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Strategic Plan Review Team Process

Southwestern Oklahoma State University

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SWOSU
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Strategic Plan Review Process

SWOSU PATHWAY TO EXCELLENCE
Southwestern Oklahoma State University

In 2018, Southwestern Oklahoma State University embarked on a process to produce the Pathway to Excellence, a strategic plan that included updates to its mission, values, vision, and strategic goals. The plan was approved by the university, governing board, and the Higher Learning Commission. Associate Provost Joel Kendall created a strategic plan review process that will include review of all action points of the plan, input from a variety of stakeholders, and oversight by staff, administration, students, faculty, and external personnel. The following pages outline the assessment model, review process, timeline, team members, and relationship between the review process and accreditation criteria.

Strategic Plan Review Process and Timeline 2019-2020

The Strategic Plan Review Process will contain the following:

1) The Associate Provost will email staff who have reporting responsibilities with directions and deadlines.
2) Staff with reporting responsibilities will gather data and plug in data and comments if applicable to an online form.
3) The Associate Provost will take the data and compile a pre-meeting report.
4) The Associate Provost will email the report to each member of the Strategic Plan Review two weeks in advance of a meeting.
5) The Review Team will meet to review the plan.
6) The Review Team meeting will allow team members to:
   a. Identify successes
   b. Identify challenges and suggest changes to address the challenges
   c. Change the Action Points if necessary
7) The Associate Provost will take minutes of the meeting and produce a post-meeting report that will be placed online in both the Strategic Plan website and Assessment Center website. The Strategic Plan will also be updated if necessary.

Strategic Plan Review Timeline 2019-2020			
Action	**FALL 2019**	**SPRING 2020**	**SUMMER 2020**
Email to Review Team outlining reporting process and announcing review team meeting date, time, and place	October 30	February 5	June 3
Associate Provost email to reporting personnel about reporting deadline	November 1	February 12	June 10
Associate Provost reminder to reporting personnel about reporting deadline	November 7	February 19	June 17
Data due on online form	November 14	March 4	June 24
Report emailed to Review Team for review	November 19	March 11	July 1
Review Team meeting	December 3	March 25	July 15
Post-meeting report and Strategic Plan changes submitted and uploaded on websites	December 10	April 1	July 22

STRATEGIC PLAN GOAL 1 ASSESSMENT MODEL			
Goal	**Reporting Responsibility**	**Measurements**	**Indicators of Progress**
Goal One: Cultivate effective methods to attract, develop, and retain students.	Vice President Student Affairs	Student Affairs Co-Curricular Assessment Report	Upward trend on key indicators
	Institutional Research	Retention, persistence, and completion rates	Improvement over time
	Retention Management	Students served and student outcomes	Upward trend of successful course completion of students served
	Retention Council/Assessment Committee	NSSE, SSI, ETS, GE Assessment, Retention Council Report	Upward trend on key retention and persistence indicators
	Assessment	Student Learning Outcomes Degree Program & Options, Student Outcomes tables, Exit Surveys	Upward trend on key indicators
Action Point	**Reporting Responsibility**	**Evidence**	**Indicators of Success**
1.1.a: Maintain a professional social media position to increase communication and visibility of SWOSU and its resources.	Vice President Public Relations and Marketing	Social media monthly reports	Increase of twitter hits
		Website impressions monthly reports	Increase of website impressions
		Employ a full-time social media coordinator	Employment of coordinator
1.1.b: Increase accessibility of courses, including expansion of course delivery options.	CETL Associate Provost Institutional Research	Percentage of courses that are offered traditionally, through Zoom, online, or blended	Increase of percentage of courses that are offered in methods other than face-to-face
1.2.a: Expand the Freshman Orientation to a full-semester course.	New Student Orientation	Number of the course's duration as listed in course catalog	Expansion of course to a 16-week course
1.2.b: Implement advising and informational methods that will retain a higher percentage of students who begin as Undecided majors.	New Student Orientation Retention Management Career Services Institutional Research	Number of advising sessions of Undecided majors Persistence and retention data	Increased persistence and retention of Undecided majors
1.2.c: Design more robust Orientation initiatives for transfer and online students.	New Student Orientation CETL	Number of transfer students in SWOSUConnect course	Increase in number of transfers completing SWOSUConnect
		Number of CETL online trainings offered/completed	Increase in number of online students completing training
1.3.a: Increase counseling and tutoring resources to help students overcome academic barriers to success.	Counseling Services Retention Management Student Success Center	Number of tutoring resources and events (RM, Upswing, SSC events) Number of counseling resources and events	Increase in access to counseling and tutoring resources by students, as measured by personnel, resources, and events
1.3.b: Increase minority student support programs.	Vice President Student Affairs Retention Management	Number of support personnel, resources, and events	Increase in support access, as measured by personnel, resources, and events
1.3.c: Develop a centralized office for freshman student advising to include alternatively admitted students and sophomore students with remaining subject deficiencies.	Associate Provost Retention Management	Establishment of office Implementation of practices	Number of freshman and sophomore students served by the center
1.3.d: Extend communication and support services to incoming freshmen and transfer students for entire first year at SWOSU.	Vice President Student Affairs New Student Orientation	Establishment and use of services and communication methods, including Platform Q.	Increase in access to services, as measured by personnel, resources, and events

STRATEGIC PLAN GOAL 2 ASSESSMENT MODEL			
Goal	**Reporting Responsibility**	**Measurements**	**Indicators of Progress**
Goal Two: Promote student achievement of educational and professional goals.	Vice President Academic Affairs/Provost	Program reports and modifications	Percent of programs indicating improvement and changes from previous report
	Institutional Research Associate Provost	Retention, persistence, and completion rates; program enrollment trends; university enrollment trends	Improvement over time
	Vice President Student Affairs	Student Affairs Co-Curricular Assessment Report	Upward trend on key indicators
	Retention Council/Assessment Committee	NSSE, SSI, ETS, GE Assessment, Retention Council Report	Upward trend on key completion indicators
	Assessment	Student Learning Outcomes Degree Program & Options, Student Outcomes tables, Exit Surveys, Alumni Surveys	Upward trend on key indicators, including department-level job placement rates
Action Point	**Reporting Responsibility**	**Evidence**	**Indicators of Success**
2.1.a: Expand 5 C's and an R in programs so that graduates have multiple opportunities in GE and major courses to practice personal and professional skills including communication, collaboration, critical thinking, creativity, and community connection while understanding the relevance of their courses and assignments to the real world.	Assessment Assessment Committee CETL	GE course reports with mapping to 5C's and R	Increase in linkages of courses to 5C's and R as evidenced by GE mapping report
		5C's and R training events	Increase in event attendance
2.1.b: Continue to update degree programs to reflect current practice and understandings.	Assessment Center Assessment Committee	Student Learning Outcomes Degree Program & Options reports from programs	Evidence of strategic planning for improvement and implementation of proposed changes at the program level
2.1.c: Offer ongoing workshops and/or course-imbedded instruction on resume preparation, interviewing skills, etiquette, and job- and internship-seeking skills.	Career Services	Number of workshops	Increase in number of workshops
		Attendance at workshops	Increase in attendance at workshops
		Course syllabi with career skill instruction modules	Increase in number of courses imbedding career skills instruction
2.2.a: Enhance service-learning track designation by increasing the number of service-learning courses and the reporting of service learning hours.	Service Learning Coordinator	Number of courses with service-learning designation	Increase in number of service-learning courses
		Number of service learning hours completed by students	Increase in number of service learning hours completed
2.2.b: Facilitate effective, accessible, and numerous opportunities for students to engage in internships, study abroad, and undergraduate research.	Provost Institutional Research Office of Sponsored Programs	Number of study abroad courses and number of students enrolled	Increase in number of study abroad courses and number of students enrolled
		Number of internships and number of students enrolled in internships	Increase in number of internships and number of students enrolled
		Number of students who present research	Increase in number of student who present research

STRATEGIC PLAN GOAL 3 ASSESSMENT MODEL			
Goal	**Reporting Responsibility**	**Measurements**	**Indicators of Progress**
Goal Three: Provide stewardship of resources necessary to operate excellent programs and services.	Vice President Administration and Finance	Financial ratio history	Stability of financial ratio history
		General budget	Stability of budget from year to year
		Comparisons to peer group institutions	Favorable revenue and tuition comparisons to peer group
Action Point	**Reporting Responsibility**	**Evidence**	**Indicators of Success**
3.1.a: Ensure that every Academic and Administrative unit is benefitting from ongoing support from endowed funds by 2027.	Office of Institutional Advancement	Endowed funds and linkages to academic and administrative units	100% of academic and administrative units supported by endowed funds
3.1.b: Establish a shared repository of employers that hire SWOSU graduates to optimize relationships with business/industrial partners and potential funding agencies.	Office of Institutional Advancement Career Services	Establishment and upkeep of repository of employers	Increase in number of employers in shared repository
3.2.a: Increase the Annual Institutional Grant portfolio by $5,000,000 by spring 2023.	Office of Sponsored Programs	Institutional grant portfolio	Yearly increase in grant portfolio
3.2.b: Increase the number of and attendance of funding workshops for faculty and staff.	Office of Sponsored Programs	Number of funding workshops	Increase in number of workshops
		Attendance at funding workshops	Increase in attendance at workshops
3.3.a: Strive to implement key suggestions of the three SWOSU Efficiency Committees.	Provost Vice President Administration and Finance	Number of key suggestions implemented	Increase in number of feasible key suggestions implemented
3.3.b: Develop more efficient use of buildings.	Vice President Administration and Finance Physical Plant	Review of efficiency methods and measures for buildings	Evidence of building efficiency measures

STRATEGIC PLAN GOAL 4 ASSESSMENT MODEL			
Goal	**Reporting Responsibility**	**Measurements**	**Indicators of Progress**
Goal Four: Foster quality programs that meet the needs of students and the local, state, national, and global community.	Vice President Human Resources	Staffing levels	Favorable staffing level comparisons to peer group
	Office of Sponsored Programs	Financial assistance for scholarly events and presentations	Upward trend of number and amount of financial assistance awards
	CETL Director and Teaching & Learning Coordinators	Faculty support for teaching courses taught through a variety of delivery methods	Number and quality of faculty assistance events, including one-on-one support
	Staff Council	Employee satisfaction measures	Upward trend on key indicators, including employee satisfaction
	Assessment	FSSE faculty survey	Upward trend on key indicators, including employee satisfaction
Action Point	**Reporting Responsibility**	**Evidence**	**Indicators of Success**
4.1.a: Increase salaries for faculty, staff, and administrators to a higher percentage of CUPA averages to attract and retain dedicated staff and scholar-teachers.	Vice President Administration and Finance Vice President Human Resources	Compensation levels in comparison to appropriate CUPA average	Increase to a higher percentage of CUPA average for faculty, staff, and administrators
4.1.b: Coordinate training of all new hires and positions, including department chairs, deans, and administrative assistants.	Associate Provost CETL Director Staff Council	Number of resources and training events for chairs, deans, and administrative assistants	Increase in number of resources and training events for new hires
		Percentage of new hires trained	100% of new hires trained
4.1.c: Expand training and orientation opportunities for new and existing faculty	Associate Provost CETL Director	New faculty workshop	Completion and quality of new faculty workshop
		New faculty attendance at trainings	100% attendance at new faculty trainings
		Number of resources and training events for existing faculty	Increase in number of courses imbedding career skills instruction
		Existing faculty attendance at trainings	Increase in attendance at existing faculty trainings
4.2.a: Expand and enhance engagement with community organizations and the private sector	Vice President Student Affairs Associate Provost	Number of events serving or involving community organizations/private sector	Increase in number of events serving or involving community organizations/private sector
4.2.b: Coordinate efforts of informing policy makers and the general public about SWOSU's value to the local, state, national, and global community	Vice President Public Relations & Marketing Provost Vice President Student Affairs Associate Provost	Policy maker communication plan	Development and implementation of a policy maker communication plan
		Communication from president and other staff informing public about SWOSU's value	Transmission and quality of messages to public

Strategic Plan Review Process and HLC Criteria

The Strategic Plan Review Process will address the following criteria of the Higher Learning Commission:

1.B.3. The institution engages with its external constituencies and responds to their needs as its mission and capacity allow.

3.D.1: The institution provides student support services suited to the needs of its student populations.

4.A.1: The institution maintains a practice of regular program reviews and acts upon the findings.

4.B.1: The institution has effective processes for assessment of student learning and for achievement of learning goals in academic and cocurricular offerings.

4.B.2: The institution uses the information gained from assessment to improve student learning.

5.A.1: Shared governance at the institution engages its internal constituencies—including its governing board, administration, faculty, staff and students—through planning, policies and procedures.

5.A.2: The institution's administration uses data to reach informed decisions in the best interests of the institution and its constituents

5.A.3: The institution's administration ensures that faculty and, when appropriate, staff and students are involved in setting academic requirements, policy and processes through effective collaborative structures.

5.B.2: The goals incorporated into the mission and any related statements are realistic in light of the institution's organization, resources and opportunities.

5.C.2: The institution links its processes for assessment of student learning, evaluation of operations, planning and budgeting.

5.C.3: The planning process encompasses the institution as a whole and considers the perspectives of internal and external constituent groups.

5.C.6: The institution implements its plans to systematically improve its operations and student outcomes.