The University of Oklahoma – Tulsa
Strategic Plan
Version 1.0
2006 – 2010

OU 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.

OU-Tulsa Vision
The OU-Tulsa vision is to build a nationally-recognized center of higher education excellence in select areas that emphasize strong campus-community partnerships and that leverage the unique opportunities and needs in the Tulsa region. (1/23/06)
January 24, 2006

Dear OU-Tulsa Community and Friends:

Attached you will find the 2006 – 2010 strategic plan for The University of Oklahoma-Tulsa Schusterman Center. The University of Oklahoma is deeply committed to our programs in Tulsa. OU-Tulsa has experienced a great amount of success and growth since we dedicated the Schusterman Center campus in 1999.

There are five key goals outlined in this plan. They are as follows:

1. Increase enrollment to 2,000 students by 2010
2. Increase research funding to $15 million annually by 2010
3. Retire the debt of the Schusterman Center and complete development of campus master plan
4. Build centers of interdisciplinary excellence in 1) early childhood 2) community health and social service delivery and 3) the convergence of technology and health sciences
5. Create a strong student life experience

We firmly endorse the ideas outlined in this plan and commend those who worked hard to create this plan. In the spirit of OU’s strong tradition, the goals outlined in this plan are comprehensive, visionary and will continue to expand the OU mission in Tulsa.

We look forward to working with OU-Tulsa faculty, students, staff and the greater Tulsa community to ensure that the goals in this plan are implemented successfully and will contribute to the growth of OU-Tulsa and the community as a whole.

Sincerely,

David L. Boren
President
The University of Oklahoma

Kenneth J. Levit
President
OU-Tulsa
THE HISTORY OF OU-TULSA

The earliest program of The University of Oklahoma in Tulsa started in 1957 as a partnership with the Tulsa-City County Library. This program averaged 50 students a year and was one of the first programs to be part of the Tulsa Graduate Center, which became University Center at Tulsa in 1982.

Recognizing the potential community impact of an expansion of OU services in Tulsa, the Oklahoma State Legislature enacted Senate Bill 453 in 1972 that created a clinical branch of The University of Oklahoma College of Medicine in Tulsa. Today, the OU College of Medicine enrolls 60 medical students in their third and fourth years and trains 181 residents who conduct 200,000 patient visits annually at the college’s ambulatory clinics.

Today, the OU Health Sciences programs and the OU Norman academic programs serve approximately 1,300 students and medical residents, offering graduate degrees in allied health, architecture, educational administration, electrical and computer engineering, human relations, knowledge management, liberal studies, library and information studies, medicine, music education, nursing, organizational dynamics, pharmacy, public administration, public health, social work, and telecommunications systems. Undergraduate programs in human relations, liberal studies and nursing are also offered in Tulsa. In the fall of 2006, OU-Tulsa will begin offering an undergraduate degree in early childhood education.

The Tulsa campus is also home to various programs sponsored by the OU College of Continuing Education. The most extensive initiative is the National Resource Center for Youth Services. Established in 1973, the National Resource Center is a nationally recognized center designed to provide consultation, training, and technical assistance for professionals who serve youth in the child welfare and youth services systems. Currently, a staff of 60 employees conducts more than 1,000 events annually for more than 18,000 people in all 50 states, the District of Columbia and Puerto Rico.

Although OU’s presence in Tulsa has been longstanding, it changed dramatically in 1999. As a result of the transformational $10 million gift from the Charles and Lynn Schusterman Family Foundation and the leadership of President David L. Boren, OU was able to purchase 60 acres at the corner of 41st and Yale, previously the BP-Amoco Research Center. The OU programs in Tulsa had been located in a wide variety of physical locations, including the OSU-Tulsa campus in the historic Greenwood District of the city. By the fall of 2002, all OU academic programs in Tulsa were located at the Schusterman Center campus. The new campus has allowed OU to better serve the community by providing a strong, centralized identity in Tulsa.

In May of 2004, the Oklahoma State Legislature passed a new state statute that officially recognized OU-Tulsa as one of the core components of The University of Oklahoma system.
CORE VALUES

In conjunction with The University of Oklahoma’s mission and vision, OU-Tulsa has identified eight core values that are critical for the advancement of OU in Tulsa and provide the foundation for the development of its strategic goals for the next several years. These core values are the following:

- **Excellence**
  OU-Tulsa is committed to excellence in academics, research and service.

- **Interdisciplinary Discovery**
  With all diverse academic programs centralized on one campus, OU-Tulsa is well-suited to foster scholarly discovery through collaboration across disciplines and campuses.

- **Faculty Development**
  OU-Tulsa’s most important resource is our faculty members, and our success depends on their growth and scholarly development.

- **Student Success**
  Students are the reason for our existence. We are committed to providing the best learning environment possible for all of our students.

- **Innovation and Intellectual Freedom**
  OU-Tulsa shall be a platform to pioneer technologies, pursue innovative research and deliver education and community service. Above all, we value and will sustain an intellectually vigorous community that encourages creativity, curiosity, critical thinking, and open debate.

- **Culture of Mutual Respect**
  We value and will sustain an ethical, caring and diverse community that is characterized by honesty, integrity, equal opportunity, respect, trust and civility.

- **Community Engagement**
  OU-Tulsa is enmeshed in the larger Tulsa community, a relationship that shapes the programs and growth of OU-Tulsa.

- **Service to Society**
  We are committed to serving the community, especially the underserved populations. All academic programs at OU-Tulsa make service an integral part of their mission.
STRATEGIC GOALS

OU-Tulsa has articulated five strategic goals that will effectively position the institution for success in the coming decade. These strategic goals substantially build on the progress made by OU-Tulsa in the last five years and are driven by the core values.

I. GOAL: INCREASE ENROLLMENT TO 2,000 STUDENTS BY 2010

OU-Tulsa will focus academic program growth and resources in fields that address critical needs and opportunities for Tulsa and northeastern Oklahoma with programs for which OU-Tulsa can be a distinct and excellent provider.

OU-Tulsa will experience annual increases of 10 percent in academic program enrollment over the next three years. The addition of new degree programs in areas such as early childhood education, nursing, educational leadership, and physician assistant training as well as the growth of degree completion programs will increase projected enrollment numbers to create a path to 2,000 students by 2010.

Enrollment Growth
Rationale:

OU-Tulsa will develop and expand its course offerings in focused academic areas and in response to community demand in a manner that is non-duplicative and that encourages opportunities for strategic partnerships with other institutions in the greater Tulsa area.

Initiatives:

1. Targeted Areas for Academic Program Growth

   A. Programs from the Norman Campus

   The Norman-based programs targeted for expansion include early childhood education, educational leadership geared for prospective high school principals, social work, organizational dynamics and engineering. These programs have been identified as having significant growth potential in terms of student interest as well as community demand and application. In particular, the early childhood education program, with its emphasis on teaching children from birth to five years has substantial potential to evolve into a nationally recognized center of excellence for OU-Tulsa. The addition of a tailored curriculum will allow this area of study to become part of a larger, more defined Early Childhood Institute.

   B. Programs from the Health Sciences Center (HSC) Campus

   The HSC academic programs on the OU-Tulsa campus that are slated for student enrollment expansion include specific programs in the College of Medicine, nursing, public health and pharmacy disciplines. An additional area that holds important potential for growth is the development of a physician’s assistant program at the OU College of Medicine, Tulsa in a partnership, potentially with The University of Tulsa.

2. Student Recruitment

   In order for OU-Tulsa to meet the goal of 2,000 enrolled students by 2010, a director of recruiting for the OU-Tulsa campus will need to be designated specifically for graduate and professional school recruitment. It will be essential for this recruiter to build relationships with other institutions of higher learning, thereby positioning OU-Tulsa competitively for those students who have completed their undergraduate education and wish to proceed to graduate school. OU-Tulsa will work to achieve enrollments from a larger number of underrepresented populations.

   The recruiter should be able to directly show that at least 50 new students per academic year have enrolled as a result of his or her networking efforts in the community. This position will recruit for all programs at OU-Tulsa and will report to the Director of University Relations in the President’s Office.
Resources Needed to Achieve Goal #1:

1. **Expand Faculty**

   In order to accommodate a student population of 2,000 students by 2010, OU-Tulsa will need to systematically expand its faculty ranks. OU-Tulsa is committed to hiring at least 20 to 30 new, exceptional faculty and researchers who are available to live in Tulsa and teach at OU-Tulsa.

   Over the next five years, OU-Tulsa will strive to increase the number of faculty sufficient to meet the goals outlined in this strategic plan. Assuming an average compensation of $100,000 per faculty member, including benefits, this calls for a minimum increase in annual state funding of at least $3 million for academic programs at OU-Tulsa.

2. **Hire a Director of Recruiting**

   OU-Tulsa will hire a director of recruiting to go out into the communities of northeastern Oklahoma and promote programs with potential for enrollment growth. This new staff member will work with current staff on local, corporate market research through face-to-face meetings with employers to determine educational needs of the employees and local corporations. Additionally, this director will work to increase OU-Tulsa’s presence at all Tulsa Community College campuses. The director of recruiting should demonstrate an understanding of and a strong passion for recruitment of students from all diverse backgrounds.

3. **Enhance Library Services**

   Library services must be enhanced in order to provide essential support for ongoing as well as new instructional programs, research activities, and for the increased student population. Additional faculty librarians will be needed to optimize utilization of information resources. New programs will also necessitate additional print and electronic resources for faculty as well as students.

4. **Create a Faculty Council**

   A faculty council will be created to work through the existing faculty senate and to informally advise and interact with the OU-Tulsa president on issues of importance and concern to both Norman and health sciences center faculty related to interdisciplinary educational opportunities. The Council will collaborate with OU-Tulsa faculty and faculty at other academic institutions to assess the needs and feasibility of interdisciplinary efforts.
II. GOAL: INCREASE RESEARCH FUNDING TO $15 MILLION ANNUALLY

Increase scholarship and original research at OU-Tulsa and incorporate this increased scholarship into the academic programs for the benefit of students. OU-Tulsa will strive to increase total external funding for grants and contracts in support of scholarship and research at OU-Tulsa to $15 million annually by 2010.

Rationale:

The hallmark of an excellent university is an outstanding educational experience in which students receive a firm grounding in core competencies and cutting edge knowledge in their field. These objectives are achieved through the scholarship and original research of faculty and by exposing students to faculty who are nationally and internationally recognized as leaders in their field. The research mission of OU-Tulsa will also be a guiding strategy because of the important economic development impact that such research will have in the larger Tulsa community.

Initiatives:

1. Programs from the Norman Campus — Scholarship and Research

When averaged over the 22.5 resident full-time employees (FTEs), the current sponsored research, grant, and contract base of $1.18 million for the Tulsa faculty provides a productivity measure of approximately $52,000 per faculty member. With the addition of new faculty members in targeted research areas, OU-Tulsa’s overall goal is to raise the annual level of sponsored research for Norman-based disciplines to $5 million by 2010.

To achieve growth in research funding, OU-Tulsa has identified the following broad, thematic areas in which the institution will invest new resources for Norman-based programs at OU-Tulsa:

- Telecommunications Systems
- Early Childhood Education
- Engineering, especially Bio-engineering
- Urban Social Systems
- Organizational Studies

Because peer-reviewed research is the key to sponsored research success, peer-reviewed, refereed publications will be tracked; and an annual goal of increasing such publications by 10 percent will be set. In addition, each college with resident faculty will have at least one active grant or contract awarded by FY2010. OU-Tulsa will increase the number of graduate research assistants funded by grants and contracts for its Norman-based programs from the current base of five to a minimum of 30 by FY2010.
2. **Programs from the Health Sciences Center — Scholarship and Research**

   **A. Funding for Clinical Research**

   Research funding for the HSC-Tulsa programs target the area of clinical research and will increase by at least 300 percent from $3.5 million per year to $10 million per year by 2010. A priority will be securing federally funded research efforts from the National Institutes of Health, the Department of Defense, the Centers for Disease Control, and other federal agencies. Private foundations and corporations will also be targeted for fundraising activity in support of research.

   **B. Research Partnerships**

   The Tulsa-based HSC programs will significantly expand research partnerships with established programs at OUHSC. Major areas of focus will include cancer, diabetes and obesity, cardiovascular disease, infectious diseases and bio-terrorism, neuroscience, new drug development and health services research.

   **C. Interdisciplinary Involvement**

   OU-Tulsa will encourage the examination of research themes that encourage multiple-college involvement. These themes will include diabetes, general clinical research, neuroscience-imaging, cancer, palliative care, geriatrics, pharmaco-genomics, informatics, immunology, infectious disease and bio-terrorism, and community health and services research.

   **D. External Partnerships**

   OU-Tulsa will continue to work on fostering external partnerships with institutions and agencies important to OU-Tulsa. These will include our sister higher educations such as Tulsa Community College and The University of Tulsa, as well as Warren Medical Research Institute, Laureate Psychiatric Hospital, and Tulsa-based philanthropies that have the ability to have a significant or transformational impact on OU-Tulsa.

3. **Scholarship and Research Infrastructure**

   A more defined research infrastructure, both in terms of physical accommodation and curriculum expansion, will be developed at OU-Tulsa to support research for both Norman-based and Health Sciences-based programs, including:

   **A. Office of Research Development**

   The establishment of an Office of Research Development will assist faculty with the coordination and preparation of research proposals, including identification of funding opportunities, preparation of budgets, budget justifications, proposal routing. This office will function as a liaison with the Offices of Research Administration in Norman and at the OUHSC in Oklahoma City.
B. Faculty Interaction Programs

The establishment of formal and informal mechanisms will increase faculty interactions. These programs include the president’s interdisciplinary research conferences and encouragement for cross-departmental presentations at departmental grand rounds, seminars and forums.

C. OU-Tulsa Research Seed Grant

An OU-Tulsa research “seed grant” program will be established to support the initiation of new projects that are consistent with the strategic goals outlined in this plan. The program will incorporate community outreach with the potential to be competitive for extramural funding after the collection of preliminary data and/or the demonstration of feasibility.

4. Faculty Recruitment and Retention Related to Scholarship and Discovery

![Graph showing Resident Faculty Growth from 1999 to 2005]

- 1999: 96
- 2005: 214
A. Administrative Support

The OU-Tulsa President will work closely with both Provosts and the deans of colleges with a presence at OU-Tulsa to coordinate faculty recruitment and retention with the strategic priorities for growth of scholarship and research at OU-Tulsa.

B. Recruiting and Faculty Retention Priority

Priority will be given to recruiting and retaining a diverse faculty with demonstrated research productivity or, in the case of junior faculty, those with the credentials and post-graduate mentoring experience that indicate a high likelihood of success in scholarship and research.

C. Shared Faculty Appointments

Recruitment and retention of faculty with shared appointments between colleges will be encouraged to foster interdisciplinary collaboration and maximize the leverage obtained from available resources for faculty recruitment.

5. Commercialization of Research and Technology Transfer

A. Deployment of Technology Development into the Business Sector

OU-Tulsa will encourage the development of technologies within University laboratories that have a relevance to the Tulsa business sector. The University will continue to assist and fund research projects that have demonstrated promise for technology transfer but have not yet obtained funding and/or partners to proceed with commercial development.

B. Pursue Pre-seed Investment Money

OU-Tulsa will pursue in Tulsa a fund to provide pre-seed investment money to help investigators and institutions test and validate the market need for and interest in university-based research.

Resources Needed to Complete Goal #2:

1. Increased Faculty

As stated in goal number one, OU-Tulsa will strive to increase the number of faculty sufficient to meet the goals outlined in this strategic plan with the expectation that each new faculty member will generate significant extramural funding. Assuming an average compensation of $100,000 per faculty member including benefits, this calls for a minimum increase in annual state funding of at least $3 million.
2. **Office of Research Development**

To realize goal #2, the University must have salary support to establish and maintain the Office of Research Development at OU-Tulsa.

3. **Fundraising for Endowed Faculty Positions**

This goal includes fundraising with a focus on endowing faculty positions that are in areas of strong research potential for OU-Tulsa with a goal of raising $5 million to fund endowed positions for OU-Tulsa researchers.

### III. Goal: RETIRE THE DEBT OF THE SCHUSTERMAN CENTER AND COMPLETE DEVELOPMENT OF A NEW OU-TULSA CAMPUS MASTER PLAN

*Retire the debt of the Schusterman Center through a strategy to pay debt service. The current amount owed is $18 million, or a $1.54 million annual payment for 19 years.*

*Additionally, OU-Tulsa administration will complete development of the OU-Tulsa Campus Master Plan and implement components of the Campus Master Plan that are crucial to accommodate expected student growth and community use of OU-Tulsa facilities.*

**Rationale:**

The OU-Tulsa Schusterman Center is the only higher education institution in the state that was purchased entirely with private and internal university funds. While that achievement shows the support of the University and the Tulsa community, OU-Tulsa leadership must ensure that OU-Tulsa receives adequate funding from the state and federal government to sustain programs at the highest levels of excellence.

When the University purchased the BP-Amoco facility to serve as the home for the OU-Tulsa Schusterman Center, President David Boren asked for the development of a Campus Master Plan. That planning process began in fall 2001 and set the stage for the following major projects, all of which are now underway:

**$37 million – Research and Medical Clinic**

This facility was made possible by the Tulsa County Vision 2025 bond issue passed by Tulsa county voters in September 2003. Construction began in the spring of 2005, and project completion is scheduled for December 2006. The clinic will be the educational home of the OU College of Medicine and Tulsa medical
students and residents and will provide for interdisciplinary education among students in medicine, nursing, allied health, public health and pharmacy. The clinic will also include a $5 million satellite cancer center.

$29 million – Learning Center and Library Complex

The recently passed Higher Education State Bond Issue includes $12 to $14 million for OU-Tulsa to complete this $29 million complex. A gift of $10 million from the Lynn Schusterman Family has been pledged toward this project. The OU-Tulsa library will be improved so it is a top-tier resource designed to strengthen academic programming and attract users from across the entire community. The classrooms will provide the critically needed expansion of academic instructional space. The new facility will feature a 300-seat lecture hall, two 94-seat seminar halls, six classrooms, eight group study rooms, and a grand commons area for events.

$9 million – OU Physicians Family Medicine Clinic

In partnership with Hillcrest HealthCare Systems, the OU College of Medicine, Tulsa recently opened a new family medicine clinic at Hillcrest Medical Center in the summer of 2005.

Initiatives:

1. **Prioritize Goals for State Funding**

   The OU-Tulsa Schusterman Center has never been funded adequately by the state of Oklahoma. We have relied on supplemental funding from the College of Medicine, rent from BP-Amoco and other external sources. In addition, Norman tuition and fees, which should be used for instruction, currently support the campus operations. We must create a funding model to complete the purchase of the Schusterman Center campus for campus operations, administration, and academic programs that is appropriate, and sustainable and transparent.

2. **Create a Legislative Strategy to Secure Funds for Repayment of Schusterman Center Debt**

   The OU-Tulsa administrative and legislative affairs team must build a strategy to educate state legislators and state regents about funding needs for the repayment of the Schusterman Center debt. Retiring the Schusterman Center debt should be a legislative priority for the upcoming 2006 session and promoted by OU leadership.
3. **Institutionalize Funding for OU-Tulsa**

OU-Tulsa must develop a financial strategy and reporting mechanism that reflects OU-Tulsa in a comprehensive manner. For most of its existence, the OU-Tulsa Schusterman Center has had no central operating budget. The Norman campus used one model to fund academic programs here, and the Health Science Center used another model. With the establishment of an OU-Tulsa agency account, the finances of OU-Tulsa should be as centralized as possible, using the new state agency account as a platform on which to build budgets for OU-Tulsa and the Schusterman Center.

In addition, OU-Tulsa administration must provide accountability relating to fees and indirect expenditures so that fees and reimbursements relating specifically to Tulsa-based activities flow back to support those activities and operations on the OU-Tulsa Schusterman Center campus.

4. **Fund and Hire a Chief Financial Officer for the OU-Tulsa Campus**

In light of the growing complexity of the campus operations and the need for more clarity, OU-Tulsa administration will develop the position of a chief financial officer who will report both to leadership on the Tulsa campus as well as to the University centrally.

5. **Formation of a Campus Development Committee**

Over the next two to three years, there will be significant construction at the Schusterman Center. The University will oversee that construction and landscaping while working in collaboration with the city, the county and our neighbors to ensure the progress at OU-Tulsa enhances the buildings as well as the natural environment. To that end, we will create a campus development committee with representation from students, landscaping, architectural and engineering services, university relations, both Norman and HSC academic programs and the OU-Tulsa President’s office. The committee, chaired by Associate Vice President Leeland Alexander, will meet twice a year to review broad issues relating to campus capital development.

One of the first issues to be considered by the Campus Development Committee will be the review of the best purpose and long-term uses of the 28th and Sheridan campus. The campus is currently the home to several medical clinics of the College of Medicine-Tulsa, which are scheduled to move to the Schusterman Center in January 2007.

6. **Technology**

The Campus Master Plan must include appropriate technology planning to accommodate the technology needs of students, faculty and administration.

The technology incorporated into all OU-Tulsa facilities must be state-of-the-art and allow our students to have a seamless educational experience. Once an annual stream of income is identified, it will be possible to maintain and upgrade the distance
education infrastructure that is critical to serving the 2,000 students projected for the end of the strategic plan period.

**Resources Needed to Achieve Goal #3:**

1. **Effective Legislative Strategy for Funding**

   Development of an effective legislative strategy to secure funding for repayment of debt for the Schusterman Center and secure funding in the amount of $18 million, or $1.54 million on an annual basis to pay off the debt.

2. **CFO Position**

   Fund and hire the CFO position at OU-Tulsa by the end of 2005.

3. **Plan for 28th and Sheridan Campus**

   A budget of $25,000 to generate a plan around the 28th and Sheridan campus.

4. **Annual Income Stream**

   Identification of an annual stream of funding of approximately $150,000 per year to support and grow IT services at Schusterman Center.

**IV. Goal: BUILD CENTERS OF INTERDISCIPLINARY EXCELLENCE IN 1) EARLY CHILDHOOD 2) COMMUNITY HEALTH AND SOCIAL SERVICE DELIVERY AND 3) THE CONVERGENCE OF TECHNOLOGY AND HEALTH SCIENCES**

*To provide additional research and educational opportunities, OU-Tulsa will build centers of interdisciplinary excellence in select areas, namely early childhood education, community health and social services, and technology.*

**Rationale:**

OU-Tulsa will distinguish itself among higher education institutions through the development of interdisciplinary education, research, and service initiatives that significantly improve the educational experience of students, the capacity of our research programs, and the quality of life for those not only in the northeastern Oklahoma region but also in all of Oklahoma and the nation. The three specific initiatives are not exhaustive but have been identified as areas of promise and investment for OU-Tulsa.
Initiatives:

1. Interdisciplinary Children’s Initiative

The components of this initiative will include early childhood development, children’s health, child abuse, and children’s behavioral health programs. The OU Early Childhood Institute, headquartered at OU-Tulsa, will be the entity that brings together these components.

2. Interdisciplinary Community Health/Social Services Initiative

OU-Tulsa has become a state and national leader in creative and innovative initiatives designed around improving community health and social services, particularly in the area of underserved populations in our community. Through diverse programs ranging from social work and nursing, urban design and medicine, information sciences and pharmacy, there exists opportunities for interdisciplinary cooperation that is unique to OU-Tulsa. The OU-Tulsa President’s Office will provide a funding mechanism to assist proposals that bring together diverse programs for interdisciplinary collaboration.

3. Technology and Health Sciences

With academic strengths in information technology, engineering, telecommunications, and health sciences, OU-Tulsa has identified the convergence of technology and health care as a strategic focus. This opportunity should be explored as an avenue for research and commercialization.

Resources Needed to Achieve Goal #4:

1. Faculty Leadership

Each area of interdisciplinary excellence requires a faculty champion charged with creating and developing the vision for the three signature interdisciplinary initiatives at OU-Tulsa.

2. Early Childhood

OU-Tulsa will hire an Early Childhood Institute Director and three additional faculty members to build a nationally recognized center of excellence in early childhood. The Early Childhood Institute will establish partnerships with a variety of other programs on the OU-Tulsa campus. The Director of the Early Childhood Institute will be hired in 2006.

3. Community Health/Social Services

OU-Tulsa will secure base funding in the amount of $1 million annually in support of providing social services to the larger Tulsa population through the Bedlam project as well as the school-based clinics established by OU-Tulsa. The facilitator of this initiative will also partner closely with Community Action Project of Tulsa County to
leverage the strengths of each entity as OU-Tulsa engages the larger community in search of finding ways to enhance the quality of life in the region.

4. The Intersection of Technology and Health Sciences

The College of Medicine, Tulsa and the College of Engineering will jointly develop a plan to identify areas of opportunity at the intersection of biomedical research and electrical engineering. This plan will focus on the goals of increased research funding and opportunity to spin-off new companies. The project will also involve participation from other programs at OU-Tulsa, such as pharmacy and information sciences, which are relevant to this area of opportunity.

V. Goal: CREATE A STRONG STUDENT LIFE EXPERIENCE

Because student satisfaction and retention is critical to OU-Tulsa growth, this goal aims to create a student life experience that, while reflective of the unique demographic of our students, generates an OU-Tulsa community. A top priority will be to assess and promote student satisfaction and retention. Additionally, a high degree of attention will be placed on increasing enrollment from referrals of current students. OU-Tulsa faculty and staff will work to create a student life that is dynamic, creative, and comfortable for students and faculty.

Rationale:

Creating a strong student life environment involves interaction between the students, faculty, and administration. We will continue to strengthen these lines of communication through an involved student government, student organizations, and other feedback mechanisms within the general student population.

Initiatives:

1. Increase Student Opportunities for Feedback

The Office of Student Affairs will work with student government and other organizations of student interest to develop a vital network for student input regarding all aspects of the student experience at the Schusterman Center. Many of our students are older learners and have the benefit of many years in the business or not-for-profit world and they could provide the administration at the Schusterman Center valuable insight into a variety of issues. Student feedback will be collected through e-mails, surveys, focus groups, one-on-one interactions and comment boxes on campus.

2. Track Student Expectations and Success

The Office of Student Affairs will work with the assessment office to develop mechanisms to measure and track student satisfaction. The assessment mechanism will be administered on an annual basis, and the results will be reported to the OU-Tulsa President’s executive council and the OU-Tulsa Student Association. The Office of
Student Affairs will implement approved suggestions from the survey and report back to the executive council as well as the officers of the OU-Tulsa Student Association.

We will also attempt to track our graduates to allow OU-Tulsa to strengthen its networking base in the community. Our graduates are our best advertisement, and keeping them involved and aware of new programs and facilities at the Schusterman Center will be essential to keeping them engaged with OU-Tulsa.

3. Focus on Serving and Retaining Students

Student retention is a key to successful program growth and must continue to be an area of strong impact. Faculty-student interactions should be encouraged to develop relationships as well as additional opportunities for teaching, research and community service.

4. Create a Strong Student Life Environment

OU-Tulsa students need more space at the Schusterman Center to call their own for study, socializing, relaxation and research. The quality of the physical environment is key to a successful student experience. The new library, classrooms, and lecture facilities will offer more space for many of these activities.

The Center for Student Success will continue to offer services to meet student needs. Support for students in the areas of writing and statistics have been met with great enthusiasm. As OU-Tulsa grows, other student life issues will need to be addressed. Those issues include food services, expanded social events, faculty access to student services, and student lounge areas.

Resources Needed to Achieve Goal #5:

1. Feedback Opportunity

OU-Tulsa administration will make sure that students have the opportunity to participate and give feedback to all committees related to environmental issues at the Schusterman Center including parking, strategic planning and other related groups.

2. Assessment Mechanisms

The Office of Student Affairs will work with the Assessment Office within the College of Arts and Sciences as well as The Center for Student Affairs Research in the College of Education to determine and develop the best way to implement assessment mechanisms at the Schusterman Center.
3. **OU-Tulsa Graduate Database**

OU-Tulsa administration will work with the Norman and health sciences alumni offices to track recent graduates and maintain an accurate database. Resources may be needed to implement alumni programs in the community and with current students as we develop a useful network.

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**CONCLUSION**

OU-Tulsa has become a leading institution for higher education in northeastern Oklahoma. By fostering traditions of academic excellence, innovative research and unique resources, OU-Tulsa will be able to rise to a new level of distinction. The goals and initiatives outlined in this strategic plan will give OU-Tulsa the means to build upon its successes and realize its full potential.