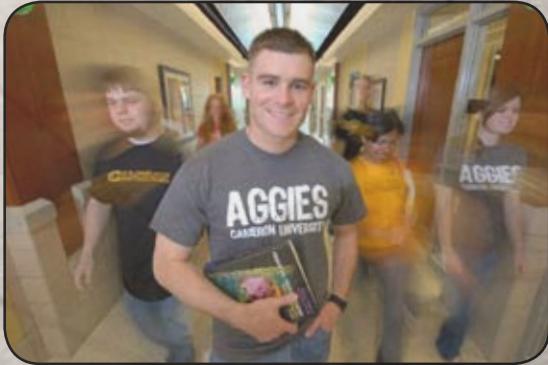


CAMERON UNIVERSITY



PLAN 2013

CHOICES FOR THE SECOND CENTURY



MESSAGE FROM THE PRESIDENT



Dear Friend of Cameron,

I am pleased to present *Plan 2013: Choices for the Second Century*, Cameron University's strategic plan that will provide critical guidance for all university initiatives for the next five years.

After campus wide evaluation of the status of *Plan 2008: Preparing for Cameron University's Second Century*, the President's Planning Committee met to develop the next strategic plan. Meetings were held with faculty, staff, and students as well as the Centennial Commission, an external advisory group dedicated to the growth of Cameron University. This new document reflects the vision and energy from this collaborative process.

The theme of *Plan 2013* is "Choices," with each goal reflecting Cameron University's desire to be the first choice for academics, college experience, location, and partner in Southwest Oklahoma. Each objective fits under these guiding principles. More specific actions to address the objectives will be developed by the appropriate departments and schools.

Cameron University is just one year away from celebrating 100 years of changing lives through education. Thus, the focus of this document is on Cameron's second century. *Plan 2013* reflects our vision to maintain the momentum after the exciting Centennial Observance. Cameron University has experienced tremendous growth and progress in the past five years. With *Plan 2013: Choices for the Second Century*, Cameron has a firm foundation on which to continue building for the future.

Sincerely,

A handwritten signature in black ink that reads "Cindy Ross".

Cindy Ross
President

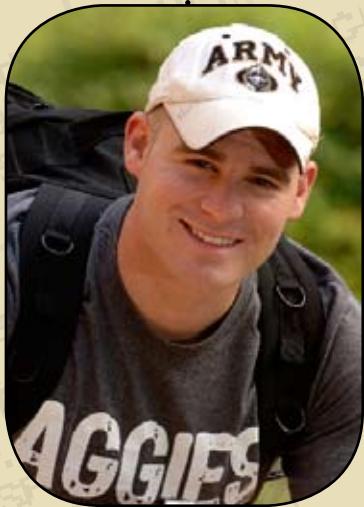


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SUMMARY



STATUS REPORT

PLAN 2008: PREPARING FOR CAMERON UNIVERSITY'S SECOND CENTURY

In 2003, Cameron University developed its first strategic plan. The President's Planning Committee was formed to draft *Plan 2008: Preparing for Cameron University's Second Century*. Inputs from faculty, staff, and students were incorporated at each step of the process. This document has provided critical guidance for strategic planning at the university for the past five years.

To determine progress made towards the ambitious goals in *Plan 2008*, the *Plan 2008 Status Report* was compiled through a collaborative process and approved by The University of Oklahoma, Cameron University, and Rogers State University Board of Regents in June 2007.

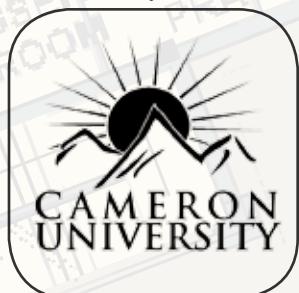
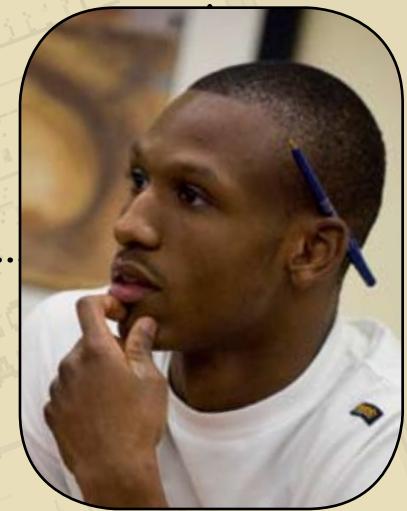
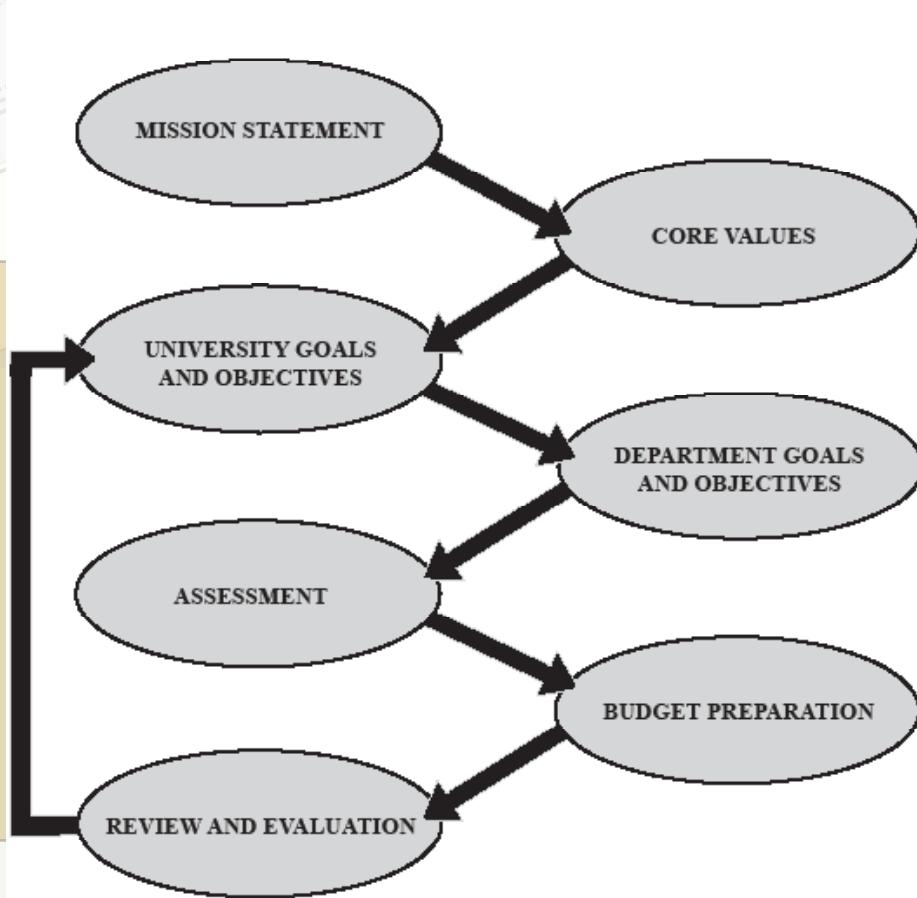
Just four years into the five year plan, Cameron made impressive progress. Cameron has experienced unprecedented success with its \$8.5 million Centennial Campaign. At the time the *Status Report* was published, the university has surpassed the ambitious fundraising goal and raised \$8.9 million or 106 percent just two years into the three year campaign. Other highlights include the establishment of Cameron's Center for Emerging Technology and Entrepreneurial Studies (CETES) and a branch campus in Duncan as well as significantly increasing student scholarships and endowed faculty positions. Although Cameron continues to face real challenges including military enrollment losses and low student retention and graduation rates, the report outlines actions taken to address these issues.

By evaluating the status of *Plan 2008*, Cameron University was better prepared to draft a new strategic plan that strongly addresses its strengths and challenges. As Cameron approaches its second century, this cycle of planning, implementing, and evaluating provides the firm foundation Cameron needs to move forward and maintain momentum.



PLANNING MODEL

STRATEGIC PLANNING PROCESS



MISSION



CAMERON UNIVERSITY

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.



WE VALUE

- Student learning as our top priority
- Excellence in teaching, scholarship, service, and mentoring:
 - Investing 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

CORE VALUES



INTRODUCTION



Plan 2013: Choices for the Second Century reflects Cameron University's goals and key initiatives for the first five years of Cameron's second century – 2008 through 2013. To build on the achievements in *Plan 2008: Preparing for Cameron University's Second Century* and powerfully impact the community, region and state, Cameron University is committed to:

- Becoming the University of Choice by providing students a top quality education
- Offering the College Experience of Choice by fostering a traditional collegiate atmosphere
- Being the Location of Choice for community and regional events
- Being 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



THE UNIVERSITY OF CHOICE

GOAL ONE

- 1.1 Maintain and enhance Cameron's commitment to providing programs of the highest quality in instruction, research, and service to better meet the needs of the citizens of the region.
- 1.2 Capitalize on Cameron's multiple levels of academic programs – associate, baccalaureate, and master's – to enhance student learning and to increase opportunities for educational advancement.
- 1.3 Ensure effective assessment of student learning including experiential learning.
- 1.4 Maintain existing accreditations and review additional opportunities for university and programmatic accreditations.
- 1.5 Assure efficient, effective course delivery in multiple formats.
- 1.6 Provide opportunities for students and faculty to demonstrate their scholarship in regional and national forums.
- 1.7 Attract, develop, and retain diverse, high quality faculty and staff.
- 1.8 Increase overall enrollment by creating specific targets for groups including traditional, adult, transfer, military, and graduate students.



GOAL ONE

THE UNIVERSITY OF CHOICE



- 1.9 Increase the percentage of students from Southwest Oklahoma high schools attending Cameron University.
- 1.10 Achieve or exceed the Oklahoma State Regents for Higher Education's target retention and graduation rates for Cameron University.
- 1.11 Build academic distinction in the areas of Communication, Criminal Justice, and Information Technology.
- 1.12 Assure effective institutional management.
- 1.13 Increase communication with and accountability to external constituencies by expanding the use of academic program Advisory Committees.



THE COLLEGE EXPERIENCE OF CHOICE

GOAL TWO

- 2.1 Increase the number of students living on campus by maximizing use of available space.
- 2.2 Provide a wellness center on campus for student health care and counseling services.
- 2.3 Implement centralized academic advisement for lower division students complemented by quality faculty advisement at the upper division levels.
- 2.4 Implement freshman year experience program and review opportunities to expand into a comprehensive student experience program.
- 2.5 Provide all student services online.
- 2.6 Develop a centralized reporting system to monitor and expand student opportunities for service learning, to include internships, civic involvement, and off-campus educational activities.
- 2.7 Strengthen the sense of community among students, faculty, staff, and alumni.
- 2.8 Improve the quality of student life as measured by results from the National Survey of Student Engagement.
- 2.9 Enhance and promote an active campus life by focusing on athletics, cultural events, student programs, and organizations.



GOAL THREE

THE LOCATION OF CHOICE



- 3.1 Make effective use of existing and new facilities.
- 3.2 Repurpose select buildings including West Hall, the Student Activities Building, the Student Union, and the Shepler Towers.
- 3.3 Continually assess and monitor campus safety implementing new technology and procedures as needed.
- 3.4 Utilize and market campus facilities to promote Cameron University as the “Location of Choice” for regional and statewide events and conferences.
- 3.5 Improve accessibility and bring campus facilities into compliance with the Americans with Disabilities Act (ADA).
- 3.6 Expand the number of educational, cultural, and social opportunities for the region.
- 3.7 Improve Cameron University’s image locally, regionally, and nationally through aggressive marketing and measure results with periodic market research.
- 3.8 Review and improve CU-Duncan facilities and equipment to support the growth of existing programs and to promote new program offerings.



GOAL THREE

THE LOCATION OF CHOICE

- 3.9 Provide a fast and reliable state-of-the-art information technology infrastructure including expanding the availability of wireless internet access on campus.
- 3.10 Implement on-campus recycling and assess the need for and implement sustainability initiatives as resources permit.
- 3.11 Continue campus beautification including the completion of Bentley Gardens and development of a greenhouse.



GOAL FOUR



THE PARTNER OF CHOICE

- 4.1 Strengthen partnerships with Fort Sill to provide educational and social opportunities for soldiers and their dependents.
- 4.2 Construct a military service memorial.
- 4.3 Increase Cameron University Alumni Association membership by expanding visibility through off-campus events, developing services, and creating opportunities that engage alumni.
- 4.4 Increase educational partnerships with common education, career technology centers, community colleges, and other Oklahoma universities.
- 4.5 Provide student, faculty, and staff resources and expertise to support the community.
- 4.6 Utilizing the resources of Cameron's Center for Emerging Technology and Entrepreneurial Studies (CETES), focus economic development initiatives on the community, particularly related to Base Realignment and Closure (BRAC) and associated technology growth.
- 4.7 Improve the revenue stream from state, federal, and private sources.
- 4.8 Strengthen and expand fundraising programs including President's Partners and the 1908 Heritage Society.
- 4.9 Develop partnerships with area businesses and industries including encouraging use of conferencing facilities and matching educational offerings to employer needs.



CONCLUSION

This document provides the blueprint to make the life-changing experience of education a reality for more and more students at Cameron University. Academic departments and offices will develop actions based on this strategic plan. By focusing on goals and objectives listed in *Plan 2013: Choices for the Second Century*, Cameron University will powerfully impact life in this region. In its second century, Cameron will be the top choice for college bound students in Southwest Oklahoma as the University of Choice, the College Experience of Choice, the Location of Choice, and the Partner of Choice.



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