members enrolled in tracks related to academic administration, student services, and academic advising. A webinar was scheduled for March 9 and a statewide convening was held virtually March 20. Forums have been posted frequently on onboarding, career readiness, and first-year experience to bring together best practices from participating schools across Oklahoma.
- The Faculty Senate President and Director of IE participated in a data meeting with other consortium members in April to identify best sources of information for positive changes in retention.
- Director of Retention position was posted in April; the position will be responsible for leading initiatives to create onboarding tools, create messages related to retention efforts, and to lead trainings key to being a successful college student.
- OSU-OKC was accepted as one of the Oklahoma colleges in the Policy, Equity and Practice (PEP) initiative with Complete College America. Equity in retention and graduation will be addressed.
- PEP team worked to identify current onboarding practices through Advising, Admissions; PEP team attended state launch Sept. 29-30.
- Monthly PEP meetings continue.

Strategy c – Use social media and the Learning Management System more to share updates.

Strategy d – Create targeted communications for part-time students and online students.

Initiative 2 – Provide expanded support services for all students.

Strategy a – Utilize annual student surveys and/or interviews to identify areas for improvement in students’ experiences.

- In spring 2023, the Director of IE finalized the student satisfaction survey in Qualtrics for spring implementation in April.
- Current satisfaction survey is being reviewed in Executive Team to identify any updates needed.

Strategy b – Increase access to resources for career services, including development of graduate portfolios.

- In spring 2023, funding sources were identified for a career services position and the job description was finalized. Plans for an Agility Laboratory were also finalized to assist students with career readiness skills. Competitive procurement is in process.
- Online career sites are in development, including 34 targeted video resources to guide students through career exploration to job placement.
- The VP of Operations met with OSU-Stillwater representatives to identify key structural and programmatic needs on the OSU-OKC Campus.
- Established Stillwater partnership for resource development.
- Identified funding through CFSI to establish services.
- Developed Career Services job descriptions.

- Established funds for applications.

Strategy c – Evaluate existing tutoring services to ensure they are addressing current student needs.

Strategy d – Provide vital student services (e.g., financial aid, admissions, etc.) outside of normal business hours.

- Student service areas returned to or implemented pre-pandemic normal business hours (M-R, 8-6; F 8-5) in fall 2022 semester.

Strategy e – Create webpage to communicate community resources to students, such as childcare and transportation.

- Utilizing Center for Social Innovation to identify and establish resources for all students.

Strategy f – Improve phone communications through a review of call routing and customer service.

- In spring 2023, IT is working with OSU Stillwater and ATT to review call manager options, including hosted services.
- Amazon Web Services routing was removed from service at 5 p.m. July 12. Routing was restored at the request of Interim Student Experience VP by 8 a.m. 7/13.
- No changes for Enrollment Period
- Implementing IP to replace PRI interface to reduce costs by 95% saving in excess of \$300,000 annually and expanded options for call management functionality.
- Student Experience and Information Technology are currently reviewing functionality and recommend call flow changes to improve customer satisfaction.

Initiative 3 – Increase opportunities for student engagement and participation in campus activities.

Strategy a – Offer students incentives to increase participation in campus events.

- PLC students are now incentivized through a point system that provides increased opportunities for scholarship and career readiness activities.
- Developing work readiness focused structure to manage and measure all interactions.

Strategy b – Offer more student activities and experiential learning opportunities with co-curricular assessments to determine effectiveness.

- The Assistant Director for Student Engagement has begun work on co-curricular activities that will be assessed to ensure the programs have a measurable impact on institutional student outcomes. PLC, Martha Burger Mentors, and CFSI will all incorporate these activities and assessments.
- Aligning grant funded education programs in step with educational outcomes and work readiness.

Strategy c – Highlight and expand opportunities for activities related to diversity and inclusion.

- Autism Inclusion in Education training was conducted in January. An event calendar is being developed for other trainings.
- In February, the LIVE DIVERSITY newsletter sent out. Nancy Randolph Davis Day event was held on 2/23. A City Council forum was held for Wards 6/8. Student art exhibitions opened to students. February theme was "What does Black History mean to me?" A traveling exhibit from Oklahoma History Center was on Display in the Hub area showcasing the 13 original all-black towns in Oklahoma.
- In March, for women's history month the theme for the student art exhibition as "Inspirational Women in Your Life." Sarah Cunningham, founder of Free Mom Hugs, presented on March 8.
- Disability Accommodation Access Policy and Service Animal and Emotional Support Animal Policy were sent out to campus.
- Hispanic Roundtable event was held to commemorate Hispanic Heritage Month.
- NextGen event was held in November which included a resource fair and panel discussion.
- Work began on campus survey questions.

Strategy d – Provide opportunities for students to develop competencies linked to graduate success, including professionalism, citizenship, leadership, and responsibility.

- The Senior Director of Assessment developed a handbook for co-curricular competencies to further assist in aligning these to other institutional learning outcomes. Assessment Committee members have been asked to provide feedback.
- System leadership shared elements of System Strategy with graduate competencies noted.
- A&M System meeting was held to discuss coordination.
- Assessment Committee met to review existing CWLOs.
- System reveal meeting was held October 12.
- Assessment Committee meeting was scheduled to review System Strategy requirements.
- OSU-OKC faculty were identified to serve on system-wide taskforces for review of each competency area. Meetings are anticipated to begin in Spring 2023.
- Career Counseling services will focus on career readiness and resume development to align student outcomes.

Initiative 4 – Identify academic and non-academic risk factors for student success and appropriate intervention strategies, including early alerts and other targeted communications and services.

Strategy a – Define “student success” for OSU-OKC, both programmatically and in relation to the attributes of the ideal graduate for Oklahoma State University.

- System meetings were scheduled each month from April through December to discuss the Ideal Graduate. Faculty volunteers from each campus were asked to contribute to the system discussion of each tenet listed for the graduate.

Strategy b – Implement process for student exploration of degree program alternatives.

- MyMajor is scheduled to be implemented and integrated as a function of Career Services by summer for both current students and student prospects to use in identifying career options and their connection to our degree offerings.
- AA and Operations met with vendor for MyMajor and with Stillwater contact to explore career tool for website.
- Career Counseling services will focus on career selection, readiness and employment measures and data to achieve student outcomes.

Strategy c – Establish comprehensive student retention plan from onboarding through completion inclusive of regular review of disaggregated institutional and program data.

- The Persistence and Completion Committee reviewed the retention plan and made recommendations for edits. Student Services directors were also asked to review the document and make recommendations for edits. In March the Persistence and Completion Committee again reviewed and approved the document. The draft was also presented again to Faculty Senate and was voted on and approved. In April the draft was presented to Staff Council. They were asked to review the document so that it can be voted on in May.
- As noted above, OSU-OKC was accepted as one of the Oklahoma colleges in the PEP initiative with Complete College America. Equity in retention and graduation will be addressed.
- Persistence and Completion (P&C) Committee met to review past retention efforts and data needs; PEP team met at state launch Sept. 29-30.
- P&C Committee met to review data and assigned sub-committee to review template (2013) and update best practices list to be shared with whole committee and divisions.
- A draft of a retention plan is currently being developed through P&C Committee.

Strategy d – Identify opportunities to expand high-impact practices for equity in retention and completion.



- A draft of the retention plan was shared with all faculty as well as with Faculty Senate. Faculty were asked to especially review sections on faculty/academics because of the recommendations for high-impact practices. Departmental meetings began in March 2023 as a follow-up to this review to further identify best practices.
- P&C Committee met to review past retention efforts and data needs
- P&C Committee met to review data and determine role of committee and/or task force in reviewing and making recommendations for retention plan; PEP launch assisted in identifying initiatives.
- Retention plan developed through P&C Committee will be centered on documented best practices, including Complete College America initiatives.

Strategy e – Define mentor roles for all students, especially those at-risk.

- Handbook of guidelines was created for PLC scholarship students. This handbook followed the template designed to ensure the Department of Education outcomes were being met in CFSI, and is being used to implement Martha Burger mentorship, the creation of the PLC Ambassadors, and work study.
- Developing guidelines and expectations for mentoring-focused scholarship programs.

Strategy f – Annually review student placement guidelines and processes using student success data.

- Testing Center Director reviewed guidelines for fall 2022 and sent AP questions out as needed to math and English department heads. She has added calendar alert to ensure guidelines will be reviewed annually.

Strategy g – Provide employee professional development on building interpersonal relationships, peer mentoring, and success coaching.

Strategy h – Integrate advisement best practices, such as advisor check-ins, into OSU-OKC's core academic advisement processes.

- Advising group updated communications to be sent to pilot group of required advising for students admitted on probation. Students received communication explaining the hold and how to arrange for meetings to release the hold prior to enrollment. The Director of Advising met with Stillwater IT to identify holds that could be placed in Banner for this group and implemented the hold in March. Academic programs with stricter sequencing guidelines will be reviewed next for holds.
- Director of Advising was added to PEP Team.
- Meeting at Rose State for PEP launch looked at Complete College America Purpose First focus.
- First monthly check in for PEP focused on identifying institutional problem statement--areas OSU-OKC would like to work on regarding onboarding/career guidance.
- Academic Advisement team is reviewing guidelines for pilot project of required advisement with specific population.

GOAL C – SUPPORT EMPLOYEE EXCELLENCE

Initiative 1 – Review policies and procedures to promote fair and equitable compensation.

Strategy a – Review compensation plan annually prior to budget cycle.

- Calendar year 2023-2024 benefits and deductions began in January with faculty and staff being asked to review payroll.
- Position and salary budget review began in February for 2023-2024 budget preparations.
- Annual budget request entry ended in March.
- Initial presentation was held during in-service week; meetings with Vice Presidents and other supervisors followed to determine highest priority areas for compensation.
- Follow up presentation on compensation was held and open to all employees.

- Compensation proposal was sent to Dr. Newman.
- Phase I was implemented with date of 10/1/22; letters were sent to employees impacted the week of 10/24/22.

Strategy b – Establish a plan for employee incentives/appreciation.

Strategy c – Conduct an annual employee survey, addressing satisfaction in areas such as compensation, benefits, and professional development needs.

▪ In Spring 2023, survey questions were identified and compiled; the employee survey was sent out to all employees on April 18.

- Explored use of Stillwater campus' survey tool and determined it could be used for survey.
- Costing estimate for dependent waiver based on survey results was shared with President.
- Salary program was approved by President and Board for 12/1/22 effective date.

Initiative 2 – Determine feasibility of implementing additional employee benefits.

Strategy a – Explore remote/hybrid work options that address business, employee, unit and customer needs.

Strategy b – Review employee tuition benefits periodically.

Strategy c – Promote employee health and wellness programs with annual assessments of equipment and programming needs, as well as possible incentives.

- Wellness Wednesday emails have been sent to campus highlighting wellness activities, resources and healthy recipes.
- Wellness Center assessed equipment in September. Two ellipticals were added and one treadmill was removed.

Initiative 3 – Identify methods to improve consistent and timely communication.

Strategy a – Update OSU-OKC's employee onboarding process for opportunities to improve institutional awareness and connectivity.

▪ In January, testing for online new hire paperwork pilot began. New employee orientations were scheduled to include Dr. Newman. The go-live for the new hire paperwork process began in March 2022 and onboarding is being reviewed.

- Continued work with Stillwater campus on implementation of new onboarding software process
- Pricing onboarding new employee welcome to campus orientation tools.

Strategy b – Improve effectiveness of current avenues for routine institutional updates to the campus community.

Strategy c – Create and support opportunities to increase common purpose and institutional cohesiveness.

Initiative 4 – Ensure the availability of quality, relevant professional development and training.

Strategy a – Encourage supervisors to work with their teams to identify annual training and development opportunities, including team-building activities which support common goals.

- A new faculty academy will be launched in fall 2023 with feedback from academic departments on what topics are needed, both from past trainings that might have been paused during pandemic and new training needs.

Strategy b – Link employee professional development and performance goals with OSU-OKC's mission and strategic priorities.

▪ In spring 2023, employee evaluations were updated to incorporate strategic plan priorities for professional development and productivity in relation to the plan. They are ready now for April timeframe.

- Ideas for implementation in current system were discussed with Director of Human Resources.
- Evaluation tool was updated to include link to professional development.

GOAL D – ENHANCE INSTITUTIONAL IDENTITY

Initiative 1 – Clarify and leverage OSU-OKC’s identity and unique strengths to distinguish it from other educational providers.

Strategy a – Align OSU-OKC’s resources with fulfillment of the institution’s mission and strategic goals.

- In January, the SP/BD budgeting tool was used to ensure all budget requests, both new and current, are being tied to the strategic plan. The site was readied for FY24 and testing for entry occurred.
- In February, budget orientations were held to ensure all requests were tied to the strategic plan.
- In March, annual budget was completed by departments and all Banner budgets were reviewed.
- Initial discussion about current Strategic Planning/Budget Development functionality and how to integrate the ability to tie current budgets and any requested increases to the mission and plan held with IT.
- Exploration of current and possible options for budget process integration.
- IT is still exploring applicable and affordable options to integrate into current tool or options for new process.

Strategy b – Ensure OSU-OKC’s mission, vision and values statements are clear and promoted to OSU-OKC’s diverse constituencies.

- Strategic plan and revision of mission, vision, and values statements were sent to A&M System representatives for discussion of system-wide alignment.
- A&M Board formally approved the OSU-OKC strategic plan and mission during December meeting.
- President’s Council reviewed draft of strategic plan and provided input in addition to number of internal town halls and meetings used to develop plan.

Strategy c – Develop a position statement, messaging points, and communication strategies regarding OSU-OKC, its brand, its core roles in workforce education and career development, and its strengths and value propositions within the OSU and Oklahoma public higher education systems.

- In December and January, Marketing overhauled social media sites and began new campaign strategies based on meetings with department heads and targeting certain metro areas (e.g. Yukon, Mustang, Edmond, and Central OKC) based on enrollment trends. Work with divisions also focused on advertising through digital media for these targeted cities as identified by IE in program numbers. Marketing is also working with the Director of Recruiting to identify needs. Additional division-funded efforts are being reviewed between departments and marketing to ensure branding consistency.
- VP of Operations drafted key statements based on Strategic Plan.
- Executive Team reviewed key statements and campaign.
- Following discussions with division heads and department heads, enrollment goals and identify data-driven targets were tentatively set for each program.
- Meetings have been set with Division Heads, Institutional Effectiveness, and Provost to develop wide-range communication plan to be tested with spring enrollment.

Strategy d – Pursue external resources in support of OSU-OKC’s strategic priorities.

Strategy e – Leverage data and technology to improve campus programs, services, facilities and traditions.

- In February, Marketing & Communications promoted several campus programs to help highlight campus traditions that take place. For Black History Month, M&C promoted Nancy Randolph Davis Day event that was held on 2/23. M&C also promoted Black History Month with several social media videos where the theme was "What does Black History mean to me?" Videos also promoted a traveling exhibit from Oklahoma History Center that was on display in the Hub area showcasing the 13 original all-black towns in Oklahoma.
- In March, for women's history month M&C released social media videos asking women across the campus who were their inspirations.

Initiative 2 – Develop and implement a comprehensive, integrated marketing and communications plan directed to OSU-OKC's diverse stakeholder populations.

Strategy a – Overhaul the OSU-OKC website to ensure it is reflective of higher education best practices and the institution's diverse constituents.

- NewCity began interviewing stakeholders in December and January and holding meetings with Admissions and Registration staff. Interviews also took place with 5 students during February.
- Target date for launch of new website is late 4th quarter.
- Student survey was released the first of April and those results are being used for marketing feedback.
- Marketing team researched and developed needs document.
- Initial meeting was held with OSU contract provider, New City and OSU Branding to identify initial outcomes.
- Developed Statement of Work and funded by Operations.
- Procured New City with Stakeholders; currently working on scope of work for website Development and planning for stakeholder sessions.
- New Senior Director of Marketing began and is working to schedule a kickoff meeting with New City for first week of December.
- Internal operations will be moved to non-public facing services to reduce to-market time and to increase student/partner focus.

Strategy b – Leverage leading digital media channels and platforms in the ongoing, strategic engagement of prospective and current students, employees, employers, and other key stakeholders.

Strategy c – Ensure data-driven decision making in all major marketing and communications efforts.

- Meetings on enrollment continued in December and January with new money for marketing being pushed behind social media for spring enrollment. Spring enrollment data was monitored to determine if a trend in the right direction could be identified and to set strategic goals for summer and fall enrollment. Social media pushes are up by nearly 150% and engagement is up by 124% over this same time period in 2022.
- Identified strategic goals and established spring enrollment goals with Provost and IE after visiting with divisions and departments for feedback.
- Currently meeting with Division Heads, IE, and Provost to develop wide-range communication plan to be tested with spring enrollment. Meetings will help set and spring enrollment targets that can be monitored.
- New Director of Marketing is currently overhauling social media goals to get more engagement through targeted areas in metro area identified by department heads and looking at numbers over the last 5 years. Areas to target based on current enrollment trends would be Yukon, Mustang, Edmond, and Central OKC. One additional area to boost would be the Hispanic population with ads on traditional Hispanic radio and television stations.

Strategy d – Ensure OSU-OKC communications, messaging, and print and digital publications reflect the diverse communities we serve.

- Student videos, including some in other languages, have been produced to increase marketing presence and to highlight the positive experience they have had at OSU-OKC.
- Currently meeting with Division Heads, IE, and Provost to develop wide-range communication plan to be tested with spring enrollment. All marketing material will be reviewed to ensure it reflects the diversity of our area. One additional area to boost would be the Hispanic population with ads on traditional Hispanic radio and television stations.

Strategy e – Identify and prioritize prospective student and employer partner populations and geographical locations for targeted marketing efforts.

- In January, worked with Training and Community Engagement to get employer partners to talk about how OSU-OKC has played a role in their hiring of employees.
- In February and March, data was gathered for assessment to identify strategic goals related to summer and fall enrollment goals with input from divisions and IE.
- Currently meeting with Division Heads, IE, and Provost to develop wide-range communication plan to be tested with spring enrollment. All marketing material will be reviewed to ensure it reflects the diversity of our area.

Strategy f – Advance the capacities of OSU-OKC’s diverse stakeholders, including students, all employees, alumni and community partners, to serve as ambassadors for the institution, its programs and services.

Initiative 3 – Improve the safety, connectedness, and appearance of OSU-OKC’s campus and facilities.

Strategy a – Expand OSU-OKC’s security camera coverage.

- Implemented Administration, Business Technology Expansion, Student Center, and Testing Center expanded coverage.
- Submitted 2023-2024 budget request for Phase IV.
- Funded \$150K one-time for FY23.
- Developed comprehensive plan for security coverage; mapped existing cameras, end of life, and identified expanded service areas. Total cost \$370K.
- Identified from study key locations for FY23 procurement.
- Expanded coverage for AD, LRC, ETC and SC.
- Submitted purchase orders for expanded coverage in the Administration, Student Center and John Kirkpatrick buildings, as well as the Parking Garage.
- Worked with CLS Landscape Architects to identify walking track coverage in conjunction with Tobacco Settlement Endowment Trust (TSET) and Landscape design.

Strategy b – Improve OSU-OKC’s outdoor lighting.

- Removed existing globe fixtures in Quad; replaced with two academic fixtures with identical connection base, working with vendor to review head and arm options for better collegiate fit.
- Procured CLS Landscape Architects with executive project kick-off.
- Completed architectural questionnaire.
- Procured TSET topographical study and hosted groundbreaking for TSET project.
- Identified lighting needs for outdoor wellness area per TSET.
- CLS completed draft for Chapter 2 of the study, distributed to ET for initial review.
- Public input. Table in the Student Center to gather student input. Concurrently, offer online survey (Survey Monkey) to gain more input from all parties. Install two additional academic fixtures in Quad.

Strategy c – Develop and implement a comprehensive landscaping master plan for OSU-OKC which includes expanded use of OSU brand identifiers throughout the campus and its facilities.

- Plans are being finalized based on OKC city traffic planning study to identify signaled main entrance.
- A meeting with CLS Landscape Architects was hosted in January of 2023 to gather information on specific needs of different stakeholders and partners. Public input was gathered.
- In March 2024, budget recommendations for facilities were submitted. Concurrently, a plan was created for groundbreaking for TSET Project with an online survey in Survey Monkey used to gain more input from all parties.
- Also in March, 2023-2024 projects and grant opportunities were identified.
- Finalized Master Landscaping Plan including needs for TSET project.
- Procured CLS Landscape Architects with executive project kick-off.
- Completed architectural questionnaires.
- Procured TSET topographical study and completed CLS inquiry.
- CLS completed draft for Chapter 2 of the study, distributed to Executive Team for initial review.

Strategy d – Leverage the institution’s central, highly visible location in the promotion and advancement of institutional awareness.

Strategy e – Increase and improve OSU-OKC’s outdoor spaces and pedestrian opportunities.

- Installed additional outdoor benches in Mid Campus.
- Installed two outdoor collaboration areas with awnings in main quad.

Strategy f – Develop and implement a facilities maintenance plan which prioritizes the safety and success of OSU-OKC’s diverse stakeholders.

- A facilities plan for year 3 was finalized in February, taking into account contingencies if the mental health hospital is relocated on south campus.
- Developed 2023-2024 budget request based on facility maintenance plan needs.
- Continuing SWOT assessment of facility including mechanical, structural, aesthetics, purpose, and viability.
- Developed baseline costs based on WEC with high facility needs. Completed Continuing SWOT assessment of facility including mechanical, structural, aesthetics, purpose, and viability.
- Reviewed facility health with stakeholders and outlined scope of work priorities.

Initiative 4 – Improve the experiences of campus visitors through improved mapping, signage and wayfinding.

Strategy a – Review major information services regarding OSU-OKC’s location and directions to campus to ensure they are up-to-date and accurate.

Strategy b – Ensure the names of OSU-OKC’s facilities are up-to-date, visible and communicated through multiple channels.

Strategy c – Implement internal and external signage that is ADA-compliant and facilitates efficient and effective navigation to and from OSU-OKC’s major facilities, offices and services.

- Developed and submitted 2023-2024 budget request for initial phase of wayfinding.

Strategy d – Ensure OSU-OKC-produced maps are easily accessible, mobile-friendly and clearly delineate parking and major institutional facilities, services and amenities.

Initiative 5 – Broaden and deepen partnerships which promote fulfillment of OSU-OKC’s mission.

Strategy a – Develop robust, ongoing relationships with the Oklahoma City metro area’s and state’s leading employers.

- Regular meetings are being conducted with leading employers from the public and private sectors to explore opportunities for closer collaborations with existing, planned and potentially new OSU-OKC program and services.

Strategy b – Expand OSU-OKC’s partnerships with upstream and downstream educational providers, including career technology center and higher education partners, critical to the establishment of robust learning pathways with multiple entries and exits.

- OSU-OKC participated in a spring 2023 meeting with the State Regents on credit given for CLEET. Because of the nature of our program, our partnership with the Oklahoma Highway Patrol, and the credentialed faculty we have in our COPS program for reviewing, we were able to give more college credit through PLA than any other higher education institution at the time. The OSRHE Show What You Know website is being updated to identify these PLA opportunities for all institutions.
- Spring, summer, and fall 2022 meetings were held with high school and technology center partners on offerings and possible program alignment
- Meetings with Moore-Norman and Francis Tuttle were held to identify pathways for Police Science and other majors.

Strategy c – Ensure OSU-OKC is engaged with community and professional organizations essential to the fulfillment of strategic institutional priorities.