I am pleased to present the Plan 2013 Status Report, a condensed summary of actions taken to address the goals and objectives set forth in Plan 2013: Choices for the Second Century. With this second five-year strategic plan, the university has now established a recent history of developing comprehensive plans to guide decisions, initiatives, and actions to fulfill its mission and ambitious agenda. I am particularly gratified that Cameron’s planning efforts have been recognized as exemplary and a model for other universities by the Higher Learning Commission.

This status report is an accountability document for our students, community and the public at large. Any university can plan; any university can set goals and objectives. What sets Cameron University apart is our singular focus to achieve the goals collectively set and to ask you to hold us accountable for the results.

As evidenced by three years of back-to-back historic enrollment growth, Cameron University has achieved the distinction of becoming the “University of Choice.” With the addition of the Student Wellness Center, updating of student housing and new athletic facilities, major steps have been taken to foster a traditional collegiate environment, providing our students the “College Experience of Choice.” Over $60 million in construction, much of it completed during the past four years, has resulted in Cameron becoming the “Location of Choice.” And, led by our steadfast support of the military and Fort Sill as well as our commitment to economic and business development, the university has earned the distinction of being the “Partner of Choice.”

As you read this document, you will discover each of the goals and the majority of the objectives have been accomplished. The results are impressive. Building on the successful implementation of the goals detailed in Plan 2008, the progress of Cameron University has accelerated over the past four years. This success is due to the commitment and the hard work of Cameron’s talented faculty and staff and the unwavering support of the community.

While the successes outdistance the shortcomings, there are areas in need of improvement which must be addressed; chief among them is improvement of Cameron’s student retention and graduation rates. While there are many explanations for the sub-par performance on these accountability measures, the bottom line is we are falling short of expectations and we must improve. We will continue to put increasing student retention and graduation rates front and center in our next strategic plan, Plan 2018.

The Aggie spirit continues to thrive at Cameron. This report is an important step to evaluate current progress, address significant challenges, and continue the process of strategic planning to build on the university’s considerable accomplishments and to focus our energies on exceeding the promises articulated in the university’s mission.

Sincerely,

Cindy Ross
President
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Who We Are
Cameron University is a regional, public university serving Southwest Oklahoma and a global learning community. The university is governed by The Board of Regents of The University of Oklahoma within a state system coordinated by the Oklahoma State Regents for Higher Education. Cameron University offers associate, baccalaureate, and master’s degree programs.

Mission Statement

Cameron University provides a diverse and dynamic student body access to quality educational opportunities; fosters a student-centered academic environment that combines innovative classroom teaching with experiential learning; prepares students for professional success, responsible citizenship, life-long learning, and meaningful contributions to a rapidly changing world; and is a driving force in the cultural life and economic development of the region.

Core Values

- Student Learning
- Excellence in Teaching, Scholarship, Service and Mentoring
- Shared Governance
- Diversity
- Leadership in Our Community and Region
- Responsible Stewardship of Public and Private Resources, the Public Trust, and Cameron’s Future
INTRODUCTION

Since the development and implementation of Cameron University’s first comprehensive strategic plan in 2003, long-range planning has become a vital part of Cameron’s culture, setting the foundation for enhanced growth and success. Cameron’s second strategic plan, Plan 2013: Choices for the Second Century, was developed following a collaborative process. During the 2006-2007 academic year, campus wide meetings were held with students, faculty and staff to gather inputs. This faculty led effort also included opportunities for inputs from external stakeholders including Cameron’s Centennial Commission, an external advisory group. The final document reflected an ambitious vision for Cameron’s future.

Plan 2013 outlined a comprehensive set of goals and objectives which reflects Cameron’s commitment to positively impact the community, region and state by providing a top quality education to students. Four goals for the first five years of Cameron’s second century – 2008-2013 – were developed focusing efforts to:

- Become the “University of Choice” by providing students a top quality education;
- Offer the “College Experience of Choice” by fostering a traditional collegiate atmosphere;
- Be the “Location of Choice” for community and regional events, and;
- Be the “Partner of Choice” by expanding existing and developing new community and area partnerships that will contribute to the growth and prosperity of Southwest Oklahoma.

Approved by The University of Oklahoma, Cameron University, and Rogers State University Board of Regents in December 2007, Plan 2013’s goals and objectives set the standard for actions to continue the unparalleled progress of the university in recent years.

Cameron’s commitment to advancing the university through thoughtful, deliberate planning was recognized in 2011 by the Higher Learning Commission (HLC) following Cameron University’s 10-year accreditation review. Cameron received the most positive report in the school’s history, earning a 10-year unconditional accreditation. The HLC review team noted that “student learning is at the center of what it [Cameron] does,” that Cameron University is a “role model institution,” and cited the university’s ability to “redesign itself to meet changing student needs.” The evaluation team noted that during the past decade, Cameron University has transformed its planning process from “an institutional weakness to a clear strength.”

The faculty and staff, supported by the community, have made notable achievements toward accomplishing the goals outlined in Plan 2013. This Plan 2013 Status Report is a summary of the progress made four years into the five-year plan, specifically addressing the activities directed toward achieving the goals set forth in Plan 2013. In this format, it is not possible to provide a detailed listing of all initiatives and activities implemented during a very productive four years; such a listing is available online at www.cameron.edu/plan2013 or upon request.
The University of Choice

Cameron University remains firmly committed to meeting and advancing its core values. Striving for excellence in teaching, scholarship, service, and mentoring, student learning continues to be the university’s top priority.

Record Enrollment Growth

At the time of the development of Plan 2013, Cameron University was facing significant challenges in enrollment, specifically graduate and military enrollment. Those enrollment concerns were addressed by Cameron’s commitment to providing a top quality education at an affordable cost. Historic enrollment growth over the last four years was the result. Total fall headcount enrollment increased from Fall 2008 to Fall 2011 by 19 percent, with an increase of 37 percent for graduate students and 40 percent for concurrently enrolled high school students. During the same time period, enrollment of active duty military increased by only three percent with enrollment of military family members increasing by 32 percent.

Increase Financial Assistance to Students

At Cameron, from 2008 through 2010, approximately 70 percent of undergraduate students received financial aid. As part of an ongoing effort to provide an affordable education, in 2009-2010 Cameron implemented a comprehensive student financial assistance campaign, “CU Supports You.” This financial package includes increased scholarships, a textbook check-out program, a tuition payment plan, additional assistance for veteran students, and an emergency loan program. Additionally, Cameron University implemented “Freedom to Learn,” a program designed to support higher education attainment of active duty military personnel by providing a free laptop computer upon enrollment in CU online coursework. The university also partnered with the United States Department of Veterans Affairs as a member of the Yellow Ribbon Program to provide additional assistance to veterans who are eligible.
to receive 100 percent benefits under the Post 9/11 GI Bill.

In Fall 2007, Cameron University launched the “Cameron Gold” scholarship program, which complements and extends the Oklahoma Higher Learning Access Program (OHLAP). The Cameron Gold scholarship covers the cost of fees and books that are not funded through OHLAP. Since Fall 2008, over 300 students have benefitted from Cameron Gold scholarships.

Additionally, Cameron continues to invest in its students by increasing resident tuition waiver and E&G scholarships. In 2012-2013, more than $2 million in resident tuition waivers and Education and General (E&G) scholarships were allocated, an increase of 25 percent over the amount allocated in 2008-2009. Generous individuals, businesses, organizations and foundations have made a Cameron education more affordable for students. During the past four years, more than $1.5 million have been contributed for student scholarships.

Cameron University’s commitment to providing an affordable education has been confirmed by ranking in the top three universities nationally for the fourth consecutive year in U.S. News & World Report’s annual “Best Colleges” publication. In the most recent year available, 2009-2010, Cameron graduates had the third-lowest debt load in the nation of the 626 regional universities surveyed. Significantly, 68 percent of Cameron’s graduates completed their degrees with no debt.

**Graduation and Retention Rates**

Recognizing that Cameron University lags behind its peer universities in freshman to sophomore retention and six year graduation rates for first-time, full-time baccalaureate degree seeking students, the university has implemented a variety of strategies to improve retention and graduation rates for all students. To support at-risk students, the Early Alert system has been continually upgraded during the past four years. In 2008-2009, a care request system was implemented, and enhanced reporting capabilities were developed to allow departments and units to identify students who are having difficulty and to intervene as appropriate. In 2011-2012, a Retention Advisement Specialist position was added to provide more personalized and intensive contact with students who have been identified through
the Early Alert system as having difficulty. Additional support has been provided to students needing multiple remedial courses in the form of learning communities and mandatory tutoring for those students who have not successfully completed specific remedial courses after multiple attempts.

Starting in Spring 2010, all students enrolled in remedial courses were provided midterm grades. These grades, which are intended to help students gauge their progress, are used for counseling purposes only and are not recorded on the student’s transcript. By Spring 2011, midterm grades were available for all 16 week courses and required for all remedial and freshman level courses. Additionally, faculty may now request Administrative Withdrawals for students who are not attending class but who have not officially withdrawn. Despite the multiple initiatives implemented during the last four years, retention and graduation rates for full-time, first-time, baccalaureate degree seeking students continue to be a major area of concern (see charts on pages 14-15). In Spring 2011, the National Survey of Student Engagement (NSSE) was administered to freshmen and seniors to measure how they compare to freshmen and seniors at comparable institutions. According to the NSSE survey, freshmen attending Cameron are more likely to work off campus, more likely to provide care for dependents living with them, and spend more time commuting to class than freshmen at peer institutions. Cameron’s Action Commission on Student Retention meets regularly to discuss the data from the NSSE survey and other sources to recommend additional techniques to implement to increase student retention and graduation rates.

**Guaranteed Results**

Cameron University remains steadfast in its commitment to ensure that only competent graduates enter the workforce. In 2011-2012, CU announced “The Cameron University Guarantee.” Cameron is proud of its graduates and confident in their skills and competence. The first program of its kind offered by a public university in Oklahoma and one of the first in the nation, “The Cameron University Guarantee” is an assurance of that confidence. In addition, Cameron is committed to responsible stewardship through transparency in key areas including student learning, retention and graduation rates, program outcomes, and the management of university resources. CU recently launched its transparency website which is available to the public at www.cameron.edu/transparency.

**Expand Access to Education**

During the last four years, Cameron University has initiated a variety of programs to make Cameron the “University of Choice” for both traditional and non-traditional students. In 2008-2009, the “4+3: More Time for You at CU” initiative was developed to provide greater convenience and opportunities for students. Since Summer 2009, most face-to-face courses have been offered either in a Monday through Thursday or a Friday, Saturday, Sunday time frame. Since Fall 2010, 12-week format courses have been offered for remedial and entry-level mathematics and English courses. Distance education opportunities for students have increased in the last four years. Seven majors have been completed for online delivery. All large enrollment courses are offered in a format where 80 percent or greater of the content is accessible online. One undergraduate program, the Bachelor of Science in Organizational Leadership, can be completed entirely online.
Since Fall 2008, Cameron University has added four additional academic programs to meet student demand and employer needs while simultaneously eliminating or suspending 12 programs due to low enrollment. One of the new programs is the Master of Science in Organizational Leadership (MSOL), designed to prepare leaders in military, governmental, and entrepreneurial and corporate ventures. Once fully implemented, the MSOL will be accessible entirely online.

**Student Assessment**

To ensure that student learning is occurring inside and outside of the classroom, assessment activities are conducted by all academic programs including the Library, Army ROTC, and the General Education program. With the addition of Student Services in 2009 and Enrollment Management and the Academic Advisement Center in 2011, over 70 programs and units across campus are participating annually in formal assessment activities. Using data collected from the assessment process, programs and units develop annual action plans that describe new activities or changes that will be implemented in the upcoming year. In addition, many programs have established advisory councils composed of external constituents who meet regularly to review existing curricula, to identify workforce needs in their respective disciplines, and to suggest potential changes to strengthen programs.

**Accreditation**

The culmination of many years of faculty and staff’s efforts to

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**First-Time, Full-Time, Baccalaureate Degree Seeking Students Six Year Graduation Rate, Within Institution**

<table>
<thead>
<tr>
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<th>2008-2009</th>
<th>2009-2010</th>
<th>2010-2011</th>
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<tbody>
<tr>
<td>2008-2009</td>
<td>18%</td>
<td>14%</td>
<td>19%</td>
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</tbody>
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Source: IPEDS

Note: Graduation rate includes all fall first-time, full-time baccalaureate degree seeking cohort students that graduated with a bachelor’s degree within six years of enrolling at Cameron University. 2011-2012 graduation rate is currently not available.
correct deficiencies found in the 2000 accreditation review and to build on Cameron's new ambitious agenda resulted in a historic external confirmation. In March 2011, Cameron University received formal notification of its continued accreditation by the Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools. The evaluation team issued a glowing report following a four-day visit in November 2010, making it the best report in Cameron’s 103-year history. The report recognizes numerous university strengths, including citations that Cameron is future-oriented and learning-focused, that strategic planning has moved from a weakness 10 years ago to a strength today, and that the university is extraordinarily responsive to community needs despite statewide budget cuts. The unconditional reaffirmation of Cameron University’s accreditation came after a thorough internal review with input from Cameron faculty, staff, students and community.

Attract and Retain High Quality Faculty and Staff

Despite declining state support for higher education resulting in repeated state budget cuts, Cameron has continued to recognize that investing in high quality faculty and staff is an essential aspect of being the “University of Choice” for students. During times when many other colleges and universities across the United States and in Oklahoma are cutting employee salaries and implementing furloughs, Cameron has prioritized compensation as evidenced below:

- FY 09: Faculty and staff received an average stipend of 3.4%
- FY 10: Multiple steps were taken to enhance salaries and recognize exemplary efforts including
  - Increased minimum faculty salaries by rank
  - Increased adjunct faculty rate
  - Increased minimum wage for classified employees
  - $500 stipends for employees making $30,000 or less
  - Stipends awarded for extraordinary efforts to implement Banner and cope with the ice storm
  - Increased minimum wage for student workers
  - Changed summer compensation resulting in decrease in summer compensation for most faculty

![Average Faculty Salary (9 months)](chart)
• FY 11: A variety of actions were implemented to increase salaries including
  o First year of three-year phase-in of increases for promotion to the ranks of Associate Professor and Professor
  o Faculty compensation market adjustments based on national data from the College and University Professional Association (CUPA) resulting in moving CU faculty salaries from 88% to 91% among national peer group benchmark and from a rank of 8 of 11 Oklahoma regional universities to a rank of 4
  o Holiday/Enrollment Stipend: 5% stipend for employees with two or more years of service (minimum of $1200 and maximum of $3500) and 3% stipend for one year employees (minimum of $720 and maximum of $2100)
• FY 12: Steps to raise compensation included
  o Faculty compensation market adjustments based on national data from CUPA advancing CU faculty salaries to 92% of the national peer benchmark and to a rank of 3 out of Oklahoma’s 11 regional universities
  o Second year of three-year phase-in of faculty promotion raise program
  o Raise program averaging 4.4% for faculty and staff performing satisfactory or higher
  o Increased stipends for department chairs
  o Increased minimum wage for student workers.

These efforts have resulted in a 7.3 percent increase in average salaries for full-time faculty; a 6.5 percent increase in classified staff salaries; and a 2.1 percent increase in the average salaries for professional staff and administrators.

To ensure that Cameron University faculty continue to advance in their fields and that they are able to provide meaningful experiences to students, available endowed lectureships funds have been increased from $88,300 to $164,250 over the last four years. This 86 percent increase provides funds for faculty and students to participate in academically enriching activities outside of the classroom.

Cameron University also recognizes employees who make an extraordinary effort on Cameron’s behalf. In 2008-2009, the “University Choice Awards” were established to recognize members of the campus community who best embrace and advance the vision of the university. Awarded annually, 19 employees have been recognized for their activities with a $1,000 stipend and plaque. Inaugurated in Spring 2009, the Pickaxe Award is given each semester to full-time staff who have made a contribution and/or commitment that has resulted in a significant difference to Cameron students, visitors, or other employees. Since Spring 2009, 15 employees have received this award. Faculty Awards, which were established to recognize faculty members for achievement in teaching, service, and scholarship, have been awarded to three full-time faculty members since 2009-2010.
Cameron has worked diligently the last four years to strengthen the sense of community among its students. The university has undergone an overwhelming transformation in an effort to provide the “College Experience of Choice” by enhancing the traditional collegiate environment.

**Campus Improvements**

Cameron University began an extensive renovation program for on-campus housing including flooring, walls, ceilings and new windows. Two floors of North Shepler have been renovated into additional housing for students. As a result, the number of students residing on campus has increased from approximately 480 during Fall 2008 to approximately 550 in Fall 2011 – a 15 percent increase. Additionally, in Fall 2011, CU was named to U.S. News & World Report’s Short List of “10 Colleges with the Least Expensive Room and Board.” The average rate for room and board for the 2011-2012 academic year at CU was the second-lowest in the nation and almost 60 percent less than the national average of $9,047. Cameron’s variety of on-campus living options significantly enhance the traditional collegiate experience and provide convenient access to university resources, programs and activities.

In Fall 2010, Cameron opened the Student Wellness Center. This facility provides counseling and acute medical care to students through a partnership with the University of Oklahoma Health Sciences Center’s Southwest Oklahoma Family Medicine Clinic. During 2011-2012, the Wellness Center served more than 500 students for medical visits and more than 125 students through the counseling center. Additionally, the Wellness Center hosted a variety of activities such as the Annual Health Fair, which included flu shots, diagnostic tests and massages for students, staff and faculty. CU’s commitment to the health of its students and employees has culminated in recognition as a Certified Healthy Business in 2010 and recognition in the Excellence category as a Certified Healthy Campus through the State Department of Health in 2011.

The Academic Advisement Center was opened on the first floor of North Shepler in Spring 2011. This centralized advisement center provides comprehensive advising and student support to all new students until the student is formally transitioned to an academic department. With over 9,000 student appointments in one year, the eight full-time advisement specialists and staff help students find the appropriate classes and major to meet their academic goals and interests.

**Athletics**

During the last four years, athletic events have continued to play an
important role in providing the “College Experience of Choice.” In Spring 2012, it was announced that, thanks to a $1 million gift from the McMahon Foundation, a new softball complex to be named the McMahon Field and Athletics Center will be constructed. In addition to this new complex, which will contain batting cages for both baseball and softball and a weight room for all Cameron athletes, CU has also renovated the McCord Baseball Field, constructed a baseball Team Clubhouse, renovated and dedicated the Streich-Henry Family Tennis Complex, and renovated the Aggie Gym.

Recognizing the responsibility of giving back to the community, the “Coaches University” was established to provide the coaches a venue to reach out to youth in the community by offering information on training, motivation, and health issues. Additionally, the Athletics Department annually hosts Breast Cancer Awareness games and Military Appreciation Days. The Cameron student-athletes also regularly participate in community service activities.

**Introduction to University Life**

To help students transition to college, an orientation course, Introduction to University Life, was established during the Fall 2009 semester. This course is designed to provide information on study skills, financial management, and general information about how to successfully navigate college.

Growing from a total enrollment of 199 students in Fall 2009 to 279 in Fall 2011, this course is increasing retention among those students who are enrolled in college level courses. The Introduction to University Life course helps better prepare students for the academic challenges they may face during their college careers.

**Civic Engagement and Experiential Learning**

Cameron University continues to emphasize civic engagement and community service opportunities for students, faculty and staff. In 2009, the Martin Luther King, Jr. (MLK) Day of Service was created to complement the MLK Celebration festivities held on Cameron University’s campus each year. Starting with one project with 250 volunteers in 2009, the MLK Day of Service has grown to over 400 volunteers completing 20 projects at various locations in 2012. Cameron has created additional civic engagement and community service projects including “Service Saturdays.” The university also hosted an “Alternative Spring Break” in 2012. Students traveled to Joplin, Mo. to help clean up tornado damaged areas.

In addition to civic engagement and community service, Cameron University has increased
opportunities for students to study abroad and to participate in international experiences on campus. In 2011-2012, two study abroad trips were offered over Spring Break, one to London to study theatre and culture and one to South Africa to study international marketing. Cameron’s study abroad program affords students the opportunity to learn beyond CU’s borders and gain a global perspective.

For those students who are unable to participate in study abroad trips, the university provides a variety of international experiences on campus including hosting Fulbright Visiting Specialists and Fulbright Foreign Language Teaching Assistants, sponsoring Diversity Week, and providing students the opportunity to join diverse student organizations. With over 330 international students representing 48 countries during Fall 2011, Cameron provides multiple forums on campus for discussions of cultural diversity including country presentations and cultural showcases.

Undergraduate research provides an excellent opportunity to enhance student learning. Involving students in discovering answers to current research questions in a variety of fields including business, communication and chemistry, the undergraduate research program has grown from 23 students in 2009 to 83 students in 2011. From Summer 2009 through Summer 2011, 14 Cameron students participated in the IDeA Networks for Biomedical Research Excellence (INBRE) summer program. Students working on undergraduate research projects have presented their work at conferences such as Oklahoma Research Day, the Oklahoma Research Day at the State Capitol, and the INBRE Summer Symposium. Additionally, Cameron University hosted the 12th and 13th Annual Oklahoma Research Day in 2010 and 2011 respectively. Research Day provides almost 1000 students and faculty the opportunity to present their research to their colleagues.

The Office of Student Activities supports the university’s mission by offering student centered services, programs and activities. In 2011-2012, Student Activities hosted over 70 events with student participation increasing over 13 percent since 2008-2009. In Fall 2009, the Office of Student Development began the “CU Succeed Workshops” which are designed to give students information and skills needed to succeed in college. In Fall 2011, 22 sessions were offered in Lawton and seven sessions were offered at

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**GOAL TWO CONTINUED**

Spring 2011 seniors response to the NSSE question “How would you evaluate your entire educational experience at the institution?”

- Excellent: 45.2%
- Good: 44.3%
- Fair: 10.5%
- Poor: 10.5%

Approximate Attendance at Student Activity Events

<table>
<thead>
<tr>
<th>Year</th>
<th>Attendance</th>
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<tbody>
<tr>
<td>2008-2009</td>
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</tr>
<tr>
<td>2009-2010</td>
<td>11,500</td>
</tr>
<tr>
<td>2010-2011</td>
<td>12,000</td>
</tr>
<tr>
<td>2011-2012</td>
<td>12,500</td>
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CU-Duncan covering a wide range of topics including test taking and study strategies, setting priorities, learning to write résumés, and the art of interviewing. Student Housing provided programs and events to build community and to provide a traditional residential experience for on-campus students. Introduced at Cameron in 2006, the Faculty-in-Residence program continues to improve academic experiences for students living on campus by providing three programs each semester. The Faculty-in-Residence also maintains office hours to provide career and academic advice to students.
GOAL THREE

The Location of Choice

Capital Improvements

Using Plan 2013 and Campus Master Plan 2015 as a guide, over $60 million in construction has been completed or is in progress on campus. Major construction projects include the CETES Conference Center, the McMahon Centennial Complex (MCC), the Business Building, and the Bentley Gardens. Having completed many of the major projects outlined in Campus Master Plan 2015, work has commenced to develop Campus Master Plan 2025 three years ahead of schedule.

The MCC is a multi-purpose facility located at the heart of the Cameron University campus. Incorporating a variety of student activity, food service, and community spaces, the MCC has become the “location of choice” for conferences and community events including high school proms, weddings, community balls, banquets and academic conferences. Notably, the MCC has been the venue for the Fort Sill FIRES Conference for the past two years.

Exemplifying Cameron’s top value of student learning, the Business Building, with its abundant faculty/student interaction areas, computer and accounting labs, and technology enhanced classrooms, was dedicated in November 2009. The former student union is being transformed into the Academic Commons which, when complete, will house a broad range of academic services and be home to Cameron’s cutting-edge convergence journalism option. With capital expenditures of over $1.5 million in 2009-2010 and over $2.4 million in 2011-2012, Cameron University continues to invest in equipment and infrastructure to be the “Location of Choice.”

The campus was further transformed with the addition of the lush 2.6 acre Bentley Gardens complete with pond and gazebo in Spring 2010. The establishment of the Charles S. Graybill, M.D., Courtyard; the planting of over 200 trees in Stuart Grove; the construction of the “Aggie Mile,” a mile-long walking trail through campus; and the Cameron Tree Tour helped Cameron University become the “Location of Choice” for students, employees and members of the surrounding community. Since its inception in the Summer 2009, the popular Community Garden has doubled in size with more than 70 gardeners currently participating.

Technological and Safety Upgrades

Cameron installed a wireless network with 90 wireless internet access points that can accommodate approximately 700 simultaneous users. Most common areas such as the library, auditorium, and dining halls as well as the housing facilities have wireless internet access. Greater than half of the classrooms and administrative/faculty offices currently have wireless internet access. Forty-six percent of the classrooms on the Lawton and Duncan campuses have projection capabilities linked with internet connectivity. Additionally, there are more than 300 computers available for student use, and over $850,000 have been allocated to upgrading computers during the past three years.
Syndicated columnist
and political analyst,
George Will, spoke on
Cameron’s campus
during its Centennial
Celebration in 2008-
2009.

The University continually assesses
and monitors campus safety. Since
the implementation of Plan 2013,
CU has enhanced campus lighting,
upgraded call box radios, added
an additional call box in Bentley
Gardens, purchased additional
surveillance cameras, and installed
controlled access swipes in a variety
of buildings. Information desks in
both North and South Shepler are
now manned during evening and
overnight hours, and magnetic
locks to stairwell doors have been
installed. In 2010-2011, Cameron
University achieved National Incident
Management Systems (NIMS)
GOAL THREE CONTINUED

compliance which included campus-wide NIMS training and modifications to emergency response plans.

Centennial Celebration

Cameron celebrated its 100th year of changing lives through education during the 2008-2009 academic year. The year-long Centennial Celebration officially started with a community-wide event featuring The Oak Ridge Boys. During the academic year, Cameron University hosted a series of free events for the community including presentations by author James Bradley, inspirational coach and mentor Beverly Kearney, and syndicated political columnist and analyst George Will. Each of Cameron’s four academic schools hosted events and activities to celebrate. The Office of Student Activities coordinated with various student groups to provide over 55 events with a centennial theme, and Student Housing hosted over 100 events and educational programs. Other highlights during the Centennial Celebration included “Centennial Moments” featuring interviews with CU alumni and supporters on KCCU, a Centennial Ball, the publishing of a historical monograph, and the preparation of a 50-year and 100-year time capsule. Cameron’s 2009 commencement with speaker Al Roker served as the culminating event of the celebration.

As part of the Centennial Observance, Cameron conducted its first comprehensive private fundraising campaign in the university’s history and the largest three-year campaign of any regional university in the state. In just two years, the original goal of $8.5 million had been surpassed. The final amount raised was $12.5 million – 48 percent above the initial goal. The Centennial Campaign focused on student scholarships, endowed faculty positions, university advancement, and the construction of the Bentley Gardens and the McMahon Centennial Complex. Each area far exceeded the campaign’s expectations.

Academic Festival

Every three years Cameron University hosts a dynamic, privately funded, year-long symposium that explores a topic worthy of in-depth study. The theme for the seventh academic festival celebrated during the 2011-2012 academic year was Afghanistan: Its Complexities and Relevance. The Festival featured five internationally known guest speakers. Best-selling and prizewinning author of The Kite Runner and A Thousand Splendid Suns, Dr. Khaled Hosseini kicked off the event. He was followed by two-time Pulitzer Prize winning author and journalist, Steve Coll; former U.S. Senator Chuck Hagel; journalist, foreign policy analyst and author Robin Wright; and former commander of U.S. and international forces in Afghanistan, General (Ret.) Stanley A. McChrystal. Campus-wide activities, seminars, special events and cross-curricular emphasis in the classroom also presented numerous opportunities for the Cameron University community, as well as the public, to gain an understanding of Afghan culture, history and politics that make this nation so compelling.
Award-winning journalist, Robin Wright, spoke at Cameron as part of Academic Festival VII, Afghanistan: Its Complexities and Relevance. Wright began her presentation to CU students by wearing a burqa.

Best-selling author Dr. Khaled Hosseini answers questions from Cameron University President Cindy Ross in front of a capacity crowd at the University Theatre during the Academic Festival VII, Afghanistan: Its Complexities and Relevance.
The Partner of Choice

Cameron University is committed to being the “Partner of Choice” for the surrounding community. The HLC evaluation team reported that Cameron University is “extraordinarily responsive to its many constituencies.” Cameron’s students and employees interact with external communities in a number of ways including extensive involvement with community organizations, area businesses, and Fort Sill.

Fort Sill

Cameron University is dedicated to serving the local military community as an educational and civic partner. In addition to offering regularly scheduled courses on Post and providing admissions and enrollment services, the university is responsive to unique educational requests from Fort Sill, most recently providing essay grading support for the Noncommissioned Officer Academy. CU has also been a participant in the U.S. Department of Veterans Affairs’ Yellow Ribbon Program as well as participating in and promoting the Military Spouse Career Advancement Portal and Financial Assistance program. Cameron was selected for inclusion in the Military Advanced Education’s “Fifth Annual Guide to America’s Top Military-Friendly Colleges & Universities” in 2011 and 2012 in recognition of providing outstanding educational opportunities to service members and their families.

In Fall 2008, Cameron participated in the development of a training and mentoring program called “Partners for Patriots” which is a partnership with educational institutions and employers on and off Post. Injured soldiers who are in the Fort Sill Wounded Warrior Transition Unit are eligible to attend workshops and classes designed to improve their current level of expertise.

The George D. Keathley Department of Military Science, home to the Comanche Battalion, is one of the top Army ROTC programs in the nation. The Comanche Battalion has been recognized on multiple occasions, most recently in 2009 when the battalion was honored with the MacArthur Award, signifying Best in Brigade. In 2010, the Comanche Battalion was named as one of the top three Army ROTC squads in the nation by the Order of the Founders and Patriots of America. Since Fall 2008, 104 second lieutenants have been commissioned through the George D. Keathley Department of Military Science.

Another example of the university’s support of the military is Cameron’s
participation in the Remembrance Day National Roll Call on Veterans Day in 2011. Approximately 6,200 American flags were placed in Bentley Gardens – one for each service member who lost his or her life in Operation Enduring Freedom or Operation Iraqi Freedom. Community, employee, and student volunteers read the names of each of the service members whose lives were lost. To further honor and support veterans, a chapter of the Student Veterans of America was established in Spring 2012. This national coalition provides military veterans with resources, support and advocacy needed to succeed in higher education and post-graduation.

In Summer 2011, the Fort Sill FIRES Seminar was held for the first time off Post at Cameron University. The over 630 attendees included representatives from nine foreign countries and 27 active duty generals. The Fort Sill FIRES Seminar was once again hosted by Cameron University during the summer of 2012, with over 800 participants.

The Surrounding Community

The CETES Conference Center, a new addition to the Center for Emerging Technology and Entrepreneurial Studies (CETES), opened in February 2009. The second phase of Cameron’s innovative economic development, the CETES Conference Center accommodates conferences, meetings, workshops, and banquets.

Cameron offers a variety of summer camps of varying lengths and for different interests. These camps, designed to appeal to youth ages 6 to 19, include athletic, science, art, and speech and debate camps. These camps ensure there are constructive and educational activities for Lawton and the surrounding community’s young people during the summer months.

Friend and Fund Raising

The Cameron University Alumni Association (CUAA) has expanded its visibility through off campus events, developing services, and creating opportunities that engage alumni. Participating in Gold Rush, Aggie Escape, and PLUS Retreats, the CUAA has been marketing its events to incoming freshmen and their parents. As an integral part of homecoming, Cameron University alumni, friends and supporters gather for a variety of events that give alumni the opportunity to revisit their Cameron experiences and to recognize distinguished alumni. With a presence on social networking sites, the CUAA is also reaching out to alumni with a quarterly e-newsletter and has revamped the new-graduate rate for membership to encourage recent graduates to become members of the CUAA.

From 2009 to 2012, total private giving to the university was more than $10 million. Recognizing the importance of supporting higher education, 56 individuals have joined President’s Partners since 2008. The President’s Partners, comprised of individuals, businesses and organizations that provide
financial support above and beyond operational funding, donate funds that are used to furnish classrooms, create scholarships, and provide educational opportunities to enhance the student learning experience to include study abroad. In addition, from 2009 to 2012, the Cameron University Foundation has received over $1.4 million in scholarship funds. As of Spring 2012, Cameron has 65 endowed scholarships, an increase of 55 percent from 2008 to 2012, with over $3.7 million in endowed scholarship corpus accounts.

Cameron University’s donors created five new endowed lectureships—a nine percent increase from 2008-2012. With more endowed faculty positions than any other regional university in Oklahoma, Cameron University currently has 61 endowed lectureships, one endowed faculty professorship, and 11 endowed faculty chairs: a total of 73 endowed positions. This program makes a direct contribution to the quality of teaching and learning at Cameron by enabling academic endeavors that would not otherwise be possible.

**Total Giving by Fiscal Year to CU Foundation**

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2009</td>
<td>$2,267,005</td>
</tr>
<tr>
<td>FY 2010</td>
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<tr>
<td>FY 2011</td>
<td>$3,113,544</td>
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<tr>
<td>FY 2012*</td>
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*Year ends June 30, 2012*
Summary

Plan 2013: Choices for the Second Century provides critical guidance for the exciting progress taking place at Cameron University. Just four years into the five-year plan, the results are impressive. Cameron has experienced unprecedented enrollment growth. Cameron has been recognized with top national rankings in affordability. The university has shown innovation in expanding access to education by implementing additional degree programs and offering them in convenient formats. During this time of reduced state funding, Cameron has put money into salaries to attract and retain quality faculty and staff. An unparalleled physical transformation has continued during the past four years with the opening of the McMahon Centennial Complex, the Business Building, and Bentley Gardens. Educating students to compete in a global and increasingly interconnected economy has risen to new heights with the university’s Study Abroad program and the year-long symposium on Afghanistan. Individuals, businesses, foundations, and organizations continue to step forward to provide precious private funding to make these initiatives possible.

Most importantly, the quality of Cameron’s academic programs has been certified by the Higher Learning Commission in its historic action to unconditionally reaccredit the university. Cameron has taken that report and done what no university in Oklahoma and few in the nation have done; Cameron now guarantees the quality of its graduates.

These outstanding accomplishments set an exciting pace for Cameron University’s continued growth and expansion. Although Cameron continues to face real challenges including the low student retention and graduation rates, the report outlines actions taken to address these issues.

This status report lays the foundation for Cameron’s next five-year strategic plan. By evaluating the status of Plan 2013 before drafting the next strategic plan, Cameron University is able to sharpen its vision for the future and establish appropriate goals and objectives for Plan 2018. This cycle of plans, implementation, and evaluation will prepare Cameron for a second century of excellence.