AN ENDURING IMPACT ON COMMUNITIES

Strategic Plan

2011-2016

The University of Oklahoma
TULSA SCHUSTERMAN CENTER

4502 East 41st Street, Tulsa, OK 74135
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INTRODUCTION

When the University of Oklahoma first put down roots in Tulsa in 1957, offering classes through the School of Library and Information Studies, few realized that more than 50 years later, those roots would expand to produce a robust, exemplary community-based graduate institution.

OU’s partnership with Tulsa was founded on a commitment to serve community needs through education, service and research. The opening of a clinical branch of the OU College of Medicine in 1972 and the gradual addition of more OU health sciences and Norman graduate programs strengthened OU’s Tulsa ties over the next 25 years. Then, in 1999, a gift from the Charles and Lynn Schusterman Family Foundation provided critical funding for an OU campus in the heart of Tulsa and led to a decade of major growth in programs, research and facilities. Today, OU-Tulsa looks forward to strengthening its community connection, graduate scholarship, and interdisciplinary collaborations.

In the five years since OU-Tulsa’s previous strategic plan, the university has achieved many of its stated goals. It has expanded and remodeled the Schusterman Center campus to include new offices, classrooms, laboratories, clinics, centers and public meeting spaces. Students have access to the latest technology in the Schusterman Learning Center and Schusterman Center Library.

Progress toward the important goal of enriching student life is reflected in the expansion of recreational, social, fitness and volunteer opportunities. Students enjoy congregating in study and social areas designed with them in mind. They eagerly anticipate the start of construction on a long-awaited Founders Student Center.

Norman-based academic programs, including social work, organizational dynamics and engineering, have seen growth in student interest, community demand, and application. The early childhood education program graduated its first class in 2009, and OU-Tulsa’s Early Childhood Education
Institute is evolving into a national center of excellence in programs and research.

The OU College of Medicine redesigned and renamed its Tulsa medical education program in 2008 in response to Oklahoma’s extremely poor health statistics. Today, the OU School of Community Medicine operates several community-based health care clinics, providing much needed care to the underserved.

Opportunities for interdisciplinary study and research involving the Colleges of Medicine, Pharmacy, Social Work, Nursing, Public Health and others provide rich learning environments for students and tangible benefits to Tulsa area citizens. The Physician Assistant program – a partnership between the School of Community Medicine and The University of Tulsa – graduated its first class in 2010, all of whom were employed in Oklahoma immediately upon graduation.

OU-Tulsa is proud of the ongoing work of its 11 formal Centers and Institutes, such as the Center of Applied Research for Nonprofit Organizations, the National Resource Center for Youth Services, the Justice Center and Child Abuse Network, the Harold Hamm Oklahoma Diabetes Center, and others. Their work delivers far-reaching assistance to numerous organizations and individuals through research and direct services.

As we envision our future, we believe strongly in OU-Tulsa’s capacity to become an even more vital educational, service and research center in the Tulsa area and across the nation. OU-Tulsa’s goals over the past decade focused on building a foundation of excellence. Now, it embarks on a “Decade of Impact” that will unite its scholarly, community, and interdisciplinary work in the challenge of finding innovative solutions to real-world issues.
PURPOSE OF THE UNIVERSITY

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 leverage the unique opportunities and needs in the Tulsa region.

Core Values: OU-Tulsa has identified the following seven core values as the foundation for the development of its strategic goals.

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

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

Human Capital
OU-Tulsa’s most important resource is its people. Our success depends on their growth, satisfaction, and professional development.

Student Success
OU-Tulsa is committed to providing the richest possible learning environment for students.

Innovation and Intellectual Freedom
OU-Tulsa is a platform for pioneering technologies, pursuing innovative research, and delivering 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 Diversity and 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.

Service to Society
OU-Tulsa is intertwined with the larger Tulsa community, a relationship that shapes the programs and growth of the institution. We are committed to serving the community, especially underserved populations. All academic programs at OU-Tulsa make service an integral part of their mission.
OU-TULSA STRATEGIC GOALS

OU-Tulsa has articulated five strategic goals that will effectively position the institution for success in the coming years. The goals align with The University of Oklahoma’s mission statement and OU-Tulsa’s vision statement and core values. In addition, they build on the progress made by OU-Tulsa since the purchase of the Schusterman Center campus in 1999.

I. Goal: Advance University and Community Engagement

OU-Tulsa will advance the knowledge, practice, and advocacy of community engagement in higher education and establish itself as a national expert in this field by incorporating community engagement into its academic programs, research enterprise, and service projects.

Rationale

Effective community engagement is growing in importance to higher education institutions for several reasons. It enhances undergraduate and graduate student learning by providing knowledge transfer to real-world experiences (Lambright, 2008; Yi Lu & Lambright, 2010).

In 2006, the Carnegie Foundation established a classification system to encourage colleges and universities to evaluate their interactions with their communities. This system set a standard for institutions and inspired an upswing in community partnerships and collaborations. Since then, organizations such as the Higher Education Network for Community Engagement have formed specifically to promote campus and community partnerships and activities. In addition, regional accreditation bodies across the United
States are including indicators of engagement as a part of their institutional evaluations, leaving no doubt about the importance of community engagement at colleges and universities (Weerts & Sandmann, 2010).

Community engagement is a strong component of OU-Tulsa’s vision. With this vision comes a responsibility to create a reciprocal approach to engagement that “develop[s] and appl[ies] knowledge to address societal needs” rather than a one-way approach that simply focuses on “service and outreach” (Weerts & Sandmann, 2010, p. 622). To develop this two-way approach, OU-Tulsa will combine service and outreach with a broader strategic direction that includes an evaluation component to measure outcomes and a reporting component that can be used both internally and externally to strengthen and promote engagement efforts.

**Actions**

A. Establish a Center for Community and University Benefit to expand, guide, track, and report community engagement activities at OU-Tulsa.

1. When possible, incorporate community engagement into the curriculum, coursework, research, and service components of OU-Tulsa’s daily work.

2. Launch an internal public relations campaign that defines community engagement within the scope of OU-Tulsa’s vision and goal statements and incorporates mechanisms for continued promotion. Highlighting OU-Tulsa’s vision and core values will create a common understanding about its commitment to engagement across all departments and colleges.

3. Establish a community engagement advisory board with representation from OU-Tulsa and community partners. The advisory board will work with OU-Tulsa administration and academic leaders to identify and propose strategies for developing, implementing, and evaluating community engagement at OU-Tulsa.

4. In collaboration with academic deans, chairs, and directors, institute a monetary support mechanism financed by grants and philanthropic funds that will encourage faculty to incorporate engagement opportunities into their courses, research, and other activities.

5. Hold interdisciplinary meetings attended by faculty and leadership to facilitate dialogue about current and future community engagement projects. Currently,
there are many students, faculty, and staff involved in community programs and projects. However, there is no avenue for sharing information across disciplines or formulating future partnerships.

6. Create a community engagement database overseen by the Center for Community and University Benefit to track partnerships and projects. An important aspect of the community engagement initiative is to track projects and create an impact report. Creating a quick and easy way for faculty and staff to enter information into a single database will disperse the task and make it manageable.

7. Gauge OU-Tulsa’s community impact by utilizing resources within OU-Tulsa centers, institutes, colleges, and departments to measure outcomes and publish an annual impact report.

8. Create a mechanism for information exchange with the Office of Public Affairs to share potential media stories about OU-Tulsa’s community engagement activities. Developing this channel will aid in the timely publication of engagement activities, both internally and externally.

B. Continue nurturing the relationship with the College of Continuing Education in Norman and investigate the potential for new continuing education and special training programs in Tulsa.

C. Implement an OU-Tulsa volunteer awareness program to encourage, track, and report volunteer activities by students, faculty, and staff.

1. Create an internal media campaign for volunteer awareness that will include print materials, a website, an annual volunteer fair, and seminars. Unveil the program in fall of 2011.

2. Maintain OU-Tulsa’s contract with Volunteer Central. The database will be used to track and report volunteer hours by OU-Tulsa students, faculty, and staff.

3. Include a community service component as part of Staff Week’s award ceremony. Showing recognition for community engagement by staff will demonstrate OU-Tulsa’s commitment to campus-wide service.
Resources

1. The President’s Office will provide oversight of the community engagement initiative, including maintaining advisory board relationships, establishing community collaborations, conducting evaluations, and reporting results.

2. Advisory board members will assist in developing a strategic direction for community engagement at OU-Tulsa.

3. An incentive campaign to raise funds for faculty who wish to incorporate engagement opportunities into their courses, research, or other activities is needed—goal $50,000 to $100,000 per year.

4. Building robust continuing education services will require a salary line for a coordinator. Funds for the position can be generated from contracts and class fees.

5. A $15,000 budget is needed for a volunteer awareness campaign. The initial campaign will be funded by Student Affairs. The funds will be used to purchase access to the Volunteer Central database, design media materials, develop a website, conduct a volunteer fair, and provide monthly seminars.
II. Goal: Strengthen Marketing and Public Relations Efforts

OU-Tulsa will strengthen its internal and external marketing and public relations efforts through focused strategies that will increase awareness of OU-Tulsa and its programs among local, state, and national audiences.

Rationale

OU-Tulsa seeks to attract the region’s top graduate and professional candidates and the nation’s leading faculty. Marketing and public relations provide multiple opportunities for OU-Tulsa to reach these audiences by increasing its exposure to local, state, and national outlets. Consistent and successful brand management by the public affairs team will allow OU-Tulsa to continue being seen as a leader in education, healthcare, research, and community engagement.

OU-Tulsa’s focus on community engagement, research, and interdisciplinary collaboration provides ample opportunities to tell its story. According to the Edelman Trust Barometer (2011), academic experts were ranked highest as credible sources for the general public. OU-Tulsa must continue positioning its faculty as experts in their fields. By closely working with the president, vice president for academic affairs, human resources, and vice president for campus affairs; the public affairs team can develop communication plans and targeted pitches to media outlets. Increasing exposure will not only enhance the public’s view of OU-Tulsa, it will help keep faculty, staff, and students informed about program development, research opportunities, and campus life.

The Edelman Trust Barometer (2011) results show online news sources and print newspapers/magazines are the top two “go-to” sources for news. Statistics such as these indicate OU-Tulsa must continue to balance marketing and public relations efforts by utilizing both online and traditional media outlets. According to Harris Interactive, in 2010, internet users increased the percentage of time they spent reading newspapers online by 26%. Newspapers are still a viable option to use as a marketing tool. However, thought should be given to how people are reading them today.
**Actions**

A. Increase national exposure for innovative scholarly work by OU-Tulsa faculty and student—i.e., presentations, peer reviewed interdisciplinary publications, and national partnerships.

B. Heighten awareness of OU-Tulsa by generating increased media coverage at the local, state, and national levels. Work with faculty and community engagement and research staff to identify potential media stories. The public affairs staff will meet regularly with key leadership who focus on community engagement and research. These meetings will provide insight into interesting work being done that can be translated into media pitches, opinion editorial submissions, and content for web page and social media.

C. Increase, monitor, and evaluate OU-Tulsa’s presence in the social media arena, including but not limited to the OU-Tulsa web page, Facebook, and Twitter. Social media continues to grow as target audiences increase their usage of social media programs and spend more time using mobile devices. OU-Tulsa must make sure its web page is updated regularly and social media content is fresh, consistent, and targeted to specific audiences.

D. Develop, maintain, and promote a “faculty experts” list for the purpose of establishing OU-Tulsa faculty as leaders and experts in their fields and generating increased media interviews and speaking opportunities. The faculty expert list should be updated each quarter to stay apprised of research interests. This list will serve as a resource for the public affairs team to determine who to contact when media requests are received.

E. Strengthen internal communications by identifying strategies that keep all OU-Tulsa faculty, staff, and students informed and engaged with campus life and their work. Employees and students are OU-Tulsa’s best ambassadors for its message to the community. They must be prepared with correct information regarding OU-Tulsa’s program growth, research, and community engagement. Recommended tactics include a weekly email newsletter, lunch and learns, town halls, notes from the President with emphasis on two-way communication, social media, and other opportunities.

F. Develop a marketing plan designed to heighten general awareness as well as focus on targeted areas of academic program growth as outlined in this strategic plan. The public affairs team will work to develop a marketing plan that focuses on brand management and awareness as well as targets programs that are slated for growth and new programs that will be brought to the OU-Tulsa campus.

G. Increase the number of outside and alumni events held on campus.
Resources

1. As financial resources become available, increase marketing budget to sustain best-practice models that will create messages to reach target audiences. This will allow increased awareness of OU-Tulsa programs, promotion of programs with critical enrollment needs, and focus on research work at OU-Tulsa.

2. Expand the School of Community Medicine and OU Physicians marketing budget.

3. Continue publishing and monitoring the response to “This Week at OU-Tulsa” and develop a newsletter template that will increase readability and allow easy input of information.

4. Use social media, such as Facebook and Twitter, to reach target audiences with specific messages. Increase “follow” and “like” rates by 50% and engage followers through conversations, observations, contests, and feedback programs.

5. Utilize community engagement and research programs as a resource for story ideas to pitch to local and national media outlets. Community engagement and research opportunities provide a plethora of interesting and positive story ideas for media.
III. Goal: Increase the Research Enterprise and Externally Sponsored Programs

OU-Tulsa will increase its annual research and sponsored program revenues, from $14.8 to $23.1 million, by obtaining externally sponsored grants and contracts that support existing academic and clinical programs, leverage community partnerships, and align with OU-Tulsa’s commitment to interdisciplinary and community engagement initiatives.

Rationale

The hallmark of university excellence is an outstanding educational experience in which students receive a firm grounding in core competencies and cutting edge knowledge in their fields. OU-Tulsa graduate and professional students achieve these goals in the classroom and more critically, during hands-on activities through real-world research projects or in clinical experience, under the supervision of faculty who are nationally and internationally recognized as leaders in their field.

An important goal of OU-Tulsa’s 2006-2010 strategic plan was to increase research funding to $15 million. Great strides were made in reaching this goal. To provide an even more defined research agenda at OU-Tulsa, a strategic research infrastructure is needed. A broad-based research agenda will provide a setting for interdisciplinary discourse and facilitate increases in externally sponsored research, as well as increases in patents, scholarly publications, presentations, and technical reports.

OU-Tulsa’s research initiative is in alignment with the bold Aspire 2020 goals established by the vice president for research on the Norman campus. The three primary goals are to:

- transform OU’s research competitiveness,
- transform OU’s research engagement, and
- transform OU’s research culture.

Each of these broad goals applies to the Tulsa campus in particular ways. In order to be competitive, OU-Tulsa must leverage its research resources across multiple colleges and programs and increase both the number and scope of research projects. In line with OU-
Tulsa’s vision as an engaged campus, community partners with synergistic research needs must be sought. OU-Tulsa’s strengths include team-based and interdisciplinary research projects that engage community partners.

**Actions**

A. Double the annual research and scholarly activity of OU-Tulsa faculty and staff, from $2.8 to $5.6 million, and increase the revenues generated by externally sponsored programs by 50%, from $12.9 to $19.4 million a year.

1. Mine the current HSC and Norman sponsored research and contract databases and create a single OU-Tulsa database that can be used to track research activity and develop strategies for setting and achieving research goals. Data collection will include detailed reports on proposal submissions, funded projects, indirect cost recovery, research patents, and scholarly publications and presentations.

2. Increase the number of research proposals submitted to state and federal agencies and commercial, private, and nonprofit organizations by 25%, from 60 to 75. Growing sponsored research will achieve commensurate increases in patents, scholarly publications, presentations, and technical reports.

3. Expand the breadth and scope of proposed projects.

B. Collaborate with community partners in evidence-based research. Broad-based community partners aid in the discovery of new and systemic issues amenable to evidence-based research and allow for resource sharing. In addition, collaboration with community partners also provides a venue for measuring and testing research hypotheses, which is critical to evidence-based research.

C. Engage local, state, and national partners to advance economic development through engineering, medicine, informatics, and other scientific research and scholarship. Pursuing research that demonstrates potential knowledge transfer or commercial development will aid in OU-Tulsa’s standing as a strong economic contributor.

D. Create a research advisory board with representation from OU-Tulsa faculty and local and national community partners. The advisory board will work with OU-Tulsa administration and academic leaders from Tulsa, Norman, and the Health Science Center to identify research opportunities, produce reports, and propose strategies for deploying indirect cost income and increasing research productivity.
E. Expand from 11 to 16 the number of “Centers of Excellence” that bridge multiple colleges and departments and produce translational research. Examples of existing centers include Medical Informatics in the School of Community Medicine, the Early Childhood Education Institute in the College of Education, and the Wireless and Electromagnetic Compatibility and Design Center in the College of Engineering. Potential new centers include the following:

1. Center for Community and University Benefit
2. Center for Health Literacy (College of Pharmacy)
3. Oklahoma Center for Educational Policy (College of Education)
4. A national center focused on wireless coexistence between medical devices and other wireless technologies—instrumental in developing an ANSI standard for coexistence (Electrical & Computer Engineering and School of Community Medicine)
5. Center for Community Health Development (Social Work and Health Sciences)
6. Link OU-Tulsa’s Urban Design Studio to the Institute for Quality Communities in the College of Architecture at Norman

Resources

1. Office space on the third floor of the main academic building is needed for the associate director for research development. A third floor office allows close proximity to the Academic Affairs office.

2. Data collection processes will be developed as a means for comprehensively evaluating current research activities at OU-Tulsa.

3. Advisory board members will commit their time to assist in the development of a strategic direction for research at OU-Tulsa.

4. Faculty from centers, colleges, and departments will contribute to the research enterprise at OU-Tulsa by committing more time to research and helping set a strategic direction for research at OU-Tulsa.

5. Part-time faculty are needed to ease the teaching load of full-time research faculty. Graduate assistants are needed to help faculty members gather and organize research materials. Graduate assistants receive, on average, $1,200 per month in stipends, with insurance and other benefits costing approximately 36% of direct costs for stipends.

6. There is a long-term need for a centralized, interdisciplinary research facility that includes a common area, office spaces for faculty, and specialized labs.
IV. Goal: Expand Academic Programs and Course Offerings

Although it is difficult to expand programs and courses in the current economic conditions, as resources become available, OU-Tulsa will work toward expanding its offerings in focused academic areas that meet community demand, provide seamless pathways to graduate and professional degrees, leverage appropriate partnerships and matriculation agreements, and build upon the strengths of the institution and community partners.

Rationale

Data show an increase in the number of people going back to college to upgrade their skills in the downturned U.S. economy (Strauss, 2009). According to the Oklahoma State Regents for Higher Education (2010), Oklahoma’s overall enrollments increased 6.8% in spring 2010. One of OU-Tulsa’s primary goals is serving students who are place-bound in the Tulsa area. Providing local opportunities for graduate and professional degrees as well as degree completion and select undergraduate options is essential to the health of OU-Tulsa and the surrounding area.

Even in a weakened U.S. economy, employment forecasts are promising in Oklahoma and Tulsa. In fact, “Tulsa is ranked No. 12 and Oklahoma City No. 13 on Forbes magazine’s list of America’s Fastest-Recovering Cities” (Winslow, 2009). In 2010, The Daily Beast ranked Oklahoma 13th in the nation for job growth. Oklahoma had a 1.6% job gain from 2006 to 2009, and projected employment growth through 2018 is 10.1% (Winslow, 2010). Between 2005 and 2009, business and professional services, education, health services, and construction collectively grew at an average rate of 3.1%. The same three sectors are projected to grow 2.7% between 2010 and 2013 (Tulsa Metro Chamber).

Over the past 20 years, the number of higher education institutions in the Tulsa area has grown dramatically. Until the 1990s, the only higher education institutions in the area were The University of Tulsa, Oral Roberts University, the University Center at Tulsa, and Tulsa Community College. Today, at least ten institutions within the Tulsa area are competing for students. Educational options include community colleges, regional institutions, private and for-profit colleges, health science centers, and research universities. OU-Tulsa must deploy its scarce resources in strategic ways that expand program and course offerings while
assuring alignment with institutional priorities and local, state, national, and international employment trends.

**Actions**

A. Expand the School of Community Medicine.

1. Develop a four-year OU School of Community Medicine that enrolls 60 students per year through a partnership with The University of Tulsa (TU). Creating a four-year program in Tulsa will provide students with the unique opportunity to study medicine at an institution that trains new healthcare providers who are holistic, community focused, and service oriented.

2. Expand the OU Physician Assistant program to 50 students per year—150 student pipeline. “Doctor shortages, an aging population and national health care reform have raised the profile of physician assistants…” (Bruyn Jones, 2010). OU is currently the only educational provider in Oklahoma offering this degree. Taking advantage of this opportunity to fill a niche area will ensure OU’s leadership in the field.

B. Investigate the potential for adding select Norman-based academic programs through dialogue with Norman provosts and deans, the OU-Tulsa Advisory Board, and local community partners.

1. Early Childhood Ph.D. (College of Education)
2. Alternative Energies (College of Engineering)
3. Health Communications (Liberal Studies and/or the College of Arts and Sciences)
4. Special Education with an emphasis in Autism (College of Education)
5. Health Information Systems (College of Arts and Sciences in collaboration with the School of Community Medicine)

C. Investigate the potential for adding select Health Sciences Center (HSC) academic programs through dialogue with HSC provosts and deans, the OU-Tulsa Advisory Board, and local business and community partners.

1. Health Information Systems (School of Community Medicine in collaboration with the College of Arts and Sciences)
2. College of Public Health (expand offerings)
D. Continue building upon the strong relationship with the College of Liberal Studies. Programs from this college provide adult students with online, hybrid, evening and weekend options for completing a degree while raising families and working full- or part-time.

E. Investigate the potential for targeted certificate programs or educational tracks that cross disciplines, integrate HSC and Norman faculty resources, and utilize existing course offerings.

F. Engage the OU-Tulsa Office of Development in scholarship fundraising through drives such as Campus Campaign and President's and Associates Fund. Increasing scholarship endowment will better position OU-Tulsa to recruit and retain top students to its programs.

**Resources**

1. An estimated $22 million a year is needed for the four-year TU / OU School of Community Medicine.

2. Graduate and professional education requires faculty with terminal degrees and experience in the disciplines in which they teach and mentor. Significant and sustainable program expansion in Tulsa cannot occur without new, recurring revenue streams for additional resident faculty. Disciplines such as engineering and informatics will require one-time and recurring investments in laboratories and related facilities.

3. Space to accommodate new faculty, graduate assistants, and expanding research programs is needed to support future course and program expansion.

4. Concentrate philanthropic funds toward professorships, chairs, fellowships, and endowed centers that have the potential to generate grants, contracts, and clinical revenue for the university.
V. Goal: Foster a Diverse, Supportive, Challenging, and Inclusive Campus Culture

OU-Tulsa will foster a diverse, supportive, challenging, and inclusive campus culture that increases retention and satisfaction through focused support services, professional development, interdisciplinary activities, Healthy Campus initiatives, and alumni relations.

Rationale

Research shows increased employee engagement in the workplace benefits both the company and employee. As employees become more involved in the workplace, company productivity rises. Engaged employees have higher retention rates and fewer absentee days as well as decreased psychological distress and health risks (Lockwood, 2007; Taylor, 2008).

Student retention is also tied to student involvement in an inclusive, supportive campus culture. Students who are engaged in campus life activities have a stronger commitment to the university and greater retention and success rates. “Literature suggests that participation in out-of-class activities can have a positive impact in both the short-term [while in college] and beyond the college experience” (Elkins, Forrester & Noel-Elkins, 2011). Increased leadership, socialization, and interpersonal skills are direct benefits from student engagement in out-of-class activities.

To foster a culture of engagement for employees, OU-Tulsa must provide opportunities for training, career mobility, work/life balance, and decision-making empowerment (Lockwood, 2007; Taylor, 2008). For students, an engaged community should include a connection between academic programs and out-of-class activities such as learning groups, student government, and social events. Both employees and students benefit from celebrating campus history and traditions through “shared rituals and celebrations” (Elkins, Forrester & Noel-Elkins, 2011).

Actions

A. Create a “one-stop” student services and recreation area that includes a student union, bookstore, fitness center, and computer lab; and provides bursar, enrollment, financial aid, student life, and prospective student services. Positioning these services together will
provide maximum efficiency for students and a welcoming environment for current students as well as potential Norman and Tulsa students.

B. Build a coffee shop open to all OU-Tulsa faculty, staff, and students. Coffee shops have become convenient meeting and socialization spaces on university campuses across the United States. They provide opportunities for interdisciplinary interactions in a neutral and informal environment.

C. Establish a professional development and employee enrichment committee to create and oversee campus-wide professional development and personal enrichment opportunities for OU-Tulsa. Activities should be diverse to accommodate a wide spectrum of interests and experience levels as well as include incentives for participation. Program options include exercise clinics, parenting seminars, nutrition workshops, professional/creative writing classes, leadership training, fiscal responsibility, organizational dynamics, etc.

D. Create informal leadership and academic groups that promote resource and idea sharing. Interdisciplinary dialogue is important to OU-Tulsa’s ability to foster discovery and collaboration.

E. Develop strategies for building positive work relationships between faculty and staff and communication systems within departments. One of the most important areas related to effective communication within departments is internal customer service. Creating an expectation of excellence in customer service will facilitate idea and resource sharing and help create a positive work environment.

F. Create a comprehensive wellness program for students, faculty, and staff that will enhance morale, increase retention rates, lower absenteeism, and reduce psychological distress and health risks.

G. Place visitor kiosks with Skype capabilities at various entrances to buildings so people will have access to the receptionist at the north entrance of the main academic building.
Resources

1. Feedback mechanisms for collecting information from students, faculty, and staff about appropriate campus activities, workshops, and events will be created. Qualtrics is a survey tool already available to OU-Tulsa faculty and staff. Access to this tool will be expanded.

2. The construction of the new library space on campus frees 13,000 square feet of space in the main academic building for a student union and coffee shop. The renovation cost for this space is $1.25 million. Funding streams for this project include $1,050,000 in private gifts and $200,000 from internal sources. The project start date is late summer 2011.

3. The professional development and employee enrichment committee will assist in the development of a diverse, supportive, challenging, and inclusive campus culture at OU-Tulsa by overseeing campus-wide professional development and personal enrichment activities.

4. An estimated $15,000 to $20,000 budget is needed for campus-wide professional development activities. The funds will be used for media materials, website, supplies, and speaker fees when required.

5. An estimated $15,000 budget will provide a campus-wide wellness program. The funds will be used for media materials, website, supplies, speaker fees, activity expenses.

5. To develop a comprehensive wellness program, funds need to be allocated toward a full-time coordinator.
COLLECTIVE RESOURCE PLAN

Accessing and leveraging the appropriate resources for implementing the strategic plan is critical to its success. Initial resources include professional commitments from committee members to develop a plan of action. Long term resources include personnel, facilities, technology, and program support.

Overall Resources:

1. **State government** decisions affect the fiscal stability of the campus. Continued involvement in local, state, and national government arenas is necessary.

2. **Regents of Higher Education** presented their “State of Higher Education” address in December 2010. It included a 5.56% increase in funding. Specific requests included operational, Endowed Chair Bond and concurrent enrollment funds. The final state allocation for FY 2012 was a 5.8% cut from the FY 2011 budget. Maintaining strong relationships with the Regents is increasingly important in the economic downturn.

3. OU-Tulsa has an exceptional **faculty, student, and staff** talent pool that can be leveraged to create a culture of inclusion and cross-discipline communication. Continued encouragement toward collaboration and opportunities for input will add diversity and strength to the campus.

4. Increasing **philanthropic funding** is necessary due to decreases in state funding. Building a strong development team is critical to the overall success of the institution.

5. **OU-Tulsa leadership** is essential in effectively communicating and implementing OU-Tulsa’s vision. Leadership must do their part in effectively utilizing resources by streamlining costs, improving administrative structures, and generating new sources of revenue, as well as fostering strong communication within their departments.
CONCLUSION

Thank you OU-Tulsa faculty, staff, and students for responding positively when called upon to assist in the planning process for the upcoming five years. Without your help, it would not be possible to create a plan that is beneficial to all members of the OU-Tulsa campus. 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.
## CONTRIBUTORS

### Strategic Planning Committee

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#### Goal I: Advance University and Community Engagement

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Goal II: Strengthen Marketing and Public Relations Efforts

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Goal III: Increase the Research Enterprise and Externally Sponsored Programs

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Goal IV: Expand Academic Programs and Course Offerings

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Goal V: Foster a Diverse, Supportive, Challenging, and Inclusive Campus Culture

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REFERENCES


