



INSTITUTE OF
TECHNOLOGY



STRATEGIC PLAN | 2022 - 2027



Strategic Plan

2022-2027

TABLE OF CONTENTS

LETTER FROM THE PRESIDENT 1

PREFACE..... 2

MILESTONES..... 2

OVERVIEW 3

GOAL A - ENHANCE INSTITUTIONAL IMAGE 4

GOAL B - ENRICH SERVICES FOR STUDENTS 5

GOAL C - EXPAND HIGH-QUALITY EDUCATION 6

GOAL D - INTEGRATE INNOVATIVE TECHNOLOGIES..... 7

GOAL E - ADVANCE INSTITUTIONAL RESOURCES..... 8

KEY PERFORMANCE INDICATORS..... 9

LETTER FROM THE PRESIDENT

A Strategic Vision for Our Future

Deliberate and strategic planning is essential for any organization that wishes to maximize its success. At Oklahoma State University Institute of Technology, we may very well be successful in spite of ourselves, but if we plan for success and work to implement that plan, we will be virtually assured of continued growth and accomplishment.

When I first introduced the idea of strategic planning at OSU Institute of Technology, over a decade ago, it was for the stated purpose of maximizing our campus efforts and for providing transparency in the decision-making process. For this institution to utilize its resources most effectively, we needed a unified plan that the entire campus community could support and follow. With input from both internal and external audiences, the OSUIT Strategic Plan was formed. This public document projects the priorities of this institution over a five-year period. It is a living



document that is revised annually based on environmental scanning and institutional self-evaluation. Each year, it has evolved to reflect the changing needs of our institution and the constituent groups we serve.

In the last ten years, our strategic planning has helped our campus take advantage of opportunities, introduce exciting new initiatives, and to achieve remarkable results for the betterment of our overall institution. It has also helped us find workable solutions to difficult problems and to remain focused on our mission statement, while navigating through some extremely challenging times that have threatened the very operation of our campus. Through our planning process, OSUIT has reinvented itself, gained efficiencies, become more streamlined, and emerged stronger than ever before.

Strategic planning at OSUIT, is not merely an exercise performed for accreditation purposes, it is essential to our successful operation. We use it to direct our resources and to sculpt our institutional image. It allows us to proactively map our future and to guide our own evolution with intent and purpose. I invite you to explore this planning document in great detail, because it projects an insightful strategic vision for the future of OSUIT.

In appreciation for your interest and support,

Dr. Bill R. Path
President

PREFACE

The Oklahoma State University Institute of Technology Strategic Plan is a living document designed to incorporate those goals, initiatives, and strategies that most effectively assist the university in fulfilling its stated mission. The Strategic Plan was initially drafted and implemented in 2012 as the OSUIT Strategic Plan 2012-2017. Under the leadership of President Path, this plan was conceptualized as a “five-year rolling plan” that would allow for on-going refinement, continuous improvement, and input from the OSUIT community. Initially unveiled by President Path on August 28, 2012, the OSUIT Strategic Plan is now in its tenth iteration.

MILESTONES

- 2012 During the first year of the Strategic Plan, 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.
- 2014 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.
- 2015 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).
- 2018 Faced with an unprecedented shortfall in state appropriations, OSUIT scrutinized all academic offerings for savings and retired academic programs that were unsustainable. A significant reorganization of the academic schools was also conducted. State reductions forced the elimination of 37 positions from FY15 through FY19. During this period, only minor updates were made to the Strategic Plan and most new initiatives involving Educational and General Funds were suspended.
- 2019 The President’s Cabinet determined that the Strategic Plan lacked sufficient emphasis on issues related to diversity and inclusion. With the input of the campus Diversity Committee, several new strategies were added to the Plan.
- 2020 OSUIT’s ten-year regional accreditation was up for review in 2020. Upon the recommendation from the peer review team, the Higher Learning Commission continued OSUIT’s Open Pathway status for accreditation, with the next reaffirmation of accreditation in 2030.
- 2021 As a result of COVID-19, OSUIT embarked on an ambitious plan to develop virtual training environments using extended reality (XR) technology. Consequently, two initiatives related to XR-integrated curricula were added to this Plan in 2021.
- 2022 Ten years into the use of this strategic planning model, the President’s Cabinet decided to make wording changes to four of the five goals within the Plan. These were the first changes made to the goal statements since they were drafted in 2012. It was determined that OSUIT’s commitment to the development and integration of innovative technologies warranted its own goal statement. Goal D was modified for this purpose, resulting in the rearrangement and rewording of several initiatives and strategies throughout the Plan.

OVERVIEW

The President of OSUIT has oversight of the Strategic Plan and empowers those under his leadership to effectively participate in annual reviews and updates of the goals, initiatives, and strategies. Implementation of the Plan is contingent upon the availability of institutional resources. Responsibility for implementation, advancement, and monitoring of the goals are shared amongst all OSUIT employees and, beginning fall 2022, tri-annual updates will be presented by senior administrators at President's Cabinet.

The Strategic Plan is driven by the institution's mission, incorporates its values, and reflects the goals of OSUIT.

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.

OSUIT Value Statement: OSU Institute of Technology values excellence and integrity in people, technology, jobs and learning.

OSUIT Strategic Goals:

- A. Enhance Institutional Image
- B. Enrich Services for Students
- C. Expand High-Quality Education
- D. Integrate Innovative Technologies
- E. Advance Institutional Resources

The five institutional goals are succinct yet broad in nature and reflect the fundamental elements that will most dramatically allow OSUIT to fulfill its mission. Within the Strategic Plan, each goal is defined by no more than five initiatives and each initiative is further refined by no more than five strategies. The strategies are detailed to provide direction in the identification of action-oriented plans and behaviors that will best allow OSUIT to benchmark and measure its progress.

The Strategic Plan is flexible in that it allows the institution to be responsive to expected and unexpected needs, as well as agile to take advantage of current, emerging, and unforeseen opportunities. Further, the Strategic Plan serves as the primary, or umbrella plan, under which schools and departments within the university may author supportive, area-specific strategies and associated strategic plans.

The collaborative and comprehensive processes embedded in the annual review of the Strategic Plan provides the avenue by which the university sustains an inclusive, goal-oriented culture. Input from the OSUIT community is valued and contributes to the understanding and application of practices that benefit all stakeholders, internal and external.

GOAL A - ENHANCE INSTITUTIONAL IMAGE

OSUIT is committed to maintaining its reputation as the lead institution of higher education in Oklahoma and the region providing comprehensive, high-quality, advancing technology programs and services.

- **Initiative 1 - Cultivate relationships with internal and external stakeholders**
 - Strategy a - Fostering active advisory committees and strengthening industry partnerships
 - Strategy b - Encouraging stronger communications 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
 - Strategy e - Strengthening internal stakeholder connections

- **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 effective enrollment campaign
 - Strategy c - Providing skills-based instruction through multiple modalities by leveraging hands-on, extended reality (XR) and other technologies
 - Strategy d - Fostering an inclusive and equitable environment to produce competitive graduates who are contributing members of a diverse society
 - Strategy e - Pursuing opportunities for recognition through specialized accreditation and rankings

- **Initiative 3 - Engage constituent groups 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 - Cultivating institutional pride among alumni, employees, and students

- **Initiative 4 - Enhance the appearance of real and virtual environments**
 - Strategy a - Updating and enhancing the appearance and functionality of all facilities and grounds
 - Strategy b - Upholding the standards of the Campus Master Plan
 - Strategy c - Creating a virtual presence in the metaverse
 - Strategy d - Enhancing the appeal and functionality of the institution's digital presence

GOAL B - ENRICH SERVICES FOR STUDENTS

OSUIT is committed to providing...services to prepare and sustain a diverse student body.

- **Initiative 1 - Improve student persistence and completion**
 - Strategy a - Promoting greater student connectivity to the institution
 - Strategy b - Improving student registration, enrollment, and onboarding processes through a collaborative effort among student services, academic affairs, and fiscal services representatives

- **Initiative 2 - Enhance services to active-duty military personnel and veterans**
 - Strategy a - Increasing OSUIT's outreach to, and celebration of, its veterans and active-duty military personnel
 - Strategy b - Improving processes to translate military service and training to prior learning credit
 - Strategy c - Tracking potential funding sources and creating processes for identifying and awarding eligible veterans (e.g., Oklahoma National Guard Education Assistance Revolving Fund)
 - Strategy d - Expanding and promoting peer tutoring

- **Initiative 3 - Facilitate institutional enrollment**
 - 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 recruitment into new student markets

- **Initiative 4 - Provide an environment of inclusivity**
 - Strategy a - Creating programming and services that are socially and culturally relevant
 - Strategy b - Developing and offering diversity and inclusion training and experiences
 - Strategy c - Promoting service learning across campus and within the community

GOAL C – EXPAND HIGH-QUALITY EDUCATION

OSUIT is committed to providing comprehensive, high-quality, advancing technology programs.

- **Initiative 1 - Plan for program growth and expansion of educational delivery**
 - Strategy a - Increasing cross-disciplinary collaboration
 - Strategy b - Expanding student access to programs, services, and workforce training
 - Strategy c - Increasing concurrent enrollment through marketing, outreach, and targeted support
 - Strategy d - Designing stackable, portable OSRHE-recognized credentials (e.g., digital badges, micro-credentials, certificates, degree programs)
 - Strategy e - Investigating opportunities to develop new educational offerings to meet emergent industry needs (e.g., apprenticeships, workforce training, for-credit offerings, alternative locations)

- **Initiative 2 - Utilize data in academic decision-making**
 - Strategy a - Developing and implementing operational definitions to inform data-driven decision-making processes
 - Strategy b - Utilizing data to inform processes (e.g., advising) and improve student outcomes (e.g., retention, completion, graduation, and employment rates)
 - Strategy c - Informing instructional quality by utilizing institutional data sets and analytic tools
 - Strategy d - Expanding the use of dashboards and visualization tools (e.g., Tableau, SAS) to support the analysis and interpretation of institutional data
 - Strategy e - Assessing program viability and opportunities for growth through an ongoing, systematic program review process

- **Initiative 3 - Support academic success**
 - Strategy a - Strengthening academic advisement processes and practices (e.g., scheduling, corequisite remediation, transfer credit, PLA)
 - Strategy b - Ensuring consistency in educational quality and learning goals across all modes of delivery
 - Strategy c - Expanding and promoting the utilization of academic support services (e.g., tutoring, academic accommodations, library services, adult basic education)
 - Strategy d - Enhancing processes to support the success of transfer-in, transfer-out, and reverse-transfer students
 - Strategy e - Improving student outcomes through the effective use of retention tools (e.g., Dropout Detective, Canvas Analytics) and implementation of student-focused activities

- **Initiative 4 - Enhance teaching and learning environments**
 - Strategy a - Monitoring and facilitating accessibility for all learners
 - Strategy b - Promoting inclusive pedagogy and andragogy (e.g., content, instruction, assessment)
 - Strategy c - Optimizing physical and virtual spaces to increase the availability and use of model teaching and learning environments
 - Strategy d - Integrating current and emerging technologies to support, enhance, and inform student learning

- **Initiative 5 - Promote inquiry, growth, and performance**
 - Strategy a - Investing in learning opportunities to enhance professional growth
 - Strategy b - Exploring industry credentialing and certifications to expand skill sets
 - Strategy c - Utilizing embedded practices (e.g., action research) to improve efficiencies, effectiveness, and expertise
 - Strategy d - Engaging in ongoing dialogue, planning, and evaluation of discipline-specific and sound educational practices

GOAL D – INTEGRATE INNOVATIVE TECHNOLOGIES

OSUIT is committed to advancing technology... in the delivery of programs and services to prepare and sustain our students as competitive members of a world-class workforce and contributing members of society.

- **Initiative 1 - Implement the evolving university-wide technology plan**
 - Strategy a - Remaining current with technology trends
 - Strategy b - Utilizing technology to mitigate loss of resources
 - Strategy c - Creating a culture of ensuring the security of infrastructure and data
 - Strategy d - Utilizing technology to improve productivity, communications, and processes (e.g., data systems, website)

- **Initiative 2 - Utilize and promote extended reality (XR) technologies**
 - Strategy a - Developing specific promotions which highlight the university's use of XR
 - Strategy b - Capturing feedback regarding user experience
 - Strategy c - Identifying external funding sources to support integration
 - Strategy d - Identifying the effective delivery infrastructure for the metaversity
 - Strategy e - Piloting use of XR content in non-credit and credit offerings

- **Initiative 3 - Enhance the use of technologies**
 - Strategy a - Identifying funding and investing in technology that meets varied needs
 - Strategy b - Identifying performance measures to evaluate the use and effectiveness of technology
 - Strategy c - Enhancing admissions and enrollment processes
 - Strategy d - Improving online support services and processes
 - Strategy e - Leveraging technology for marketing and recruiting

- **Initiative 4 - Explore the potential application of current and emerging technologies**
 - Strategy a - Exploring collaborative opportunities with external stakeholders
 - Strategy b - Examining opportunities to update and augment legacy systems
 - Strategy c - Increasing use of the cloud for application delivery

GOAL E – ADVANCE INSTITUTIONAL RESOURCES

OSUIT is committed to advance our mission to serve as the lead institution of higher education in Oklahoma and the region through efficient operations and in the support of all employees.

- **Initiative 1 - Manage university financial resources to ensure fiscal 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**
 - 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 grow funding and resources
 - Strategy d - Attracting new customers to auxiliary services (e.g., residential life, student union services)
 - Strategy e - Researching feasibility of constructing physical and virtual environments to attract external stakeholders

- **Initiative 3 - Support employees to ensure quality of all programs and services**
 - Strategy a - Expanding professional development programs that begin at the time of employment
 - Strategy b - Utilizing a performance appraisal system for employees to include evaluation, improvement plans, and market-based compensation
 - Strategy c - Providing Title IX and other training to mitigate risk and ensure compliance with state and federal regulations

- **Initiative 4 - Improve institution-wide processes and productivity**
 - Strategy a - Identifying areas for increasing efficiencies and effectiveness
 - Strategy b - Promoting the use of analytics and data-driven decision-making across the institution
 - Strategy c - Improving internal controls
 - Strategy d - Promoting energy conservation practices by all employees as part of an institution-wide energy management system
 - Strategy e - Maximizing the utilization of campus facilities

- **Initiative 5 - Enrich institutional culture and working environment**
 - Strategy a - Supporting and implementing institution-wide collaboration
 - Strategy b - Enhancing institutional safety and emergency management
 - Strategy c - Expanding and promoting services offered to employees
 - Strategy d - Encouraging a culture of continuous improvement
 - Strategy e - Implementing employee recruitment and retention strategies that promote diversity and inclusion

KEY PERFORMANCE INDICATORS

The enhancement and growth of the university over the past 75 years speaks to the significance of the work that came before us. The building of excellence has a starting point, and that point is benchmarked by the milestones that have been reached to date. Benchmarking acknowledges that the institution is not starting from scratch, but rather, celebrating progress and achievements that have brought us to our current level of functioning and operations. Benchmarking, or documenting a base from which we will grow, assists in the monitoring of our progress toward the achievement of our goals. With the comprehensive nature of the Strategic Plan, it is understood that within one year we will not be able to achieve all of our goals; however, through the monitoring of our progress using select benchmarks, we will be able to demonstrate growth.

Quantitative and qualitative data assists in our ability to measure growth and assess performance respective of the Strategic Plan. Measures of performance, commonly referred to as key performance indicators (KPI), vary by strategy but serve the same purposes in documenting accomplishments, milestones, and challenges. KPIs are beneficial in providing continued direction for the revolving plan. The identification and selection of KPIs is determined by the goal and action(s) taken to progress toward that goal. The actions are planned, purposeful, and measurable. Consideration is given to the action itself and to the person(s) responsible for its implementation. Additional consideration is given to the person(s) accountable for benchmarking and for identifying and monitoring the KPIs. The intentional, informed actions taken to progress toward a goal, when benchmarked and well documented using KPIs, provides on-going feedback and direction, promoting the development or growth of products, processes, and systems that will best serve the institution. KPIs inform the on-going actions in tandem with assessing their progress. As all actions will not lead to a deliverable or final product, KPIs allow for the effective monitoring of situations, sources, perspectives, and performance, generating valid evidence and/or rationale for reporting progress.

The utilization of KPIs in assessing actions does not assign blame. Growth is an evolutionary process that can be linear, cyclic, adaptive, and even chaotic. Direct pathways do not exist for all goals and the on-going use of KPIs promotes informative practices to facilitate continuous improvement. Progress, not perfection, is measured by the assignment and use of KPIs. Following is an example of a benchmark, actions, and KPIs that could be aligned to Strategic Plan Goal B, Initiative 2, Strategy b.

EXAMPLE:

Goal B - Enrich Services for Students

- Initiative 2 - Enhance services to active-duty military personnel and veterans
 - **Strategy b - Improving processes to translate military service and training to prior learning credit**
 - **Benchmark:** Document current Prior Learning Assessment (PLA) processes, students'/advisors'/faculty current understanding, use, and critique of the process
 - **Actions:** Gather and review documentation (e.g., forms, policy), user experiences (e.g., students who have/have not sought PLA, advisors'/faculty perspectives); similar institutions' PLA processes; state policies; available resources; and incorporate findings to improve (e.g., simplify, speed-up) the current PLA processes
 - **Key Performance Indicators:**
 - Decrease response time for students who inquire about PLA
 - Decrease the number of steps required to complete the PLA process
 - Decrease the amount of time needed to complete the PLA process
 - Increase the number of students utilizing PLA and credit hours earned through PLA
 - Implement these improved processes and seek input from students/advisors/faculty

Tri-annual reporting is used to communicate the university's progress on its goals based on the KPIs. Unlike the standardized reports required by local and national accrediting and governing bodies, the tri-annual report is tailored to the goals of the Strategic Plan and communicated in context through succinct narratives and data visualization.