“WHAT POSSIBILITIES!”
RE-ENVISIONING OU EXCELLENCE IN THE 21st CENTURY
The University of Oklahoma Strategic Plan
2017-2022

Who We Are
Created by the Oklahoma Territorial Legislature in 1890, the University of Oklahoma is a
doctoral degree-granting research university serving the educational, cultural, economic
and health-care needs of the state, region and nation.

The Norman campus serves as home to all the university’s academic programs except
health-related fields. The OU Health Sciences Center, which is in Oklahoma City, is one of
only four comprehensive academic health centers in the nation with seven professional
colleges. Both the Norman and Health Sciences Center colleges offer programs at the
Schusterman Center, the site of OU-Tulsa.

OU enrolls more than 30,000 students, has more than 2,800 full-time faculty members, and
has 21 colleges offering 171 majors at the baccalaureate level, 152 majors at the master’s
level, 79 majors at the doctoral level, 32 majors at the doctoral professional level, and 35
graduate certificates.

The university’s annual operating budget is $941 million. The University of Oklahoma is an
equal opportunity institution.

Mission
The mission of the University of Oklahoma is to provide the best possible educational
experience for our students through excellence in teaching, research and creative activity,
and service to the state and society.

Vision for 2017-2022
The University’s vision for 2017-2022 is to be a top-tier research university of global
reach and impact that has, at its core, vibrant programs for student success.

Spheres of Influence
- Education
- Research
- Health Care
- Economic Engine for the State
- Arts and Culture
- Service

**Core Values**
- Community
- Diversity
- Excellence
- Integrity
- Learning
- Open Discourse
- Respect
- Responsibility
- Service

**Foundational Commitments**
- Collaboration
- Enterprise
- Inclusion
- Innovation
- Internationalization
- Sustainability

**University Functions**
- Academic Programs
- Administrative and Business Services
- Business Analytics
- Development
- Facilities Planning and Management
- Financial Management
- Health Care Clinical Enterprise
- Information Resources and Technology
- Intercollegiate Athletics
- Legal and Risk Management
- Outreach
- Research Programs
- Strategic Communications
- Student Life and Services
INTRODUCTION

*What Possibilities: Re-envisioning OU Excellence in the 21st Century* is a strategic plan for 2017-2022 that provides a framework to advance excellence across the University, with an emphasis on identifying new strategies for moving toward the future. We will accelerate the University's advancement in strategically targeted areas that take advantage of emerging opportunities and in which we set for ourselves high expectations, while maintaining and contributing to the high quality in our core missions and our most central programs.

At the end of five years, continued distinction in teaching, research and service – bolstered by transformational progress in the areas of strategic focus – will enhance the University's role as one of the leading public research universities in the country. The strategic vision for 2017-2022 is of a distinguished research university of global reach and impact that has, at its core, vibrant programs for student success. All academic and administrative units of the University are invited to share in the responsibility and opportunity to realize this vision.

PLANNING CONTEXT

These are challenging times for public higher education in Oklahoma. The University suffered significant de-appropriations, as did most other public institutions, during the national and global economic crisis. Most recently, state budget shortfalls resulting from sharp and sustained reductions in crude oil production tax revenue have resulted in a $24.8 million cut in state appropriations for FY2017.

To conserve all possible resources to address these shortfalls, the University has taken prompt and decisive actions – eliminating vacant administrative positions, decreasing department budgets and offering special voluntary retirement incentives that will cut an estimated $40 million (if both SVRIs are included) from the Norman campus annual budget. Still, the University recognizes that this simply is not enough to address the near- and long-term budgetary shortfalls, and therefore has identified innovative ways to develop new revenue sources and augment existing funding streams.

The continuing trend of declining appropriations as a proportion of the University's educational and general budget presents a “new normal” of constrained public resources that may be long-term. Moving forward, we must use limited state resources to make shrewd investments for focused excellence.
Our faculty and staff are talented and entrepreneurial. They already are leading our efforts to **expand and diversify our revenue streams**. They also are more efficient and effective than ever in their stewardship of resources. In addition, we have many loyal friends and supporters whose generosity contributes to the margin of excellence. The $500 million **Live On, University campaign**, launched in fall 2014, supports scholarships and fellowships, honors and rewards great teachers, sustains programs that improve the health of our citizens and the vitality and quality of life of our communities, makes civic education an integral part of the college experience, preserves and maintains our cultural resources, and ensures students are prepared for the global community.

Over the next five years, the University will invest in a number of **new facilities** that will not only serve the needs of our students and overall university community, but provide opportunities to generate revenue, contain costs and ensure that the university's financial future is healthy and robust. The construction will shape how we carry out education, research, health care and service well into the 21st century. New living/learning communities and technology-driven interactive learning and community spaces give us opportunities to envision improvements in teaching and learning to enhance student success. All told, these new facilities will help us strengthen outstanding programs, enhance learning environments and opportunities and inspire cutting-edge research and creative activity. *See pages 18-19.*

OU is a national leader in higher education in using **data analytics** to impact student success, lower costs for students and their families and improve the overall college experience. Recent initiatives include creating college dashboards that program coordinators, department chairs, support staff and deans can use to better make organizational decisions; developing and implementing a student feedback system to improve the student experience and, ultimately, graduation rates; connecting students with scholarships and other financial aid opportunities; using retention likelihood predictions to better coach and support at-risk students and help determine financial need and funding opportunities; and improving first-year roommate experiences. Our efforts in the data analytics arena will continue to grow in depth and breadth over the next five years.

**STRATEGIC PRIORITIES, 2017-2022**

The strategic priorities – complementary, mutually supporting areas in which we will **invest for accelerated advancement** – are:

**Creating knowledge-based industries and jobs that strengthen Oklahoma, the nation and the world**
We are committed to serving the state of Oklahoma by generating knowledge, partnering with the community to solve problems, contributing to the development of our state’s professional workforce and future leaders, and maintaining high ethical standards of transparency and accountability in our operations. We will strive to create XXX new jobs for Oklahoma, continue to develop advances and technologies that build prosperity and wealth for our state and its citizens and expand our public engagement to contribute to their quality of life.

We will:
- Harness and expand OU’s capabilities to launch new ventures and expand existing ones
- Engage the breadth of OU stakeholders via outreach and training to promote entrepreneurial thinking and venturing across Oklahoma
- Champion and promote economic development through the higher education sector to ensure the enduring global competitiveness of Oklahoma and the nation

Engaging with local, regional, national and global communities
We will grow our efforts to collaborate with our local, regional, state, national and global communities to share knowledge and resources that will lead to enriched scholarship, research and creative activity; enhanced curriculum, teaching and learning; a more engaged citizenry; strengthened democratic values and civic responsibility; resolution of critical social issues; greater appreciation of beauty, art and peoples of all cultures; and contributions to the public good.

The University also is working toward applying for the Carnegie Foundation’s Community Engagement Classification, a distinguished award recognizing colleges and universities that have demonstrated a deep engagement with communities, local and beyond. The distinction recognizes advanced curricular and assessment practices that improve teaching and learning, produce research that makes a difference in communities, and revitalize civic and academic missions. In this way, we also are striving to become the most engaged flagship university in the country, reaching every community, school district and nonprofit agency across the state.

Improving the global quality of life through research
We will push the frontiers of knowledge to broaden and transform our experience and comprehension of the world and mobilize our scholarly capacities to address such major societal challenges of our time as water, energy and the environment and such health challenges as cancer, diabetes and other deadly diseases. These endeavors will require the
collaborative efforts of multiple disciplines and alliances with the private and government sectors, as well as other universities.

We will:

- **Broaden opportunities for faculty scholarship** and mitigate against unexpected fluctuations in external funding sources.
- Encourage and incentivize the pursuit of **transformative ideas, the scaling up of ideas, and the development of external linkages** with renowned individuals and organizations nationally and globally.
- Develop new **research linkages with the private sector** that bring opportunities for faculty and students, and that promote the transformation of scholarly outcomes into demonstrable value for society.
- Continue building **undergraduate research** as a core institutional strength and differentiator for residential learning.
- Continue fostering an environment that tangibly promotes and supports the **integration of teaching and research**, incentivizes and rewards excellence in scholarship, and emphasizes shared strategic thinking and investment.
- Support research and creative activity that **enhances national security, economic prosperity and quality of life**.
- **Enhance collaborations and resource sharing** across the university and with other organizations to take full advantage of synergistic research opportunities across all disciplines.
- Encourage and support research in such fields as natural resources and the environment, weather radar technology, resilient communities, renewable energy and sustainability.
- **Grow existing research-based Centers of Excellence** and increase external funding of their research programs by pursuing industry partnerships and awards from prestigious funding agencies.

**Promoting the University's brand and success**

In dedication to and furtherance of its mission, the University aspires to excellence in all endeavors, from teaching, research and creative activity to service to the state and society. During the next five years, we will work boldly and strategically to achieve an even higher level of excellence by championing the success of our students, strengthening our research and creative activity and renewing our commitment to serving Oklahoma and the world.

We will:

- Enter the **US News & World Report Top 90 National Universities**
- Become one of the 20 **Top 50** graduate programs
• Receive 20,000 applications for admission to the University each year
• Quintuple our presence in non-sports national media

Providing students a world-class education
Increasing the success of our students is an educational imperative we plan to accomplish through three dimensions: quality, access and affordability.

We will:
• Grow student-centered educational experiences that raise academic expectations and better engage students with each other, with the faculty and with their studies, resulting in increased retention and timely graduation.
• Create upperclass on-campus living and learning communities through Dunham College and Headington College, OU’s first Residential Colleges, and through Cross Village, the University's first public-private alliance to develop a space for upperclass student housing and dining facilities, as well as an office building and structured parking facility, all of which will strengthen the University's commitment to building strong living/learning communities, improving student retention and graduation, and attracting more upperclass students to on-campus housing.
• Redevelop first-year housing to better serve growing incoming cohorts and better reflect market and student interests. Efforts will include reducing the population density in the freshman towers and possibly expanding into nearby sites, with a continued emphasis on creating dynamic college living environments, developing strong learning communities and encouraging social engagement.
• Increase emphasis on service learning on campus and through study abroad opportunities and support best practice service learning opportunities that have a positive impact on student learning, career development and civic engagement.
• Develop and expand internship, research and mentoring for undergraduate students, including mentoring programs between students and faculty, alumni and college boards of visitors.
• Continue to emphasize experiential learning in all disciplines and fields of study to provide hands-on and team-based opportunities for students.
• Expand access by increasing enrollment over the next five years, taking into account the impact of state demographics, notably the dramatic increase in the Latino population, and globalization, which will increase the diversity and internationalization of the University and will help us serve the needs of the state.
• **Increase retention and graduation rates** to 94 percent and 75 percent, respectively, by initiating programs that support students from their first year through completing their degree.

• **Preserve affordability** by containing costs and being innovative and efficient in using existing resources and increasing need-based scholarships and other financial assistance for students.

• Expand the **Debt Forgiveness Program** for graduates choosing to teach in Oklahoma.

• **Grow international education opportunities** and increase study abroad scholarship and fellowship support.

• **Recruit and retain an outstanding and diverse faculty** and provide an inclusive work climate for faculty to excel in teaching, research and service.

• Recruit the very best **graduate and professional students** from Oklahoma and beyond whose achievements and diversity will enrich the intellectual excellence of our programs.

• Support the newly established **campus food pantry** for students, faculty and staff.

### FOUNDATIONAL COMMITMENTS

**Accessibility and Affordability**
Access to higher education today is the greatest guarantee of true social and economic opportunity for all. The affordability of a college degree is a part of our unique American social compact. The University embodies these strong, deeply American values.

**Collaboration and Enterprise Innovation**
Given the current fiscal context, it is more important than ever that we operate in the most collaborative, enterprising and innovative ways possible. We must work together and share resources to be more efficient while maintaining quality. We must be more entrepreneurial and maximize and diversify revenue streams. And we must implement innovative and better ways to carry out our various missions to contain costs and enhance quality.

**Excellence in Teaching**
Providing students access to the best faculty and programs in the country is at the heart of OU’s mission. The University’s future, and the future of our students, depends upon our commitment to recruiting, retaining and rewarding outstanding faculty. Our curriculum is designed to ensure that our graduates have both the breadth and depth of the fundamental knowledge and skills they need to flourish as individuals and as citizens.
Inclusion and International Engagement
Across the strategic focus areas and in all that we do, the University will continue to cultivate and advance the core values and priorities of inclusion and international engagement. We believe such experience will develop students’ hearts and minds equally, creating a generation of thoughtful and engaged citizens. Domestic and global diversity are essential to excellence across all parts of our mission.

Knowledge Creation and Sharing
The University affirms our commitment to creating and sharing knowledge across a broad range of disciplines, and developing the deep reserves of curiosity, critical thinking, rigorous reasoning, creativity, ethical engagement, and civil communication required to address the complex challenges of an ever-changing world.

Sustainability
The University has committed to make sustainability a central priority of all aspects of the enterprise, from the academic mission to daily operations. Cost savings and efficiencies from our sustainability initiatives benefit not only the University’s finances, but also its goals under Climate Leadership Commitments, formerly the American College and University Presidents Climate Commitment, and as a member of the Chicago Climate Exchange.

STRATEGIC INITIATIVES
The goal of this strategic plan is not to do more with less; it is to move forward by doing things differently. We will concentrate new and reallocated resources on the areas of strategic focus where we can and will achieve substantial enhancements in excellence over the next five years, while protecting central programs and continuing to carry out all our missions with commitment to the highest quality.

Access and Enrollment Growth
Determine the desired size and mix of students for the University and increase undergraduate enrollment to reach that goal
- Ensure access for every qualified Oklahoma resident and increase enrollment of resident and nonresident undergraduates, transfer students, underrepresented domestic students, veterans and international students.
- Attract high-caliber non-resident students with scholarship awards.
- Plan for expanded first-year and upperclass student housing, classrooms and staffing to accommodate the targeted enrollment growth.
- Increase FAFSA completion rates for all incoming students.
• Open Dunham and Headington Residential Colleges, which are expected to improve retention with their strong community identities
• Expand the formal “functional data team” focused on providing data-based guidance to empower enrollment management, academic advising, student retention, degree persistence and graduation rates
• Develop summer programs across disciplines
• Grow online master’s programs

Digital Initiatives
Investing in new technologies that improve the student and community experience
• Expand active and digital learning
• Create quality online educational content
• Increase online offerings available to the public
• Explore offering online credentials
• Expand technologically enabled collaborative learning centers and classrooms
• Offer iPad programs for classroom and extracurricular learning
• Provide free and low-cost digital textbooks and other educational materials
• Improve existing and launch new digital apps that improve processes and help students navigate campus life (e.g., OU Bound, OU Innovate, Scholarship Genius, Fast Feedback)
• Advocate universitywide use of the Digital Tenure and Promotion System
• Grow online communication platforms (e.g., Sooner Sports TV, Brightcove)
• Expand Digital Days, a K-12 outreach program that educates metro students and teachers about technologies coming to the classroom of the future

Efficiency and Effectiveness
Maximize available resources by being more collaborative, enterprising and innovative, and align budget allocations and reallocations with strategic priorities
• Practice budget discipline and realize cost savings through ongoing administrative and academic streamlining, savings and efficiencies
• Remove curricular, procedural and policy requirements that impede progress to degrees and implement innovations to help students complete their degrees more quickly
• Offer alternative educational delivery models that maintain quality and lower costs
• Pilot a three-year teaching degree, including field placements, with early childhood and elementary education students using summer as a third semester
• Incentivize departments to increase enrollment, retention and extramural and clinical revenues
• Consider reallocating a set percentage each year from all units to support University strategic priorities (i.e., grow by substitution as well as addition of resources)
• Reorganize programs and activities for increased excellence and synergies
• Continually evaluate programs to guide investment in those that are or have the potential to be of the highest quality and/or most central to the University’s mission
• Optimize building and space and usage and ensure that future planning takes into account the need to accommodate enrollment growth
• Practice fiscal transparency and accountability
• Implement financial planning processes to anticipate future income and expenses
• Encourage self-supporting budget models throughout the University that allow departments to operate knowing fully what resources are available to them and how those resources are generated
• Enter into a public/private alliance to develop an on-campus neighborhood for students, faculty, staff and alumni that has the potential to contribute millions of dollars in new revenue for the University
• Improve facilities and renegotiate utility rates to save an estimated average of $1.5 million per year
• Maintain a hiring freeze that carefully regulates all hiring needs

Internationalization and Diversity
Enhance educational excellence by expanding domestic and international diversity and by bringing the world to Oklahoma and taking Oklahoma to the world
• Enhance the University’s commitment to diversity and inclusion, recognize and respect the essential worth of each individual and value differences among groups
• Grow and strengthen the Office of University Community, which oversees all diversity programs and works with Admissions and Records and Student Affairs to help make campus life more inclusive
• Infuse international and multicultural perspectives into our institutional mission
• Expand the proportion of students who study abroad
• Grow recruitment and retention of talented underrepresented domestic minority students and international students and scholars
• Expand the University’s global reach through its study centers in Italy, Mexico and Brazil and other institutions abroad
• Strengthen and expand the University's Diversity Experience Training programs
• Provide educational and celebratory events for faculty, students and staff that value diversity and promote inclusion
• Continue to increase international studies course enrollment, declared majors and minors, and graduate programs
• Become a nationally recognized leader in Native American studies
• Create and maintain a community of people representing a multiplicity of identities including, but not limited to, race, gender, ethnicity, sexual orientation, spiritual belief, geographic origin, abilities or disabilities, and socioeconomic status
• Attain diversity in the recruitment, retention and advancement of students, faculty and staff from underrepresented groups and communities
• Create leadership development programs for faculty and staff with emphasis on underrepresented minorities and women
• Assess faculty, staff and student feedback on climate for diversity and inclusion
• Grow summer bridge programs designed to ensure student persistence and success
• Seek corporate and foundation support for key pipeline and academic support programs that serve diverse communities
• Offer programming and educational opportunities through which members of the University community can engage in thoughtful discussion surrounding diversity and inclusion issues, and are challenged to adopt professional and ethical behavior

Outreach and Civic Engagement
Create a better future for Oklahoma and its citizens by extending the University’s reach throughout the state, nation and world
• Expand nontraditional paths for earning undergraduate and graduate degrees for Oklahomans who are unable to attend classes on campus by establishing partnerships with community colleges and career tech centers throughout the state to provide on-site and online degree completion programs
• Grow and enhance transfer and articulation agreements with community colleges
• Explore opportunities for dual enrollment programs
• Forge partnerships with local communities to expand our public leadership and contributions to economic and cultural vitality and add to the health and quality of life of all Oklahomans
• Nurture community outreach programs, particularly programs that support underserved populations
• Establish a school in Gulu, Uganda for girls kidnapped as “soldier wives” to help them pass the high school leaving exam, which will dramatically increase prospects for their lives
• Prepare students for roles as interdisciplinary leaders in nationally-recognized workplaces
• Grow online and other curriculum lessons and resources for K-12 teachers
• Increase **Spanish-language** offerings in online and print materials, more widely promote current Spanish-language programs on campus, and continue to support such cultural and community events as the annual OU Day of the Dead Street Festival

### Research Endeavors

Generate and disseminate new knowledge to understand and improve all aspects of life and living through faculty research excellence defined by dissemination, grant funding, scholarly impact and recognition

- Establish a **National Environmental Simulation and Testing Facility** at the University
- Grow the Center for **Autonomous Sensing and Sampling** into a global leader in research, education and development
- Create a prototype **four-dimensional Mesonet** of weather monitoring stations
- Grow the University’s **unmanned aircraft systems research**
- Launch the **Sooner Renewable Energy Research Initiative**
- Participate in the National Alliance for **Integrative Approaches to Extreme Environmental Events**
- Strive to be a **top 10 program** in atmospheric sciences, petroleum engineering, early childhood education, entrepreneurship, Native American and American West, anthropological and environmental genomics, dance, and natural products chemistry
- Strive to be a **top 50 program** in water, biomedical engineering, radar and remote sensing, physics, and strategic communications
- Create the **Plains Institute** to address compelling global environmental research challenges, implement practical solutions for the benefit of society, and strategically pursue multi-disciplinary research at the nexus of the such fields as environment, water, energy, policy, hydrology, biology and engineering
- Expand **human and environmental microbiome** science
- Strengthen and grow **defense/security/intelligence radar** research
- Engage with the private sector to **pursue life sciences research**
- Expand opportunities for **undergraduate research**
- Focus new research efforts in the areas of **risk, resilience and sustainability**
- Increase **high-performance research computing**
- Acquire $200 million in **new sponsored research funding**
- Add to prestigious **national and international awards**, including five new national academy members
- Generate $XXX in **intellectual property** licensing revenue
- Create XX new prestigious **research fellowships**
Scholarly Inquiry and Creative Work

Put knowledge into practice to address “grand challenges” of the 21st century, building on our existing and emerging strengths

- Define and assess the **quality of faculty scholarship** and communicate the value and impact of scholarship in its diverse forms to a wide audience
- Encourage a **spirit of free inquiry and thought**, and kindle in students the ability to think critically and imaginatively
- Aspire to **advance human knowledge** across a broad range of disciplines and support faculty research and creative activity of the highest quality, originality and integrity
- **Retain and attract outstanding faculty and staff** who provide the leadership and capacities for advancing knowledge and applying it to improve society and the human condition
- Encourage **increased faculty research activity**
- Empower faculty and staff to do their best work by providing clear communication, recognition of merit, high-quality facilities and equipment, and responsive governance structures to **nurture an organizational culture of excellence**
- Support faculty enrichment and scholarship through **summer research grants**
- Promote a culture in which every academic unit undertakes scholarship and/or creative work at the highest level in its field by setting goals and formulating a plan for **achieving a specified level of excellence**
- Implement policies and practices that **promote successful interdisciplinary research**, scholarship, creative work and engagement
- Create **tenure-track “cluster” positions** to address the major societal issues of our time, e.g., sustainability, health care and climate change, that collaborate on challenges that require cross-disciplinary expertise
- Champion and reward outstanding faculty with **endowed professorships and chairs**, awards, fellowships and nominations to prestigious scholarly societies
- Increase opportunities for the University’s most talented faculty to teach some of its most promising students in a **small-class honors course format**
- Create and disseminate such **data-related resources** as statistics, storage and access, analytics/informatics and visualization
- **Disseminate scholarly research** in prestigious and/or high-impact venues
- Continue to support **commercialization** of life-enhancing research discoveries and innovations
- Expand opportunities for **graduate students** to engage in on-campus and online internships and team projects driven by real-world problems and data
**Service**
Encourage students to share in public service and civic responsibilities within their communities to foster change that improves individual and societal well-being

- **Promote equity and human rights** through education, research, advocacy and collaboration
- Expand **public interest and pro bono services**
- Provide **free patient care and education** at charitable health clinics and events
- **Volunteer** at local schools and nonprofit agency sites
- **Teach children and their families** about food safety and the importance of making healthful choices
- Raise funds for nonprofit agencies that provide **services to community members in need**

**Student Success**
Create the best undergraduate student-centered experience in a Big 12 public university, and enhance student success and focused excellence in graduate and professional programs

**UNDERGRADUATE**
- Increase the freshman-to-sophomore **retention rate** from 90 percent to 94 percent
- Raise the **graduation rate** from 68 percent to 75 percent
- Develop the best **civics education and liberal arts** curriculum at a major public university
- Create the most extensive **community service program** in the central United States
- Ensure the best job **placement rate and starting salary** in the Big 12
- Implement an **advising program to provide early/transition support** for students moving from University College to their degree-granting colleges
- Provide every student with opportunities for **intellectual inquiry, faculty mentorship, individualized advising and preparation to apply** the knowledge and skills gained at OU in further professional, personal and educational contexts
- Enhance the first-year undergraduate experience and increase the number and kind of **First-Year Learning Communities** to improve student performance through linked classes
- Expand special interest communities, “**living/learning communities**” in residence halls in which every first-year student can participate
- Expand **residential colleges**, which provide a unique academic and social community experience for upper level students
- Consider strategies that might **link student aid with an incentive**, strong encouragement or requirement that students live on campus
• Provide more opportunities for students to participate in undergraduate research, study abroad, internships, service learning, capstone courses and other enriching learning activities
• Support departments in developing greater capacity, rigor and innovation in our general education curriculum
• Maintain data on the quantity and quality of general education requirements, and support departments in acting on that data to improve the educational experience of all students
• **Recruit and reward tenured faculty** who make significant contributions to student success through excellence in teaching, and recruit new tenure-track faculty positions dedicated to student success
• Expand **collaborative “learning commons”** spaces in Bizzell Memorial Library, new academic buildings, new residence halls and other select locations
• Expand efforts to **ensure a more secure and healthy living and learning environment** by working to reduce underage and high-risk drinking and their negative academic and social consequences
• Provide additional on-campus weekend opportunities for creative, intellectual and recreational activities
• Support departmental and college-level efforts to provide courses that focus on developing professional skills and experience
• Implement a **holistic approach to year-round course scheduling** to help students maintain academic momentum
• **Expand analysis of student grades in critical courses** to inform early advising interventions and systematically align course prerequisites with the markers of student success
• Innovate **data-informed strategies** for retention challenges and interventions
• Help students make informed decisions about their **major program**
• Enhance **predictive retention criteria** to better capture rigorous coursework in admission decisions and to better allocate resources
• Create **additional programming for parents** in the New Sooner Enrollment Program
• Ramp up **financial outreach** to help students and families develop a plan to pay for college
• **Scale college-level centers for student success** to 100 percent student participation to better prepare them for life after graduation
• Review and revise, where warranted, academic standing policies and procedures (e.g., contract decisions, suspension appeals, complete withdrawals)

**GRADUATE AND PROFESSIONAL**

• Engage **high level metrics** to position scarce resources for graduate programs
• Support curricular innovations that promote educational quality and timely degree completion
• Align graduate program enrollments, resources and market demand
• Explore additional funding sources to make the University more competitive in attracting top graduate students to our programs
• Link University funding of graduate programs to program quality, centrality and student success
• Strengthen graduate education through realignments that promote new intellectual synergies and ensure a critical mass necessary for program quality and sustainability
• Enhance career advising and improve placement in academic and non-academic jobs
• Augment inter-professional education in the health sciences
• Expand advanced degree options in entrepreneurship and economic development
• Grow non-juris doctor programs that offer specializations oil and gas, natural resources and energy law, and Native American and indigenous peoples law
• Pilot an earlier class start time blended model for graduate students to increase graduate enrollments

Sustainability
Integrate sustainability into all aspects of the University enterprise: academics, operations and outreach

• Develop a university-wide sustainability plan, including a community education component, with input from employee and student groups on campus dedicated to sustainability
• Even in an extremely challenging budgetary climate, invest in sound environmental practices and stay true to our sustainability commitments
• Provide students with educational opportunities in environmental, social and economic sustainability and help them develop problem-solving skills in those areas
• Support the workforce development of green industries in Oklahoma
• Increase usage of renewable resources and recycling efforts
• Support and grow interdisciplinary research in sustainability-focused areas
• Foster environment-related faculty research on such topics as climate change, water and renewable energy resources
• Grow sustainable undergraduate degree offerings and sustainability-related courses
• Support and expand the University’s centers and institutes that provide opportunities to faculty and students to pursue sustainability research
• Achieve aggressive improvements in energy conservation, renewable energy reliance, waste reduction and CO2 reduction
• Pursue new energy efficiency upgrade and retrofit projects across campus
• Continue to implement elements of the OU Bicycle Master Plan, the goal of which is to develop bicycle infrastructure on and around campus, including expanding and designating bike routes and wayfinding signage, fostering a safe environment for cycling, and promoting bicycling as a viable transportation option
• Extend the University’s Food Recovery Program, which allows excess food to be shared with shelters and other organizations in the community serving people who are homeless or impoverished
• Grow the purchase of food products from local sources, which cuts transportation and handling costs

Synergies in Science, Technology, Entrepreneurship and Economic Development
Build on the University’s tradition of leadership in science and technology by creating and nurturing connections among programs
• Champion and promote entrepreneurship and economic development as a mechanism to ensure the enduring global competitiveness of Oklahoma and the nation
• Stimulate creative activity among faculty, staff and students
• Foster and develop the entrepreneurial mindset, skillset and career set in all students
• Attract visiting scholars, scientists and entrepreneurs
• Use digital technologies to implement innovations that enhance interdisciplinary strength in teaching, scholarship and presentation

Wellness Initiatives
Expand the OU Wellness initiative to provides more extensive programs, services and resources that enhance the lifelong health of the entire university community
• Launch a Wellness portal accessible to employees and students
• Incentivize and reward participation in Wellness programs and activities
• Promote multiple dimensions of Wellness
• Offer opportunities to adopt healthy lifestyle habits
• Provide education on and access to preventive health services
• Advocate for sustainable change, contribute to the health of the planet and be involved in socially responsible activities to protect the environment
Every faculty and staff member on campus shares in the opportunity and responsibility for implementing this strategic plan. The University's 20 colleges play a central role in carrying out its academic mission, but our success in realizing the vision of focused excellence also depends on the work performed by people in non-academic units across campus.

**Administrative and Business Services**
Serving and supporting the academic functions of the University, as well as providing services for students, faculty, staff and visitors to campus, OU administrative leadership actively and regularly strives to identify and improve needed and potential process and customer service experiences.

**Business Analytics**
Led by the new Office of Business Analytics, we will continue to make strides through data-informed decision making and be strategically purposeful in our collection and analysis of student and other data. The University will ramp up its use of business analytics to identify new efficiencies and cost savings, and creative strategic opportunities to help students progress toward graduation.

**Development**
This strategic plan and the University's current comprehensive fundraising campaign, Live On, University, together present an opportunity to align OU's aspirations with the passions and interests of donors. Live On, University seeks to support scholarships and fellowships for students, honor and reward great teachers, sustain programs that improve the health of our citizens and the vitality and quality of life of our communities, make civic education an integral part of the college experience, preserve and maintain our priceless cultural resources, and ensure our students are prepared to compete in the global community.

Beyond the Live On, University campaign, OU is conceiving a pipeline for new donors, foundations and corporate support.

Private gift support will play a critical role in the University achieving new levels of distinction and excellence in the education of its students, development of its faculty, discovery of knowledge that will improve lives, creation of outstanding learning environments, and service to a wide variety of constituents in Oklahoma and beyond.
The University of Oklahoma Foundation provides essential resources in donor prospecting and acquisition, fundraising, stewardship and management of gift funds, and is a key partner in overall University advancement, along with the Alumni Association and others on campus who are involved in outreach and telling the University’s compelling story.

Facilities Planning and Management
Known for Cherokee Gothic architecture and breathtaking gardens and green spaces, the University is proud to be recognized as one of America’s 25 most beautiful campuses. The Campus Master Plan carefully balances the growth of buildings and other facilities with the landscaping, fountains and statues that combine to make the campus both functional and inviting.

Major capital projects in 2017-2022 totaling $___ million will transform teaching, research and student housing well into the 21st century. These construction projects will be accomplished while lowering unit energy consumption and providing effective stewardship for the existing inventory of University buildings. Notable construction projects include:

- Renovation and modernization of space on Lower Level 2 of the 1983 Neustadt Wing addition to the Bizzell Memorial Library to create common areas and work areas to be made available to faculty and graduate students
- **Cross Village**, the University’s first public-private alliance to develop a space for upperclass student housing and dining facilities, as well as an office building and structured parking facility, strengthening OU’s commitment to building strong residential, living, learning communities, improving student retention and graduation, and attracting more upperclass students to on-campus housing
- **Redeveloped first-year housing** to better serve growing incoming cohorts and reflect current market and student interests
- An addition to the Homer L. Dodge Department of Physics and Astronomy that will include 12 state-of-the-art research labs, offices and rooftop space for astronomical research and teaching
- Transformation of a portion of the Donald E. Pray Law Library into a Collaborative Learning Center for cooperative group work using the latest in multimedia technology
- **Galgogly Hall**, the newest addition to the Gallogly College of Engineering quad, which will house the Peggy and Charles Stephenson School of Biomedical Engineering
- Expansion of **The Gaylord Family – Oklahoma Memorial Stadium** to complete the bowl in the stadium’s south end zone, which adds seating, plazas and other amenities, and expands and improves team facilities and support spaces for football and other sports programs
• An addition to Lloyd Noble Center Strength Training and Performance Center to provide improved strength training facilities for the men’s and women's basketball programs and other student-athletes
• The University’s first Residential Colleges, Dunham College and Headington College, will provide an intimate and supportive community designed to promote the social, intellectual and personal growth of OU’s undergraduate upperclass students
• Four storm-hardened shelters in student housing areas

Other projects in the discussion phase include an environmental simulation facility and student housing on the University Research Campus and additional residential colleges to continue to meet the growing demand for upperclass student housing.

Financial Management
We take fiscal responsibility seriously and use meaningful and compelling financial metrics to illustrate our impressive financial performance and overall good health. Our highest priority will continue to be efficient and effective financial management, including raising, allocating and budgeting capital for long- and short-term assets and liabilities.

Recent investment grade ratings assigned by Standard & Poor and Fitch reflect the strength of the University’s broad security pledge, sound governance and management, generally stable student demand, and relatively stable and ongoing, albeit declining over time, financial support received from state appropriations.

Health Care Clinical Enterprise
The University is the state leader and a regional hub for medical research and clinical care.

The Stephenson Cancer Center, which is the state’s only comprehensive academic cancer center, houses more than 50 oncology physicians who specialize in the treatment of all types of cancer and provide patient-centered care. The Stephenson Cancer Center is one of only 30 Lead Academic Sites nationwide to be selected as a primary location for conducting high-impact clinical research.

Harold Hamm Diabetes Center serves as a catalyst for eradicating the diabetes epidemic through cutting-edge research focused on progress toward a cure for diabetes and its complications, dramatically improved patient care for those suffering from the disease, and programs aimed at preventing people from developing diabetes before it starts. HHDC has facilities in Oklahoma City and Tulsa as well as affiliated sites across the state.
OU’s University Research Park furthers biomedical research, commercializes newly developed technologies, processes and equipment, and creates jobs in Oklahoma while advancing health care for all. The 700,000-square-foot research park houses a number of biomedical companies created around technology developed at OU, as well as several other health care-related entities. The University Research Park will continue to be one of Oklahoma’s major engines for economic growth and resource for learning, discovery and innovation in today’s knowledge-based, technologically driven global society.

**Information Resources and Technology**

*Resources:* The university library of the past was designed, for the most part, to collect and process print collections. Today’s library must be an extension of the classroom, fostering collaborative and interactive learning. The library will continue to support student success through the Peggy V. Helmerich Collaborative Learning Center and similar spaces and programs, where new and emerging technologies are accessible in an inviting, user-focused, service-rich environment where students can learn from working together, and where key support services for learning are accessible. University Libraries will be a full collaborative partner in the research and creative endeavors of the University.

*Technology:* Rapidly changing technology trends will continue at an accelerated rate. When strategically implemented, technology increasingly adds value, innovation and opportunity for the University. Technology also has proven invaluable by significantly improving personal productivity and learning. IT will enhance student success through expansion, adoption and support of e-learning systems, and will enhance the cyber infrastructure needed to meet the evolving needs of research, scholarly work and creative activity. A major effort during this planning period will be to collaboratively leverage the IT skills and resources of the campus community to accelerate progress toward all areas of the strategic plan.

Strategic priorities include:

- Embracing **innovative technologies** that better prepare our students for the future workforce, enable campus operations to run more efficiently and provide researchers with the next generation of tools for groundbreaking discoveries.
- Becoming a national leader as a **Smart Campus**, using information technology to transform life and work by seeking opportunities to connect, automate, simplify, and integrate services and processes that impact the academic, social and practical life of students, faculty and staff. Smart Campuses can impact sustainability, cost efficiency and student success; generate innovations and technology transfer; and extend access to OU knowledge and resources globally.
• Achieving a balanced learning-space portfolio that will use technology to create innovative learning spaces to support active learning, online learning and virtual labs, enabling faculty and students to increase the level of collaboration and engagement in both our physical and virtual spaces.
• Growing the University’s high-speed campus network and expanding OU’s global reach with new research capabilities, improved decision making through data analytics, and novel digital capabilities in the workplace and the classroom.
• Exploring the most cost effective ways to increase the network’s reliability, speed and reach for the entire campus.
• Expanding wireless service and create a five-year refresh for all buildings on the Norman campus.
• Developing and implementing adaptive cyber security architectures that emphasize agility while protecting the confidentiality, integrity and availability of services and data.
• Implementing a data delivery platform that provides streamlined access capabilities to support data analytics and speed systems integration and creating a cross functional data governance committee to facilitate data requests and ensure proper controls.
• Expanding research computing collaborations with educational and nonprofit organizations across the state and providing access to OU’s high performance computing resources.
• Collaborating with Administrative and Business Services to seek operational efficiencies by streamlining university processes, modernizing critical business applications and applying industry best practices.
• Leveraging IT Shared Services to deliver consolidated computer and storage services to all OU campuses and community partners and offer public cloud services to increase agility, empower users and deliver cost-effective technology solutions.
• Fostering the creation, refinement and implementation of innovative ideas through the Innovation Hub, an interactive learning facility on the University Research Campus that encourages innovation, product development, training, mentoring and entrepreneurship among students, faculty and staff.

Intercollegiate Athletics
Intercollegiate athletics plays a vital role at the University, providing an entrance for current and future students, friends and fans, citizens of Oklahoma and people around the world. Whether they are playing host to thousands of young people in summer sports camps or reaching millions of television viewers across the country, our student-athletes inspire us all.
The Athletics Department is committed to all aspects of this strategic plan and will continue its efforts relative to the University's overall student recruitment and retention, public outreach and engagement, diversity and campaign fundraising initiatives.

Strategic priorities include:

- Improving student-athlete **academic performance** that surpasses required standards
- Providing an environment that promotes the **health, safety and welfare** of all student-athletes
- Appreciating diversity and **promoting inclusion** among student-athletes and in alignment with the general student population
- Providing a **championship experience** for student-athletes
- Maintaining and **developing facilities** designed for the development of champions
- **Recruiting, hiring and retaining** qualified, competent and diverse staff and coaches
- Emphasizing a **commitment to sportsmanship**, integrity and rules compliance
- **Increasing participation** of the community, donors and corporate stakeholders
- Demonstrating **exemplary fiscal responsibility**.

**Legal and Risk Management**

The University's Office of Legal Counsel will continue to provide and/or coordinate responsible legal services on issues facing all sectors of the University, and will assist the colleges and departments in developing policies, practices and procedures that reduce the risk of legal problems. Legal Counsel will assist in training of faculty and staff in areas of legal risk.

OU is committed to ensuring the health, safety and welfare of persons and protection of property on the OU campus in the event of an emergency situation or incident. The Office of Emergency Preparedness will continue to provide leadership and guidance for reacting to major emergencies and disasters that may have the potential to cause significant disruption to normal operations on campus.

The Department of Risk Management, which comprises fire safety, workers’ compensation, insuring risk and Max Westheimer Airport, will continue to provide a safe environment for the University's students, faculty, staff and visitors, and to conserve the University's assets from the consequences of loss.

**Outreach**
The University’s community outreach efforts focus on creating a better future for Oklahoma and its citizens by extending the University’s reach throughout the state. Strategic programs include:

- Growing **nontraditional paths for earning undergraduate and graduate degrees** by collaborating with community colleges and career tech centers throughout the state to provide on-site and online degree completion programs
- Expanding agreements with community colleges that document **transfer policies** for academic programs and degrees
- Building upon existing **concurrent enrollment** programs
- Forging relationships with local communities to expand the University’s **contributions to economic and cultural vitality** and add to the health and quality of life of all Oklahomans
- Nurture **community outreach** programs, particularly those that support underserved populations.

**Research Programs**

The University makes available research and teaching facilities, faculty and staff, and end products to enhance economic, technological and social development and human well-being.

The University Research Campus co-locates university, governmental and private sector programs and entities in a large intellectual learning community where each benefits from the participation of the other. Facilities include the National Weather Center; Stephenson Research and Technology Center, Stephenson Life Sciences Research Center and Radar Innovations Laboratory, as well as five multi-use buildings where private industry, government and academic entities share space and collaborate.

Through a five-year, $20.3 million grant from the National Institutes of Health, OU Health Sciences Center scientists are collaborating with colleagues at several other institutions across the state to further research in cancer, diabetes, obesity and heart disease, and study how these diseases specifically affect Oklahoma’s population.

OU leads the Southern Plains Regional Transportation Center, a consortium designed to boost domestic technology and expertise in transportation issues as well as address unique challenges that severe weather poses to the region’s transportation structure.

**Strategic Communications**

The goal of strategic communications is to inform and inspire our varied internal and external constituents. Current and planned efforts to better reach and engage our
audiences using traditional and emerging communication tools should help the University solidify its brand and effectively convey the strategic scope of student success, research strength and creative excellence that serve Oklahoma and the world.

Student Life and Services
The mission of Student Affairs is to enhance students’ academic success by developing student skills, cultivating diverse campus life experiences and enriching the university community through programs and services. Academic affairs-student affairs collaborations maximize our ability to enhance student success.

Strategic priorities include:

- Assisting students in realizing their academic, personal and professional goals through career services and fairs, counseling and health services, fitness and recreation activities, and gender and equality programs and support services
- Providing such diverse cultural experiences as:
  - The Unlearning Workshops
  - Student community hours and Student Life community advising
  - Cultural events and programs
  - Campus Climate Committee
  - Unity Symposium
  - Gender+Equality Center programs and services
  - OU Food Pantry
  - THRIVE: Encouraging and Empowering the Women of Student Affairs and the OU Community
  - FACES: Fostering Acceptance through Collaboration and Education for Students
- Offering programs designed to enhance the academic experience:
  - Student Life programs and services
  - Student Government Association
  - Oklahoma Memorial Union/Union Programming Board
  - Collaborate, a Student Affairs division-wide initiative that....
  - Camp Crimson, a three-day, two-night camp for incoming students
  - The Big Event, OU’s official day of community service
  - Volunteer Corps, which promotes community engagement and service
- Providing leadership development opportunities:
  - Lead Team
  - Leader Summit
  - President’s Leadership Class
  - President’s Community Scholars
- Emerging Leaders
- Student Media
- 400+ registered student organizations
- Lead Night
- Read & Lead
- Impact+
- ILead: Social Outreach
- The Sooner Standard

- Creating a **safe, healthy environment** in which students may live, study and socialize
  - Housing & Food Services
  - SafeWalk
  - SafeRide, a feature in the OU Innovate app
  - Adopt-An-Area Beautification Program
  - Housing Center Student Association
  - Full Plate Living
  - Crimson Cruisers Bike Share Program
  - OU Food Pantry
  - Freight Farms Leafy Green Machines
  - Housing & Food Services’ sustainability efforts and use of local vendors
  - OU Advocates, 24/7 on-call response team

- **Project CEO (Co-curricular Experience Outcomes)**, which assesses critical areas of student development and identifies where they report learning these skills

- Updating the **assessment reporting structure** and establishing a benchmarking schedule for all departments within the division.
PERFORMANCE MEASURES

(NOTE: This section is in process.)

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<td>Exceed current energy conservation and renewable energy goals by 20__</td>
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<td>Create and attain progress toward meeting 2020 sustainability goals</td>
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<td>Measure for contributions to state economic vitality</td>
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