OCU Strategic Plan Tactics

This document provides a framework for implementing and operationalizing Oklahoma City University's 2017 Strategic Plan. The Strategic Plan reiterates OCU's Mission, states a bold Vision, provides four primary Focus Areas of emphasis, and breaks each Focus Area down into Strategic Initiatives. The tables below outline the actions needed to implement each strategic initiative.

This plan was created by blending top-down and bottom-up activities. The strategic planning leadership team solicited input from across campus. Proposed tactics were then sorted, grouped, and prioritized to produce this plan.

Mission Statement:

Oklahoma City University prepares all learners to Create, Lead, and Serve. We provide a diverse, inclusive culture committed to producing graduates who think critically and innovatively, communicate effectively, and use their knowledge and talents to make local and global impact.

Vision Statement:

Oklahoma City University will be an innovative academic institution with local impact and global reach and reputation. By providing a student-focused learning environment and an inclusive, values-centered culture that engages the community and the world, Oklahoma City University will be a university of choice for talented and high-potential students, faculty, and staff.

Focus Area 1: Student Success

Oklahoma City University will prepare students for lifelong success in career and service: in the classroom, in experiential learning opportunities that connect students to practitioners, in co-curricular experiences, and in development of professional relationships on- and off-campus.

Strategic Initiative	Tactics	Owner
1.a. Recruit and retain students who are demographically and financially diverse	I. Create and fundraise for new annual and endowed scholarships to **improve university affordability and diversity.** II. Develop and institute a university-wide **culture of recruiting**. III. Develop and implement a university-wide "**Finish-in-Four**" program. IV. Develop and implement strategy to **attract more diverse students**. V. Enhance **recruiting and marketing** efforts for each school, including targeted direct mail, outreach to high schools, and events. VI. Assess number of advisors in each school/college to **monitor student progress** (including graduate students), particularly for probationary/dropout-risk students. VII. Enhance our **FIRST Program** for first-generation students to increase contact with faculty/staff mentors.	I. Advancement and President II. HR, Provost, VP of Enrollment Management III. Provost and Deans IV. Deans and VP of Enrollment Management V. Deans and VP of Enrollment Management VI. Provost and Deans VII. Student Affairs, Provost, and Deans

Strategic Initiative	Tactics	Owner
1.b. Develop educational opportunities for our students with alumni, corporations, nonprofits, and government	I. Ensure every undergraduate student participates in **experiential learning**. II. Develop and implement a processes for **enhanced internship placement**, including creating a database of opportunities. III. Schools/colleges work with Alumni Engagement to **cultivate new internship/educational opportunities** with alumni. IV. Increase student **exposure to corporate/non-profit partners**, e.g. by hosting speakers from these organizations. V. Expand/enhance **Star Volunteers program** to place student volunteers with community organizations, including local church partners. VI. Explore partnerships between Career Services and academic units to **integrate career preparation** into curriculum.	I. Academic Council and Dean Councils II. Deans, Career Services, VP Community and Corporate Relations III. Alumni Engagement and Deans IV. Deans V. VP of Student Affairs VI. Deans and Career Services

1.c. Develop new, fiscally responsible academic programs that enhance students' lifelong success and meet community demand	I. Identify and develop new, fiscally responsible **academic programs** with Cabinet consultation.
	    a. Examples in Process:
	        i. PsyD
	        ii. Physical Therapy
	        iii. Off-campus RN-BSN and BSN sites for the Kramer School of Nursing.
	    b. Examples Under Review:
	        i. Master's of Social Work
	        ii. Occupational Therapy
	        iii. Engineering
	II. Actively explore new revenue-generating **partnerships with institutions** in China and Southeast Asia.
	III. Create/expand **online summer courses offerings** to support "Finish-in-Four" program.
		I. Provost, Deans, and Cabinet
		
		II. Provost, Deans, International Admissions
		
		III. Provost and Deans

1.d. Develop and support an active career services function for each college, school, and program	I. Identify a representative from each college, school, or program to serve as the **liaison with Career Services** to establish a plan to meet the needs of their students.	I. Deans and Career Services

Focus Area 2: Learning and Living Infrastructure

Oklahoma City University will be a vibrant and safe learning and living campus.

Strategic Initiative	Tactics	Owner
2.a. Develop and maintain functional and attractive student housing and recreational facilities with programming and spaces designed to encourage and support learning	I. Develop Campus **Housing Master Plan** that includes renovation and maintenance plans for Banning, Smith, Draper, United Methodist, and Harris Halls, and completion of Walker Hall renovation. II. Develop plan to improve facilities at **Cokesbury Court Apartments** and increase student occupancy. III. Begin and finalize logistical planning for **expanding the Aduddell Fitness Center**.	I. Housing and CFO II. Housing and CFO III. VP of Student Affairs
2.b. Develop and maintain learning spaces where students and faculty interact and collaborate at the highest levels of academic and artistic excellence	I. Complete an inventory for each unit of existing educational spaces to **assure the best utilization** for academic quality, as well as space efficiency. II. Use space inventories to **identify and prioritize funding requirements** for highest-need and highest-opportunity projects. III. Assess current **collaboration spaces** and develop additional spaces as needed.	I. Provost and CFO II. Provost and CFO III. Deans, Director of Library, VP of Student Affairs
2.c. Develop and maintain the appearance, functionality, and safety of the entire campus	I. Complete an inventory for each unit and common spaces of **accessibility**, **appearance, safety, and landscaping needs**. II. Use appearance, safety, and landscaping inventories to **identify and prioritize funding requirements** for highest-need and highest-opportunity projects.	I. CFO II. President and CFO
2.d. Enable innovative and effective educational delivery by providing leading edge technology and services	I. Develop and implement a **Classroom Technology Refresh Plan**. II. Enhance ongoing **technology training** for faculty, staff, and students. III. Create an **online orientation** for nontraditional students, spring admits, transfer and graduate students, etc.	I. Deans and CIO II. Provost and CETL III. Deans and CETL

Focus Area 3: Culture of Excellence

Oklahoma City University will foster a culture that supports a diverse, collaborative, innovative, and creative faculty, staff, and administration who are strategic, pragmatic, and fiscally responsible.

Strategic Initiative	Tactics	Owner
3.a. Attract and support skilled, talented, and effective faculty and staff	I. **Raise funds for endowments** for faculty chairs across academic units. II. Develop and implement a **sustainable compensation plan** across levels and units to address critical compensation issues. III. Ensure that **active recruitment techniques** are being used to generate diverse applicant pools. IV. Enhance **staff development** opportunities. V. Enhance **faculty development** opportunities.	I. Advancement and President II. HR and President III. HR and Deans IV. HR and CETL V. Provost, Deans, and CETL
3.b. Develop and maintain a culture that encourages and supports creativity, innovation, collaboration, and diversity	I. Develop and implement **university-wide diversity and inclusion strategic plan**. II. Create faculty and staff **leadership development programs** across units.	I. HR and Diversity Council II. HR, Provost, Deans, and CETL
3.c. Develop and maintain an entrepreneurial culture that rewards strategic, pragmatic, and fiscally responsible processes and decisions	I. Develop an effective **performance management program** to tether employee performance to strategic initiatives.	I. HR

Focus Area 4: Engaged Community and Service

As Oklahoma City's university we will serve our local communities and expand our national and global engagement.

Strategic Initiative	Tactics	Owner
4.a. Explore and expand our role as an integral component of Oklahoma City, interwoven into the fabric of the city's communities	I. Identify appropriate **community partners** for each unit to collaborate strategically. II. Work with local community to **host an annual themed event**, strengthening ties to local community.	I. Deans and VP of Community and Corporate Relations II. Cabinet
4.b. Improve the visibility of the university's presence in, service to, and positive impact on the local, national, and global communities	I. Develop a formal **employee volunteer program**. II. Develop a plan to better **highlight OCU's prominence within the metro community**. III. Develop an **international brand**	I. HR II. Communications III. VP of Enrollment Management, Director of International Admissions
4.c. Create an atmosphere where our alumni can continually engage with the university academically, artistically, professionally, and socially	I. Develop strategic relationships with **alumni-owned businesses**. II. Develop an **Alumni Association** for each school/college. III. Develop **alumni subgroups** based on interest, location (including international), ethnicity, level of study, etc. IV. Create/expand existing **database of alumni**.	I. Alumni Engagement and Deans II. Alumni Engagement and Deans III. Alumni Engagement IV. Alumni Engagement