2024

SWOSU Strategic Plan 2024-2029

Southwestern Oklahoma State University

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2024-2029

FORGING FRONTIERS

STRATEGIC PLAN
FOR

SOUTHWESTERN OKLAHOMA
STATE UNIVERSITY

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STRATEGIC PLANNING EXECUTIVE COMMITTEE

Provost and Vice President for Academic Affairs Dr. Joel Kendall

Vice President of Student Services Dr. Adam Johnson

Faculty Senate President Ms. Jessica Salmans Meditz

Vice President for Strategic Partnerships Dr. Chad Kinder

Vice President for Administration and Finance Ms. Brenda Burgess (replaced in 2024 by Ms. Lori Boyd after Burgess' retirement)

Dean of Arts & Sciences Dr. Jason Johnson

Dean of the College of Business & Technology Dr. Trisha Wald

Dean of Pharmacy Dr. Les Ramos

We are pleased to present **Forging Frontiers**, Southwestern Oklahoma State University's (SWOSU) Strategic Plan for 2024-2029, dedicated to creating public good. This targeted and intentional plan encompasses our mission, vision, values statement, and four strategic goals. Developed with extensive community input, **Forging Frontiers** truly belongs to all of us.

Our commitment remains steadfast in redefining student success and enhancing our dedication to research, creative endeavors, partnerships, and external engagement. Achieving these objectives necessitates efficiency and effectiveness, but most importantly, it is our people—students, faculty, staff, alumni, friends, and community members—who drive our university towards excellence.

Forging Frontiers affirms our role as a leading public university. This plan builds on our current momentum and will guide our future strategy, defined not merely by goals and metrics but by actions, collective aspirations, and boundless potential. It embodies our journey of forging new frontiers.

SWOSU acknowledges various frontiers: the frontier of western Oklahoma, the frontier of aerospace, the frontier of leading workforce development, and the frontier of delivering quality education, research, and service. These frontiers symbolize our dedication to pushing boundaries and seizing new opportunities for growth and excellence.

MISSION

Southwestern Oklahoma State University empowers students to achieve personal and professional success through innovative teaching, scholarly discovery, personalized support, and pioneering partnerships with commerce and community.

Vision

SWOSU strives to be the premier public university in the region by advancing student and campus community successes in academic program innovation, workforce responsiveness, individual belonging, responsible citizenship, professional advancement, lifelong learning, and individual growth.

Values

In pursuing the university's mission, SWOSU faculty and staff are guided by a shared commitment to:

- Students, by providing innovative academics, industry connections, research opportunities, and creative engagement.

- Integrity, by nurturing an environment of honesty, transparency, trust, and accountability

- Community, by engaging in partnerships and programs that add viability and visibility to Weatherford and the region.

- Commerce, by advancing programs and services that meet changing workforce demands of the region and beyond.

- Student and staff wellness, by sustaining a culture of safety, belonging, and emotional, mental, and physical support.

- Adaptability, by pursuing the exchange of ideas, research, and leadership for the ever-changing personal and public good.

STRATEGIC PLANNING PROCESS

The Forging Frontiers Strategic Plan process began in July 2022. The university was completing its 2018-2023 Strategic Plan, which was the institution's fourth Strategic Plan since 1998. The Strategic Plan development process had three distinct steps.

STEP ONE: President's Charge and Current Plan Analysis

President's Charge: The President provided the Provost and other members of the Strategic Planning Executive Committee with a statement that outlined her goals and themes in relation to the future of Southwestern Oklahoma State University (SWOSU).

Implementer Feedback: The Strategic Plan Executive Committee began work in January 2023 with a series of meetings and feedback opportunities with individuals and departments who have had direct responsibility for implementing the strategic plan's goals and objectives, and for documenting the university's progress in achieving the initiatives. Each meeting focused on a specific strategic plan goal and some or all of the objectives supporting the goal.

Final Data Analysis for Data Points 2018-2023: The plan implementers completed a final analysis of the 50 data points that have been collected over the past five years by the Strategic Plan Review Team.

STEP TWO: Stakeholder Surveys and Plan Development

First Two Surveys: Starting in mid-February 2023 and continuing through 2023, the committee sent three surveys to stakeholders. Recipients of the survey included the following groups: all SWOSU staff; all SWOSU faculty; representative cross-section of student representatives, including members of the Student Government Association Representative; representative cross-section of community members; and representative cross-section of alumni. The first two surveys consist of the following: **First Survey:** Analysis of current Strategic Plan and suggestions, followed by data analysis of survey results by Executive Committee and Institutional Research. **Second Survey:** Value Word survey to students, faculty, and staff. This requested respondents to select all the value words that they associate with SWOSU. This was followed by data analysis of survey results by Executive Committee and Institutional Research.

Third Survey: Based on results of the first two surveys and after consultation with university staff and further discussion with the cabinet, the Committee developed a new Mission Statement, Values Statement, Vision Statement, and Strategic Goals. The third survey asked respondents if they agree with the statements and allow the respondents to offer suggestions.

STEP THREE: Action Point Development and Focus Groups

Action Point Development: Key individuals across campus were identified and tasked with developing Focus Areas and Action Points that will operationalize Strategic Goals. Each Strategic Goal has three Focus Areas and multiple Action Points that can be measured to gauge university progress toward the mission and goals.

Additional Feedback and Focus Groups: In Fall 2023, the draft of the Mission Statement, Values Statement, Vision Statement, Strategic Goals, and Action Points was presented across campus. This included presentations at the Executive Council, Faculty Senate Executive Council, and Administrative Council. At the end of 2023 and beginning of 2024, the Provost held focus groups consisting of 5-10 people to review the Mission Statement, Values Statement, Vision Statement, and Strategic Goals. The goal of these focus group meetings was to provide a more informal and open communication opportunity for candid reaction to the proposed plan. The Provost summarized the input of each focus group and relayed it to the Strategic Planning Executive Committee. The Strategic Plan Executive Committee used the feedback to help finalize all plan components.

FINAL APPROVAL

The Strategic Planning Executive Team and Provost worked with the Assistant Vice President for Public Relations and Marketing to develop visual and online aspects of the plan. HLC requires approval for any change to an institution's mission, as does the Regional University System of Oklahoma (RUSO). The proper submission of approval documents was submitted to the entities. Although the Oklahoma State Regents for Higher Education (OSRHE) does not approve mission statement changes, it was asked to acknowledge that the mission statement was changed.

SWOSU ACCREDITATIONS

Institutional Accreditation
HIGHER LEARNING COMMISSION NORTH CENTRAL ASSOCIATION OF COLLEGES AND SECONDARY SCHOOLS (NCA)

Specialized Program Accreditations
BS in Nursing, RN-to-BSN; LPN-to-BSN; MS in Nursing:
ACCREDITATION COMMISSION FOR EDUCATION IN NURSING, INC.

BBA; MBA; MS in Management; AAS in General Business
ACCREDITATION COUNCIL FOR BUSINESS SCHOOLS AND PROGRAMS

Pharm.D.
ACCREDITATION COUNCIL FOR PHARMACY EDUCATION

AAS in Occupational Therapy Assistant
ACCREDITATION COUNCIL FOR OCCUPATIONAL THERAPY EDUCATION

BS in Chemistry (Professional)
AMERICAN CHEMICAL SOCIETY COMMITTEE ON PROFESSIONAL TRAINING

BM and MM in Music Therapy
AMERICAN MUSIC THERAPY ASSOCIATION, INC.

BS in Applied Engineering Management
ASSOCIATION OF TECHNOLOGY, MANAGEMENT AND APPLIED ENGINEERING (ATMAE)

BS in Health Information Management; MS in Health Information Management
COMMISSION ON ACCREDITATION FOR HEALTH INFORMATICS AND INFORMATION MANAGEMENT EDUCATION (CAHIIM)

AAS in Physical Therapist Assistant
COMMISSION ON ACCREDITATION IN PHYSICAL THERAPY EDUCATION

BS in Education; M.Ed. in Education
COUNCIL FOR THE ACCREDITATION OF EDUCATOR PREPARATION

BS in Engineering Technology (specialization in manufacturing)
ENGINEERING TECHNOLOGY ACCREDITATION COMMISSION (ETAC) OF THE ACCREDITATION BOARD FOR ENGINEERING AND TECHNOLOGY (ABET)

AAS in Radiologic Technology
JOINT REVIEW COMMITTEE ON EDUCATION IN RADIOLOGIC TECHNOLOGY (JRCERT)

AAS in Medical Laboratory Technician
NATIONAL ACCREDITING AGENCY FOR CLINICAL LABORATORY SCIENCES

BS and MM in Music
NATIONAL ASSOCIATION OF SCHOOLS OF MUSIC

State accreditations
OFFICE OF EDUCATIONAL QUALITY AND ACCOUNTABILITY (OEQA)
OKLAHOMA BOARD OF NURSING
OKLAHOMA COUNCIL ON LAW ENFORCEMENT, EDUCATION AND TRAINING
OKLAHOMA STATE REGENTS FOR HIGHER EDUCATION

FORGING FRONTIERS STRATEGIC GOALS

STRATEGIC GOAL 1

Enroll, retain, and graduate students equipped to adapt and excel in their careers and personal lives.

STRATEGIC GOAL 2

Elevate programs, services, and experiences to prioritize sense of belonging, responsible citizenship, and dynamic learning.

STRATEGIC GOAL 3

Champion responsible stewardship of resources to advance quality services, initiatives, and academic programs.

STRATEGIC GOAL 4

Forge educational, commerce, and community partnerships to advance the vitality and viability of the state and region.

STRATEGIC GOAL 1

Enroll, retain, and graduate students equipped to adapt and excel in their careers and personal lives.

FOCUS AREA 1.1:
Comprehensive strategies to enroll students.

KEY INITIATIVES

A) Implement a campus enrollment management plan for enrolling students, scheduling sections, and supporting all staff, faculty, chairs, and administration in enrollment strategies.

B) Develop a comprehensive approach to enrolling and retaining students in concurrent courses

C) Decrease barriers between application and enrollment.

D) Increase student majors and graduates in STEM areas.

E) Expand intentional recruitment and retention of international students.

F) Develop a university website that is interactive, easy to navigate, and information-dense.

G) Implement specific marketing strategies to recruit students from out-of-state.

H) Implement course offerings in all modalities in the western Oklahoma City metropolitan area.

I) Investigate the possibility of expanding university sports and/or athlete numbers.

J) Develop a support system and recruitment strategies to transition concurrent students into full-time studies at SWOSU.

Key Indicators

BASELINE
• Fall 2023 Headcount: **4,799**
• Fall 2023 FTE: **3,862**

FOCUS AREA 1.2:

Proactive retention strategies to promote academic progress.

KEY INITIATIVES

A) Expand intentional support systems for online students, including the existing training for succeeding in an online course, digital spaces, and information through the university's website.

B) Train and support instructors of courses that use innovative methods of teaching in all types of course modalities.

C) Continue to update degree programs to reflect current practice and demands.

D) Fully implement and use degree audit program to track student progress toward degrees and assist with enrollment processes.

E) Coordinate scholarship and assistance programs that reduce financial stressors.

Key Indicators

BASELINE

• Fall 2023 Retention Rate: **68%**
• Spring 2023 Graduation Rate: **41%**

FOCUS AREA 1.3:
Completion, skill building, and credential opportunities.

KEY INITIATIVES

A) Develop and expand programs that place students in the critical workforce areas of healthcare, nursing, education, pharmacy, engineering, engineering technology, and computer science.

B) Develop and expand programs that place students in growing fields, including aerospace and artificial intelligence.

C) Implement methods of increasing student choice of associate degree completion on the way to a bachelors degree.

D) Increase the choices for non-degree credentials such as micro-credentials, badges, and certificates.

E) Create and maintain internships and placement strategies with key industry leaders, especially in crucial workforce industries.

Key Indicators

BASELINE

• Fall 2023 Number of Credentials: **5**

• Fall 2023 Number of Micro-credentials: **12**

STRATEGIC GOAL 2

Elevate programs, services, and experiences to prioritize sense of belonging, responsible citizenship, and dynamic learning.

FOCUS AREA 2.1:

Academic curiosity, high-impact systems, and workplace competencies.

KEY INITIATIVES

A) Expansion of high impact practices across the campus, including service learning, study abroad, active learning, and clinicals.

B) Develop key student competencies that are valued by industry, including character building embedded in general education courses.

C) Increase visibility and support for students to build upon the university's tradition of excellent undergraduate research.

D) Create a vision for the effective and responsible use of artificial intelligence for students, staff, and faculty.

FOCUS AREA 2.2:

Multi-faceted system of support for students from many backgrounds.

KEY INITIATIVES

A) Increase support for at-risk students, including Academic Support Center efforts, Early Alert system, and College Success course.

B) Formalize transfer student support, including SWOSUConnect sections, transfer scholarship system, transparency in transferability; and a faster methods of checking transfer transcripts.

C) Expand tutoring services across campus and online.

D) Develop individualized support for first-generation students, including student mentoring program.

E) Elevate student support for students from underrepresented populations, including student activities and organizations.

F) Expand mental health resources for students to overcome barriers to success.

Key Indicators

BASELINE

• Percent of students who are first-generation: **40%**

FOCUS AREA 2.3:

Cohesive advising and information network.

KEY INITIATIVES

A) Cultivate intrusive and supportive advising for all students.

B) Implement tracking efforts to ensure timely advising throughout the year.

C) Maximize centralized support staffing to provide quick assistance and information for students.

D) Administer network of texting, email, and other systems of information for students.

E) Standardize training for all advisors to include continuous improvement in advising outcomes.

STRATEGIC GOAL 3

Champion responsible stewardship of resources to advance quality services, initiatives, and academic programs.

FOCUS AREA 3.1:
Institutional financial health.

KEY INITIATIVES

A) Increase and support faculty and staff efforts in pursuing and attaining external funding.

B) Provide support for the university athletic department in maintaining high Academic Success Rates among athletes.

C) Maintain a strong scholarship support system.

D) Meet benchmarks of financial viability, including reserves.

E) Continue to implement the Campus Master Plan and other campus-wide capital improvement plans.

F) Update and maintain adequate institutional technology to meet changing requirements for workplace efficiences, student learning needs, and cybersecurity.

G) Apply whole-campus method of tracking room capacity, use, and efficiency efforts.
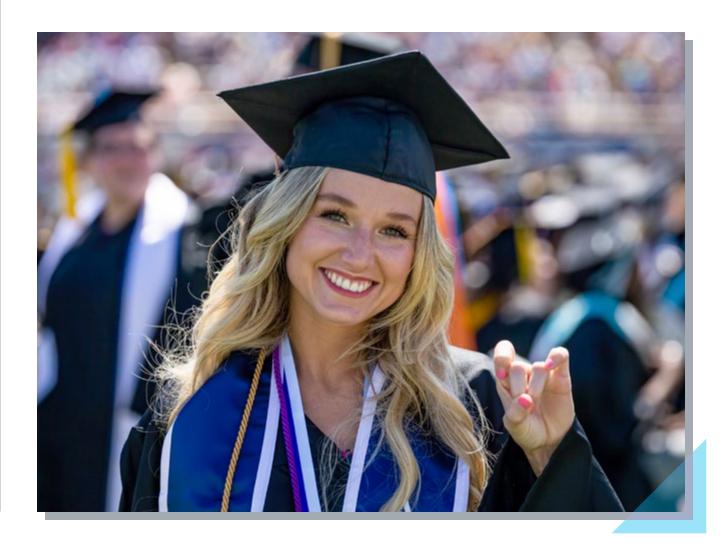
FOCUS AREA 3.2:
Employee support and satisfaction.

KEY INITIATIVES

A) Attract and train dedicated staff and faculty through competitive salaries and benefit packages.

B) Sustain a welcoming workplace with the implementation of a campus plan for sense of belonging.

C) Fulfill concerted effort to ensure that employees receive proper training and cross-training.

D) Ensure that policies are properly followed and reviewed for currency, compliance, and consistency with the university mission.

E) Implement mentoring and continuous improvement opportunities and processes for all employees.

FOCUS AREA 3.3:

Participatory decision making and transparency.

KEY INITIATIVES

A) Maintain an inclusive budgeting process that promotes participation and transparency.

B) Expand shared governance opportunities that include students, such as SGA luncheons, and faculty/staff, such as Campus Forums and Administrative Council.

C) Further customize the university's enterprise resource planning system to meet the data and planning needs of decision-makers.

D) Complete regular opportunities for staff and faculty to evaluate university processes and personnel, and provide administrative responses to those assessments.

STRATEGIC GOAL 4

Forge educational, commerce, and community partnerships to advance the vitality and viability of the state and region.

FOCUS AREA 4.1:
Public services and involvement initiatives.

KEY INITIATIVES

A) Complete construction of the Hodge Center for Pharmacy and Rural Health, which will expand the university's services to the public.

B) Use the Rural Health Center to expand health and wellness programs to communities across the state.

C) Expand rural health initiatives such as pharmacy/hospital efficiencies and K-12 school telemedicine partnerships.

D) Maintain a strong portfolio of regional economic development partnerships through SWIFT and the Timothy T. Day Business Enterprise Center.

E) Expand city/university economic benefit efforts through use of the Pioneer Event Center.

F) Maintain and expand youth involvement efforts such as summer camps.

FOCUS AREA 4.2:
Industry and policymaker partnerships.

KEY INITIATIVES

A) Work with area hospitals and health providers to increase rural health care in the region through expanded services and qualified graduates.

B) Work with area aerospace industry leaders to help expand aerospace in the region through expanded programs and qualified graduates.

C) Implement internship processes to increase pipeline of SWOSU students to key industry partners for internships and careers.

D) Implement and sustain the Aerospace Advisory Council to advise the university on best practices to meet the state's aerospace workforce needs.

E) Maximize use of legislative and Regent-focused funding to expand key programs.

F) Sustain open lines of communication with policymakers and Regents.

FOCUS AREA 4.3:
Educational partnerships.

KEY INITIATIVES

A) Develop a strong network of concurrent partnerships with K-12 districts throughout western Oklahoma with course modalities that include online, Zoom, off-campus, and traditional course options.

B) Nurture partnerships with two-year colleges by developing articulation agreements that encourage student transfer opportunities.

C) Partner with technology centers to develop new associate degree programs while maintaining current programs.

D) Expand partnerships with career technology centers.

E) Investigate course and program sharing options with other universities.

Standing firmly
on the hilltop.