

CAMERON UNIVERSITY

PLAN 2023

Ambitious Goals for Growth, Innovation and Engagement

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MESSAGE FROM THE PRESIDENT



Dear Friend of Cameron,

I am pleased to present *Plan 2023: Ambitious Goals for Growth, Innovation and Engagement*, a long-term strategic plan designed to guide Cameron University's growth, development and allocation of resources for the next five years. Cameron University continues to transform its planning practices and processes. Our fourth strategic plan builds upon the foundation of successes and lessons learned from *Plan 2008: Preparing for Cameron University's Second Century, Plan 2013: Choices for the Second Century* and *Plan 2018: Values Driven, Action Oriented.*

The strategic planning cycle started in September 2016 under the leadership of Associate Professor Dana Hilbert. Input was solicited from all Cameron stakeholders – students, faculty, staff, alumni and community members – through listening sessions, surveys and meetings. The results included a reaffirmation of the mission and core values of Cameron University and a comprehensive assessment of our progress to date to meet the ambitious goals set forth in *Plan 2018.* Our commitment to diversity of viewpoints, experiences and participants remains true to our values. Shared governance continues to provide opportunities for discussion, deliberation and understanding among all university constituencies.

Throughout the document, cross-cutting themes are evident. As always, student learning and student success are front and center. Cameron University will strengthen its investment in the development and retention of highly qualified personnel and the improvement of facilities and technological resources. Finally, the institution will recommit itself to advancing the brand and identity of Cameron University for its students, employees, and alumni.

For the five years beginning in academic year 2018-2019, *Plan 2023: Ambitious Goals for Growth, Innovation and Engagement* will be our guiding document to assure we further the mission of Cameron University. We remain fully committed to the educational, cultural, and economic advancement of the communities we serve.

Sincerely,

John McArthur, President

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.

CAMERON UNIVERSITY

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

WE VALUE

- **STUDENT LEARNING AS OUR TOP PRIORITY**

- **EXCELLENCE IN TEACHING, SCHOLARSHIP, SERVICE, AND MENTORING:**
  - Investment in people: The growth and development of our students, faculty and staff in a learning environment based on integrity, respect, and ethical behavior that encourages and provides opportunities for professional improvement

- **LEADERSHIP IN OUR COMMUNITY AND REGION THAT EMPHASIZES:**
  - Stimulating economic development
  - Forming partnerships and collaborative relationships
  - Providing cultural and social development
  - Serving the community and region by sharing our expertise





- **SHARED GOVERNANCE THAT INCLUDES:**
  - Emphasizing teamwork
  - Facilitating open and effective communication
  - Providing opportunities for active participation by all constituencies

- **DIVERSITY AMONG OUR STUDENTS, FACULTY, AND STAFF AS DEMONSTRATED BY:**
  - Providing access to educational and teaching opportunities for all constituents
  - Promoting tolerance through a free and open exchange of ideas

- **RESPONSIBLE STEWARDSHIP OF PUBLIC AND PRIVATE RESOURCES, THE PUBLIC TRUST, AND CAMERON'S FUTURE THAT INCLUDES:**
  - Focusing resources to achieve optimal student learning
  - Increasing student access to quality higher education
  - Establishing a reliable stream of public and private revenue
  - Holding administrative costs to a minimum
  - Enhancing alumni involvement
  - Providing accountability in key areas such as student learning and management of resources



PLAN 2023 GOALS WITH OBJECTIVES

GOAL 1

TRANSFORM STUDENT LIVES

OBJECTIVES

A. Increase student participation in meaningful educational experiences

B. Optimize enrollment at the undergraduate and graduate levels by effectively and efficiently using available facilities and personnel resources

C. Optimize occupancy in student housing

D. Increase student persistence for all students through improved university retention initiatives

E. Improve student completion for all students through improved university graduation initiatives

F. Increase opportunities for students to experience diverse points of view, cultures, and beliefs in an environment conducive to a free and open exchange of ideas

G. Provide comparable academic and student services support for all students, regardless of delivery method and location



GOAL 2

PROVIDE QUALITY EDUCATION FOR THE DIVERSE COMMUNITY OF CAMERON UNIVERSITY LEARNERS

OBJECTIVES

- **A.** Develop and promote even better pathways for students admitted into associate degree programs
- **B.** Align curriculum and delivery formats to meet regional needs and the demands of life-long learners
- **C.** Develop and publish course rotations for required courses and deliver courses based on those rotations
- **D.** Increase opportunities for transfer students from regional community colleges
- **E.** Expand concurrent enrollment opportunities
- **F.** Expand and extend opportunities for transfer credit for an increasingly mobile student population
- **G.** Assure even greater affordability through institutional financial assistance that supports student persistence and completion goals



GOAL 3

RECRUIT, DEVELOP, AND RETAIN HIGHLY QUALIFIED FACULTY AND STAFF COMMITTED TO ADVANCING THE MISSION OF THE UNIVERSITY

OBJECTIVES

A. Ensure equitable compensation for all employees
B. Update employee recruitment practices
C. Provide effective employee onboarding focused on the mission of the university
D. Provide professional development opportunities for faculty and staff
E. Support and train employees to effectively use technology to enhance the student learning experience



GOAL 4

STRENGTHEN THE ECONOMIC, CULTURAL, AND CIVIC LIFE OF THE CAMERON UNIVERSITY SERVICE AREA IN SOUTHWEST OKLAHOMA AND BEYOND

OBJECTIVES

A. Increase employee engagement with regional stakeholders
B. Increase student engagement with regional stakeholders
C. Expand the array of university lecture, concert, and event options available to the community
D. Support soldiers, their family members, veterans, and Fort Sill civilian employees



GOAL 5

RENOVATE AND REFRESH EXISTING FACILITIES AND TECHNOLOGIES TO MEET THE NEEDS OF CURRENT AND FUTURE STUDENTS

OBJECTIVES

- **A.** Renovate the Cameron University Library to improve technology, furniture and space utilization
- **B.** Refresh student housing and dining options
- **C.** Modify or adapt classroom environments for active learning
- **D.** Update *Campus Master Plan 2025* to reflect changing student enrollment preferences and community needs
- **E.** Increase distance learning technology resources available to employees and students, including curriculum access, tutoring, advisement, and financial assistance counseling
- **F.** Update the university web presence
- **G.** Update athletics facilities



GOAL 6

ESTABLISH A STRONG BRAND AND IDENTITY FOR THE UNIVERSITY

OBJECTIVES

A. Develop university branding and messaging that is consistent across all platforms

B. Increase local, regional, national, and international media coverage highlighting academic, athletic, and institutional excellence

C. Extend marketing and promotion to the program level

D. Maintain existing accreditations and review additional opportunities for programmatic accreditations

E. Increase alumni engagement with the university



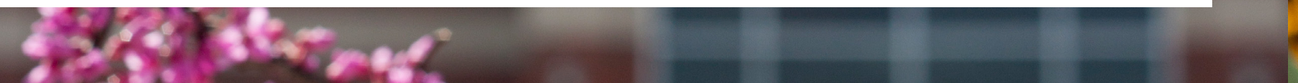
PATH TO 2023

In order to provide the best possible educational experience to our students and the communities we serve, Cameron University utilizes a long-term, strategic planning process to guide its growth, development and the allocation of resources in five-year increments.

Plan 2018: Values Driven, Action Oriented is Cameron's most recent strategic plan, and is nearing its completion. It built upon the foundation and successes of Cameron's first two strategic plans, *Plan 2008: Preparing for Cameron University's Second Century* and *Plan 2013: Choices for the Second Century*. This document reflects two years of work by a dedicated campus community of students, faculty, staff, alumni and community members to build upon the first three strategic plans.

The Strategic Planning Committee, under the faculty leadership of Dr. Dana Hilbert, was charged with developing a planning process that embraced the following criteria: an authentic and stakeholder-valued process; maximum stakeholder participation; transparency of planning process; opportunities for feedback throughout the planning, listening, and information gathering process; and a multi-modal communication approach with a mix of high-touch and high-tech opportunities.

The listening process began in Fall 2016. Analysis of results from listening sessions, focus groups, surveys and other instruments was conducted over Summer 2017 with draft development in Fall 2017. Campus stakeholder comments and further discussions to refine *Plan 2023* were undertaken in Spring 2018.





CONCLUSION

Plan 2023: Ambitious Goals for Growth, Innovation and Engagement will serve as the strategic document to guide Cameron University through its next five years. *Plan 2023* will be the standard against which all campus initiatives are measured. It will ensure the institution continues to grow in a direction that has been thoughtfully planned and is consistent with the mission and core values held in common by the Cameron University community.

Each year, the goals and objectives outlined in this document will be used to identify specific and measurable annual actions for planning and budget allocation. Actions will be assigned with benchmarks or targets to measure progress or success. Progress reports will be compiled on an annual basis for communication to university stakeholders. At the conclusion of *Plan 2023* a summary document will be published.

With an institutional foundation rooted in the growth and prosperity of Southwest Oklahoma since 1908, Cameron University continues to build upon past successes and lessons learned to improve. Based on proven strategic planning, Cameron stands ready for its future and will take actions to deliver its students a comprehensive educational experience. We will support and nurture growth, innovation and engagement for our students, employees and stakeholders.



ACKNOWLEDGEMENTS

MEMBERS OF THE STRATEGIC PLANNING COMMITTEE DURING THE 2016-2017 LISTENING YEAR AND THE 2017-2018 ANALYSIS AND DEVELOPMENT YEAR INCLUDE THE FOLLOWING:

ADMINISTRATION:

Dr. John McArthur, President
Dr. Ronna Vanderslice, Vice President for Academic Affairs
Ninette Carter, Vice President for Business and Finance
Jon Horinek, Vice President for Enrollment Management and Student Success
Barry Beauchamp, Interim Vice President for Enrollment Management and Student Success
Jerrett Phillips, Vice President for Enrollment Management and Student Success
Albert Johnson, Jr., Vice President for University Advancement
Keith Mitchell, Senior Director of Public Affairs
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COMMUNITY:

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Brian Henry, CU Foundation representative
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Cynthia Sosa, CU Alumni Association representative
Brandi Whatley, CU Alumni Association representative
Angela Spradlin, CU Alumni Association representative

FACULTY AND STAFF:

Dr. Dana Hilbert, Chair, *Plan 2023: Ambitious Goals for Growth, Innovation and Engagement*
Dr. Chris Keller, Chair, *Plan 2018: Values Driven, Action Oriented*
Dr. Matt Jenkins, Chair, *Campus Master Plan 2025*
Dr. Marge Kingsley, Higher Learning Commission Self-Study Coordinator 2010
Dr. Karla Oty, Accreditation Liaison Officer
Cathy Blackman, Faculty Senate Long-Range Planning Committee Chair (2017)
Dr. Marco Columbus, Faculty Senate Long-Range Planning Committee Chair (2018)

STUDENTS:

Kelly High, President, CU Student Government Association (2017)
Lacey Flaig, Vice-President, CU Student Government Association (2017)
Jacob Jardel, Graduate Student representative (2017)
Hannah Vossen, President, CU Student Government Association (2018)

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