



CAMERON UNIVERSITY

Plan 2018: Values Driven, Action Oriented

McMAHON
CENTENNIAL
COMPLEX



Message from the President



Dear Friend of Cameron,

It is my pleasure to present to you *Plan 2018: Values Driven, Action Oriented*, Cameron's strategic planning document designed to guide Cameron's growth and progress for the next five years.

In 2011, Cameron began the process of evaluating its existing strategic document—*Plan 2013: Choices for the Second Century*—and preparing for its next strategic plan. The process led by Associate Professor Chris Keller involved a thorough, year-long review of Cameron's recent progress and its growth yet to come. Dr. Keller facilitated invaluable "listening sessions" in which inputs were received from Cameron's faculty, staff and students as well as community members. In June 2012, the *Plan 2013: Choices for the Second Century Status Report* was

published to communicate the university's progress. This evaluative process established the groundwork for *Plan 2018: Values Driven, Action Oriented*—a document which reflects Cameron's ideals and energy.

Cameron's vision for its next five years—the concept for *Plan 2018*—is a university rooted in values and driven to put those values into action. Cameron is fueled with the momentum of its last 10 years, having built a solid reputation and earned national recognitions. *Plan 2018: Values Driven, Action Oriented* will continue Cameron's tradition of strategic planning and propel the university into its future, certain to produce the growth and progress now synonymous with Cameron University.

Sincerely,

A handwritten signature in black ink that reads "Cindy Ross". The signature is written in a cursive, flowing style.

Cindy Ross
President



CETES
Conference Center

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Background Planning and Plan 2013 Summary

Plan 2013: Choices for the Second Century

Plan 2013: Choices for the Second Century, Cameron University's strategic plan, has served as the university's guiding document, steering the university's growth and progress since 2008. The second of Cameron's strategic plans, *Plan 2013: Choices for the Second Century* was created through a faculty-led, year-long planning process that solicited inputs from all Cameron stakeholders—students, faculty, staff and community members.

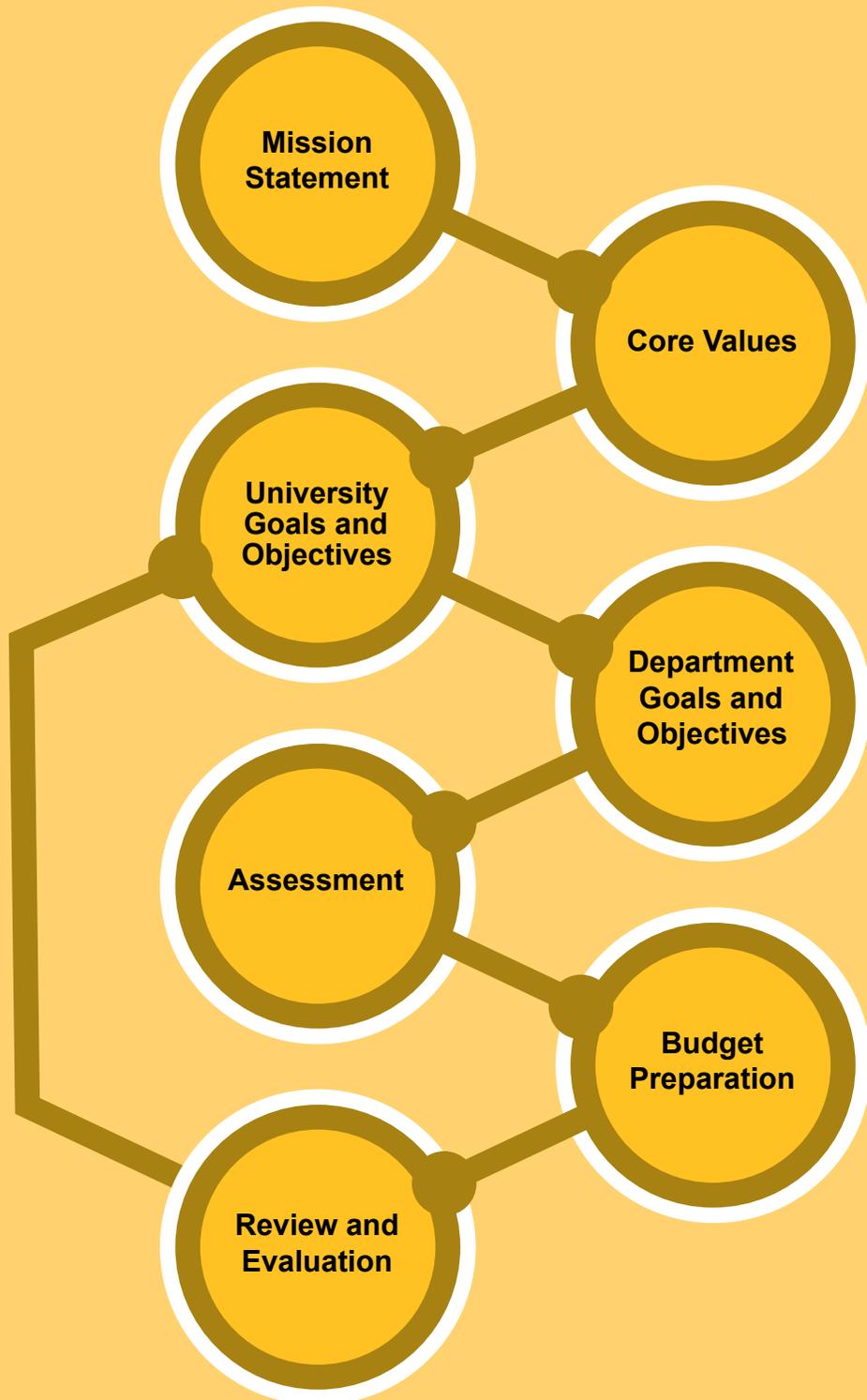
During the 2011-12 academic year, a comprehensive study was conducted to determine the progress to date on *Plan 2013* goals. The resulting *Plan 2013: Choices for the Second Century Status Report* was published in June 2012, and the groundwork for *Plan 2018* was established.

Progress has been the norm at Cameron University in recent years, and the results have been transformational. At the time of publication, Cameron's campus has experienced more than \$60 million in capital improvements in the past 10 years, enrollment is at a record high, and more resources than ever are being made available for scholarships and incentives to provide students an affordable education. Further, in 2011 Cameron University received confirmation of the quality of its services and educational offerings. In Cameron's accreditation visit from the Higher Learning Commission (HLC), the HLC called Cameron a "role-model institution" that is "future-oriented" and "learning-focused." The HLC also praised Cameron's strategic planning process, stating the university's

planning efforts have moved from what was a weakness 10 years ago to a strength today.

Evaluation of *Plan 2013: Choices for the Second Century* affords Cameron a unique perspective on what it has accomplished and what it has yet to achieve. As Cameron University prepares for the ambitious goals slated in its next strategic plan, it will remain committed to strategic planning processes and to being the *University of Choice* for Southwest Oklahoma and beyond.

Strategic Planning Process





Who We Are and Mission Statement

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.



PLAN 2018

Values Driven, Action Oriented

Plan 2018: Values Driven, Action Oriented outlines Cameron University's goals and key initiatives for the next five years—2013-2018—and is the third strategic planning document of its kind. The first, *Plan 2008: Preparing for Cameron University's Second Century*, included the critical work of defining Cameron's Core Values—the six values which continue to drive every decision at Cameron University, grounding and governing the university's recent past, its present and its future.

Each Action Item of *Plan 2018: Values Driven, Action Oriented* stems from one of Cameron's core values, and among the 42 Action Items, seven cross-cutting themes exist. These themes—accountability, communication, learner focused, efficiency, planning, responsiveness and transparency—are the themes which today sharpen Cameron's focus and strengthen its resolve. Poised for its next five years, Cameron University is committed to making its future one that is both values driven and action oriented.





VALUE ONE

Student Learning

- Action 1.1** Implement the comprehensive plan to meet the ambitious goals of Complete College America. Target growth to 1165 degrees and certificates in AY 2022-2023
- Action 1.2** Achieve or exceed the Oklahoma regional university average retention and graduation rates
- Action 1.3** Implement a new and extensive Enrollment Management Plan to support students from initial enrollment to degree completion
- Action 1.4** Capitalize on Cameron's multiple points of entry, including building concurrent high school enrollment, appropriately recognizing prior learning, promoting and supporting the community college function, and building strength in undergraduate and graduate programs
- Action 1.5** Prepare for Cameron's 2020-2021 Assurance Review and Comprehensive Evaluation with site visit by the Higher Learning Commission. Specific actions include submission of a Quality Initiative Proposal in Fall 2015 followed by submission of a Quality Initiative Report in Spring 2018
- Action 1.6** Provide quality educational opportunities to meet diverse and unique student needs, including efficient and effective course delivery in multiple formats
- Action 1.7** Streamline routine administrative processes and provide students access to services via online and/or digital formats
- Action 1.8** Fully develop and implement academic enrichment opportunities for students including undergraduate student research, participation in state and national conferences, study abroad, service learning, internships, and capstone courses or projects
- Action 1.9** Construct laboratory facilities to fully integrate science courses at CU-Duncan
- Action 1.10** Improve student learning through innovative uses of instructional technology including mobile devices, social media tools, and immersive simulations

ACADEMIC COMMONS





VALUE TWO

Excellence in Teaching, Scholarship, Service, and Mentoring

- Action 2.1** Continue to build academic distinction in the areas of Communication, Criminal Justice, and Information Technology. Add the areas of Foreign Languages, General Education, and Teacher Education
- Action 2.2** Achieve greater accountability for student learning through the effective use of program assessment
- Action 2.3** Develop and implement a Professional Counseling Clinic for practicum training for students
- Action 2.4** Increase development and training opportunities for all employees to improve institutional effectiveness
- Action 2.5** Complete the Malcolm Baldrige Criteria for Performance Excellence self-assessment





VALUE THREE

Leadership in Our Community and Region

- Action 3.1** Stimulate economic and business development in Southwest Oklahoma
- Action 3.2** Serve Fort Sill and the military community
- Action 3.3** Form partnerships and collaborative relationships with area schools and technology centers, community colleges, business and industry, and community organizations
- Action 3.4** Continue to provide cultural and social activities and experiences for the region including Academic Festivals IX and X during the academic years 2014-15 and 2017-18
- Action 3.5** Serve the community and region by sharing campus expertise
- Action 3.6** Provide top quality collegiate athletic programs that establish links to the community and region





VALUE FOUR

Shared Governance

- Action 4.1** Ensure a student centered campus committed to student success
- Action 4.2** Emphasize teamwork
- Action 4.3** Facilitate open and effective communication
- Action 4.4** Provide opportunities for active participation by all constituencies
- Action 4.5** Operationalize the Staff Advisory Council
- Action 4.6** Demonstrate a service-minded attitude and commitment to student needs
- Action 4.7** Recognize the shared responsibility of all university stakeholders





VALUE FIVE

Diversity

- Action 5.1** Continue to provide access to educational opportunities for all constituents
- Action 5.2** Continue to promote diversity in employment
- Action 5.3** Promote tolerance through a free and open exchange of ideas
- Action 5.4** Ensure Cameron University remains affordable for students
- Action 5.5** Add one or two new athletic programs consistent with Title IX requirements and Lone Star Conference requirements
- Action 5.6** Study the need for and feasibility of providing childcare on campus





VALUE SIX

Responsible Stewardship of Public and Private Resources, the Public Trust, and Cameron's Future

- Action 6.1** Focus resources to achieve optimal student learning
- Action 6.2** Establish a reliable stream of public and private revenue
- Action 6.3** Hold administrative costs to a minimum
- Action 6.4** Enhance alumni involvement
- Action 6.5** Provide accountability in key areas including student learning and management of resources
- Action 6.6** Reduce energy and water consumption 10 percent per square foot by 2018 by constructing, remodeling, landscaping, and replacing equipment using LEED qualifying methodologies, equipment and materials and alternative energy sources
- Action 6.7** Enhance university transparency efforts, delivering clear and accessible information regarding university operations and results
- Action 6.8** Make steady progress toward the implementation of Campus Master Plan 2025



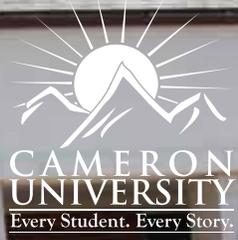
PLAN 2018

Values Driven, Action Oriented

Plan 2018: Values Driven, Action Oriented will serve as the strategic document to guide Cameron University through its next five years. All university initiatives will be measured against the values outlined in this plan, and only those initiatives that support the vision articulated in this plan will be given support.

With a foundation rooted in success born from proven strategic planning, Cameron University stands ready for its future and will take action to deliver its students a comprehensive educational experience. At Cameron University, we pledge to be values driven and action oriented.





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