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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 OSUIT 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 faculty and staff informed about strategic planning, the President and other administrators 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 institution-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 college staff. 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.

The implementation of the Strategic Plan has always been tied to the availability of adequate and appropriate funding. In March 2014, the OSUIT Senior Leadership began to meet to determine potential budget reduction strategies in anticipation of a state budgetary shortfall. Every campus fund and account in Ledger 1 was analyzed and several strategies were developed, including the curtailment of new initiatives within the Strategic Plan.
A severe reduction in state appropriations that began in 2015 compelled the President to reduce the number of *Priority Action Items* to only two *Mission Critical Action Items*: (i.e. to increase student enrollments, and to increase institutional efficiencies). In the fall of 2015, he appointed a campus-wide taskforce to study student enrollment and one to study institutional efficiencies. Both groups reported their findings and recommendations to the Senior Leadership during the spring of 2016, and many of their practical recommendations have been implemented.

Several consecutive years of state appropriation reductions have forced the elimination of 37 positions at OSUIT from FY15 through FY19. Faced with state appropriations at an approximate level as 1995 (a 24 year setback in funding), OSUIT committed to reviewing academic offerings for potential savings and even retired some academic programs that were determined to be unsustainable. The university has undertaken a reorganization of the academic schools to give focus to the programs that we are committed to support into the future. During this period of inwardly focused reductions, only minor (housekeeping) updates have been made to the five-year rolling Strategic Plan and most new initiatives involving Educational and General Funds have been suspended.

In 2019, it was determined by the President’s Cabinet that the Strategic Plan lacked sufficient emphasis on issues related to diversity, equity, and inclusion. With the input of the campus Diversity Committee, several new strategies were added to the Plan.

OSUIT’s ten-year regional accreditation was up for review in 2020. In preparation, OSUIT spent nearly two years preparing a written *Assurance Argument*, that can be viewed at the OSUIT website. On March 9-10, a peer review team from HLC conducted an Open Pathway Comprehensive Evaluation of OSUIT. Upon the recommendation from the peer review team, HLC continued OSUIT’s Open Pathway status for accreditation, with the next reaffirmation of accreditation in 2020-30. This official action was taken during a meeting of HLC’s Institutional Actions Council on June 15-16, 2020 and recorded in a formal letter to the president of OSUIT dated June 22, 2020.

As a result of the COVID-19 pandemic in 2020, OSUIT embarked on an ambitious plan to develop virtual training environments using extended reality (XR) technology to supplement the training that takes place in technical labs on campus. Consequently, two initiatives related to XR-integrated curricula were added to this Plan in 2021 by the President’s Cabinet.

**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  Encouraging stronger affiliations with the OSU system and other educational institutions and entities
STRATEGY c  Improving alumni and donor support through consistent outreach
STRATEGY d  Enhancing community relations

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

STRATEGY a  Advancing OSUIT’s reputation through brand management, publication and public relations
STRATEGY b  Delivering an evolving brand image campaign
STRATEGY c  Serving as thought leaders in the transformation of educational delivery modalities by leveraging extended reality (XR)
STRATEGY d  Implementing a plan to achieve standards for diversity, equity, and inclusion

INITIATIVE 3 - Engage constituent group through targeted communication strategies

STRATEGY a  Executing an integrated marketing and communications plan
STRATEGY b  Engaging in marketing research and focus groups
STRATEGY c  Developing comprehensive recruitment marketing approaches
STRATEGY d  Implementing internal communications strategies supported by institutional policy
STRATEGY e  Evaluating institutional pride among alumni, employees, and students

INITIATIVE 4 - Produce a property beautification and maintenance plan

STRATEGY a  Updating the internal appearance and functionality of all facilities
STRATEGY b  Enhancing the external appearance of the facilities and grounds

INITIATIVE 5 - Continue implementation of the university-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 improve student placement

INITIATIVE 2 - Enhance services to veterans
  STRATEGY a  Promoting prior learning assessment (PLA) opportunities for military service and training

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 the national level
  STRATEGY d  Continuing the expansion of AAS transfer pathways to OSUIT BT programs

INITIATIVE 4 - Improve social and cultural competence
  STRATEGY a  Promoting an inclusive andragogy
  STRATEGY b  Creating programming and services that are socially and culturally relevant

INITIATIVE 5 - Promote and involve extended reality (XR) technology in student recruitment marketing methods.
  STRATEGY a  Developing specific promotions which highlight the university’s use of XR in instruction
  STRATEGY b  Creating an in-headset demonstration for recruiters to use at college fairs and other recruiting events
  STRATEGY c  Capturing student testimonials about the effectiveness and fun of learning in XR
GOAL C - PROMOTE QUALITY EDUCATION AND EMERGING TECHNOLOGIES

INITIATIVE 1 - Expand educational delivery

STRATEGY a  Encouraging cross-disciplinary collaboration
STRATEGY b  Enhancing and expanding library services
STRATEGY c  Exploring new opportunities for program delivery at alternative locations
STRATEGY d  Increasing student access to programs through expansion of distance offerings

INITIATIVE 2 - Enhance rigor and quality of academic instruction

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

INITIATIVE 3 - Plan for program growth and academic success

STRATEGY a  Conducting research to develop new degree programs
STRATEGY b  Examining opportunities to better facilitate student transfer
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
STRATEGY b  Offering a variety of educational delivery options to ensure accessibility
STRATEGY c  Expanding non-credit linkages

INITIATIVE 5 - Integrate extended reality (XR) technologies into instruction

STRATEGY a  Piloting use of XR content in noncredit and credit offerings
STRATEGY b  Conducting action research on the impacts of XR technologies on student learning and success
STRATEGY c  Exploring XR-focused collaborative opportunities with external partners
STRATEGY d  Identifying external funding sources to support integration of XR content across the institution’s program portfolio
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
STRATEGY e  Implementing programming and services to advance a shared understanding of diversity, equity, and inclusion

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
STRATEGY e  Implementing programming and services to advance a shared understanding of diversity, equity, and inclusion

INITIATIVE 3 - Support faculty and staff to ensure quality of all programs and services
STRATEGY a  Evaluating the market-based analysis of classification levels, compensation schedules and position descriptions

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 institutional culture and working environment
STRATEGY a  Encouraging institution-wide collaboration
STRATEGY b  Enhancing institutional safety and emergency management
STRATEGY c  Promoting employee-based services
STRATEGY d  Implementing continuous improvement models
STRATEGY e  Implementing employee recruitment and retention strategies promoting diversity, equity, and inclusion
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 returns on resources

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  Implementing an institution-wide energy management system

STRATEGY c  Promoting energy conservation practices by all employees

STRATEGY d  Executing the campus master plan

STRATEGY e  Evaluating scheduling software to maximize the use of all classrooms and meeting spaces

INITIATIVE 4 - Improve system efficiencies and streamlining processes for students through the Banner software conversion

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
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 and President’s Cabinet 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 President.
- 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 OSUIT faculty, staff, students and 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