

## **Centennial Strategic Plan, 2004-2009 Eastern Oklahoma State College**

**September 7, 2004**

**Mission Statement:** The mission of Eastern Oklahoma State College is to generate student learning through its associate degrees and other academic programs which effectively prepare graduates to complete baccalaureate degrees, obtain productive employment, and lead enriched lives of learning. It is simultaneously the mission of the College to engage in educational programming and related activities that promote regional economic and community development.

Note: The Oklahoma State Regents for Higher Education (OSRHE) general statement of purposes for community colleges and their specific purposes for Eastern's McAlester branch are incorporated herein by reference.

Note: Phrases in quotation marks in this plan come from the *Handbook of Accreditation* of the Higher Learning Commission of the North Central Association.

**Mission Component Area I: Student Learning.** Generate student learning through its associate degrees and other academic programs which effectively prepares graduates to

- Complete Baccalaureate Degrees
- Obtain Productive Employment
- Lead Enriched Lives of Learning

**Strategic Goal One: Develop and Enhance Academic Programs.** The College will explore and develop new or enhanced academic programs and/or program components to meet the identified needs of students and the region.

**Operational Objective: Explore, evaluate, and initiate new academic programs or program components.** Preliminary analysis has identified the following promising program opportunities for more detailed exploration. This list may change as new opportunities emerge and others decline in importance.

a. Agriculture

- 1) Poultry and Swine Management
- 2) Enhanced use of the farm as a learning laboratory

b. Allied Health

- 1) Medical Laboratory Technician
- 2) Occupational Therapy Assistant
- 3) Respiratory Therapy Assistant
- 4) Nursing (Expansion to additional locations such as Talihina)
- 5) Mortuary Science
- 6) Mental Health Assistant
- 7) EMT / Paramedic

c. Business

- 1) Accounting / Office Management (expand offerings)
- 2) Hospitality and Customer Service (with focus on tribal needs)
- 3) Medical Transcription

d. Language and Education

- 1) Implementation of recently revised Child Development program.
- 2) Child care center as laboratory and community service

e. Social Science and Music

- 1) Including forensic Criminal Justice and/or Computer Fraud Investigations in the existing CJ program

f. Science and Mathematics

- 1) Environmental Science (expansion of offerings)

**Strategic Goal Two: Enhance Professional Development Opportunities for Faculty and Academic Support Staff.** The College will expand its efforts to support the faculty's efforts to keep "abreast of the research on teaching and learning and of technological advances that can positively affect student learning" and to "actively

participate in professional organizations relevant to the disciplines they teach.” Similarly, the College will support professional development opportunities for staff members.

### **Operational Objectives:**

- 1. Create and implement annual professional development and evaluation policies.**
- 2. Evaluate and adjust as needed the impact of overload teaching on professional development.** Policy and practice will be adjusted as indicated.
- 3. Designate funding for professional development.** This will require the establishment of a procedure for the strategic allocation of the funds.

**Strategic Goal Three: Enhance Faculty Qualifications.** In order to ensure that its faculty is composed of “people who by formal education or tested experience know what students must learn,” the College will substantially improve the academic credentials of its faculty in accordance with generally accepted standards for community colleges offering career and university parallel programs and with the specific expectations of the Higher Learning Commission, the EOSC Board of Regents, the Oklahoma State Regents for Higher Education, and universities accepting students transferring from Eastern for further study.

Notes: All references to degrees and semester hours in this and other College documents presume credit from institutions that are fully accredited by one of the recognized regional associations or by a specialized accrediting body recognized by USDE or from foreign institutions generally acknowledged to meet requirements equivalent to regional accreditation in the U.S.A.

For teaching university-parallel courses (all courses which count toward AA or AS degrees), the generally accepted credential consists of a masters degree in the teaching field (or a very closely related subject) or a masters degree in a related field along with at least 18-graduate hours in the specific teaching field. For AAS/certificate courses, a bachelor's degree in field with appropriate work experience is the minimum credential. According to the *EOSC Professional Handbook* (1998 edition) “A master's degree [with the equivalent of major in teaching field] is the preferred minimum requirement for all faculty.”

When using qualifications based on factors other than generally accepted credentialing, the faculty member must be able to make a *prima fascia* case that the alternate qualification, which would be persuasive to external peers. Examples might include industry certification, professional licensing, publication in-field, workshops/seminars in field, and recognition by in-field organizations.

Education courses may be considered major field courses if their description/syllabus documents show that their focuses were primarily on academic subjects, as opposed to pedagogy. Other courses and degrees in

education are not considered as within major fields except in cases, such as child development or physical education, where education is the field.

Interdisciplinary courses, such as humanities, necessarily require qualifications that reflect multi-disciplinary foundations and must be evaluated on a case-by-case basis.

### **Operational Objectives:**

- 1. Enhance the qualifications of new faculty.** Employ as new faculty (full-time and part-time) only those individuals whose qualifications for their teaching assignments are already complete.

Exception: When no fully qualified and credentialed candidates are available, Eastern may hire on an emergency basis instructors subject to the following conditions:

- The individual's current qualifications indicate that he/she possesses a solid grasp of the subject matter and has demonstrated personal skills that make it likely that he/she will be an effective teacher under a structured mentoring arrangement with an experienced instructor
- The individual agrees to follow a detailed and timely professional development plan for additional graduate hours and/or other qualifications, and continued employment is contingent upon the individual making satisfactory progress toward completion of the plan.

- 2. Enhance the Qualifications of Continuing, Full-Time Faculty.**

- a. Achieve a substantial reduction in the percentage of faculty members lacking generally accepted qualifications.** (The percentage of reduction and the deadline will be determined when professional development plans have been reviewed.) To this end, require all full-time faculty hired between 1989 and 2004 to complete appropriate credentialing within reasonable time frames.
- b. Have at least one faculty member with an appropriate terminal degree in each academic division.**
- c. Revise the College's tenure policy to make it more rigorous.** The tenure process should be sufficiently rigorous to insure that the institution retains only the most effective and most qualified faculty it can obtain.

- 3. Facilitate the hiring and retention of fully-qualified, full-time and part-time faculty.**

- a. Increase salaries (including adjunct pay) to equal or exceed peer norms as feasible within budget constraints**

**b. Recognize and reward highly effective part-time instructors.**

**Strategic Goal Four: Enhance Student Acceptance of Domestic and International Diversity.** Through attracting an increasingly diverse student body and through curricular and co-curricular activities, the College will “recognize the diversity of its learners, other constituencies, and the greater society it serves.”

**Operational Objectives:**

- 1. Attract more international students to Eastern.** This will involve enhancing the existing relationship with The Language Company and by using those connections to recruit others.
- 2. Increase international awareness of U.S. students.** This will involve increased co-curricular programming and curriculum enhancements.
- 3. Encourage additional educational travel to international locations.** Create more study abroad experiences appropriate to lower-division students.
- 4. Encourage co-curricular programming that will expose students to diverse cultures and peoples.**

**Strategic Goal Five: Identify Learning Outcomes and Improve the System of Educational Assessment.** The College will significantly improve its educational assessment system so that it will become “an ongoing evaluation and assessment process” that “provides evidence of student learning and teaching effectiveness that demonstrates that it is fulfilling its educational mission.”

Note: The College will utilize existing data sources and produce additional data derived from “multiple direct and indirect measures of student learning” so that “assessment results inform improvements in curriculum, pedagogy, instructional resources, and student services.” that will lead to more “effective teaching” and enhanced “student learning.” This will require the establishment of a “culture of evidence” with explicit and effective linkages with the budget process.

**Operational Objectives:**

- 1. Identify and assess general education outcomes.** The College will establish and clearly articulate “the purposes, content, and intended learning outcomes of the general education” provided for students and “regularly assess its effectiveness against the organization’s stated goals for student learning.”

2. **Identify and assess learning outcomes for majors.** The College will establish and carefully assess student learning outcomes that are clearly stated for each educational program.”
3. **Identify and assess outcomes for student life programming.** The College will establish and carefully assess outcomes from student life programming in order to promote “a life of learning” for students.
4. **Identify and assess outcomes for pre-college courses.** The College will establish and carefully assess objectives for pre-college preparatory courses in English, reading, mathematics, and science in order to document how well such courses prepare students for success in college-level coursework

## **Mission Component Area II. Economic and Community Development**

### **Strategic Goal One: Establish an Effective Administrative Structure to Promote Economic and Community Development.**

#### **Operational Objectives:**

1. **Conduct ongoing needs assessments.** The administrative structure will ascertain and regional needs for continuing education that will promote economic development and will implement programming as feasible.
2. **Efficiently and effectively coordinate all non-academic credit educational programming.** This includes training programs, short courses, seminars, and similar experiences in such fields as customer service, computer skills, real estate, and non-academic allied health areas.
3. **Actively market continuing education programs and related services to the region.**
4. **Foster cooperation and partnerships.** This will involve Eastern’s academic divisions and external entities in the promotion of community and economic development with such organizations as KEDDO, Kiamichi Tech Center, Chambers of Commerce, and Main Street Alliances.

**Strategic Goal Two: Enhance the College’s role in the Educational and Cultural Life of the Region.** The college will expand its activities in ways that more effectively engage the people of the communities of Wilburton, McAlester, and the surrounding

areas of Southeast Oklahoma. Preliminary analysis has identified the following promising opportunities for more detailed exploration.

### **Operational Objectives**

1. **Expand use of McAlester branch as a community resource.**  
This will especially involve use of the new auditorium.
2. **Expand Eastern's role in the arts.**
3. **Expand Eastern's role in tourism and heritage preservation.**  
Participate actively in the region's Oklahoma statehood centennial activities leading up to 2007.

**Strategic Goal Three: Establish an Assessment Process for Economic and Community Development.** The College will establish "ongoing evaluation and assessment processes that provide reliable evidence of institutional effectiveness that clearly informs strategies for continuous improvement" of its economic and community development endeavors.

## **Mission Support Area I: Enrollment Management**

**Strategic Goal One: Increase the Number of New Students.**

- A. **Total Students.** Increase number of new students by 3 percent annually.
- B. **Wilburton.** Annually maintain or increase the number of new students at the Wilburton campus.
- C. **McAlester.** Annually increase the number of new students enrolled at the McAlester Branch by five percent annually.
- D. **Distance learning enrollment.** Increase number of new students.
- E. **Concurrent high school class enrollment.** Increase number of new students.

### **Operational Objectives:**

1. **Improve the effectiveness of the College's marketing and public information efforts based on the four "P"s: Place, Price, Programs, and People.**
2. **More effectively utilize the strategic offerings of scholarships and financial aid to maximize student enrollment.**

**Strategic Goal Two: Increase the Number of All Students.**

- A. Total Students.** Increase by one percent annually.
- B. Wilburton.** Annually maintain or increase the number of students at the Wilburton campus.
- C. McAlester.** Annually increase the number of students enrolled at the McAlester Branch by three percent.

**Operational Objectives:**

- 1. Improve faculty advisement and mentoring.** This will involve better coordination and more effective utilization of data resources such as *Degree Works*.
- 2. Improve the experience of first-year students.** This will involve exploring the learning communities approach to orientation (i.e., freshmen seminars).
- 3. Implement the Transfer Enrollment Center.** The College will build effective “seamless” and “bridged” relationships with universities. Special attention will be devoted to enhancing joint promotion and advising efforts at the McAlester branch among EOOSC, ECU, and SOSU.
- 4. Improve the referral system to campus support mechanisms.** This will include following-up more effectively with “no-shows” and with students on notice, probation, and suspension.
- 5. Improve staff professional development.** This will include training in customer service training and software packages.
- 6. Increase and improve student activities.** This will make the Wilburton campus more attractive to potential and returning students.
- 7. Improve the quality of housing opportunities at the Wilburton campus.**
- 8. More effectively utilize athletic functions for the recruitment of prospective students and the retention of existing student body.**

**Strategic Goal Three: Increase Student Success Rates**

- A. Freshman-to-Sophomore Retention Rate:** Increase from 70.3% (Fall 2001 to Fall 2002) to 73.0% (Fall 2008 to Fall 2009).
- B. Three-Year Graduation Rate within the Institution:** Increase from 35.0% (Fall 1999 through Summer 2002) to 38.0% (Fall 2006 through Summer 2009).

**C. Six-Year Graduation Rate within the State:** Increase from 42.8% (Fall 1996 through Summer 2002) to 46.0% for (Fall 2006 through Summer 2009).

**Operational Objectives: Same as Above.**

## **Mission Support Area II: Financial, Physical, and Human Resources.**

**Strategic Goal One: Adapt to the Possible Transfer of the McCurtain County Higher Education Center (E.T. Dunlap Center) to Southeastern Oklahoma State University.**

**Operational Objectives:**

- 1. Plan for budgetary impact due to loss in FTE enrollment.**
- 2. Plan for and accommodate retirement, transfer, or termination of EOSC employees at MCHEC.**
- 3. Seek and implement ways to cooperate with SOSU for a continuing presence of EOSC in Idabel.**

**Strategic Goal Two: Position the McAlester branch for Substantial Enrollment Growth in Non-Traditional Academic Students and Continuing Education Customers.**

**Operational Objectives.**

- 1. Have new building ready for classes and office occupancy for Summer Semester 2005.**
- 2. Determine and implement an appropriate staffing plan for the McAlester branch**

**Strategic Goal Three: Substantially Increase Non-State Funding for the College.** Recognizing the relative decline in state appropriations for higher education, the College will expand its efforts to obtain non-state dollars to help ensure that the institution's "resource base supports its educational programs and its plans for maintaining and strengthening their quality in the future."

**Operational Objectives.**

- 1. Activate an Office of Development.**

**2. Develop and implement a strategy to involve a wide range of faculty and staff in funding opportunities.**

Note: The operational objectives of this goal will be reviewed in Spring 2005 after the new Office of Development has had several months of operation.

**Strategic Goal Four: Increase the Efficiency and Effectiveness of College Services and Operations.**

**Operational Objectives**

- 1. Establish an improved budgetary process.** The process will more accurately reflect actual needs and will be a better tool for budget managers.
- 2. Install an efficient campus computing system**
- 3. Install an efficient campus telephone system**
- 4. Install an efficient campus HVAC system.**
- 5. Bring all facilities up to meet ADA Requirements**
- 6. Maintain a minimum of \$800,000 in cash reserves**
- 7. Maximize efficiencies in all major business processes.** This includes, but is not limited to, enrollment, financial aid awarding, billing and collection, and purchasing, and implement desired changes.

**Strategic Goal Five: Improve Auxiliary Services**

**Operational Objectives**

- 1. Maximize the efficiency of auxiliary enterprises.** Review auxiliary enterprises with an eye towards efficiency, updating facilities, and providing needed services at competitive and profitable prices.
- 2. Find new and/or improved income sources.** For example, vending and facility use.

**Strategic Goal Six: Recruit and Retain Qualified and Enthusiastic Employees.**

### **Operation Objectives**

- 1. Improve recruitment and hiring policies and procedures.**
- 2. Implement a campus-wide employee training program.**
- 3. Review and revise personnel classifications.**
- 4. Update and upgrade employee handbooks and make them available on the College web site.**

### **Strategic Goal Seven: Improve Facilities for the College's Instructional and Supportive Tasks**

#### **Operational Objectives**

- 1. Construct new facilities**
  - a. New student co-curricular learning center
  - b. New student housing
  - c. Addition to Sullivan science building
- 2. Undertake major renovations and major maintenance**
  - a. Complete the Alumni House
  - b. Renovate the Fieldhouse with restroom and lobby improvements
  - c. Re-roof and renovate married housing apartments
  - d. Renovate Miller and Salmon Hall
  - e. Connect the sewer system to city services and eliminate our sewage lagoon.

**Strategic Goal Eight: Establish an Assessment Process for the Provision of Financial, Physical, and Human Resources.** The College will establish "ongoing evaluation and assessment processes that provide reliable evidence of institutional effectiveness that clearly informs strategies for continuous improvement" of its provision of necessary financial, physical, and human resources.

#### **Operational objectives:**

- 1. Develop and implement systematic methods for determining how well objectives are met.**