



UNIVERSITY OF CENTRAL OKLAHOMA  
Executive Summary of Vision 2020

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our students  
and serves the  
metropolitan  
area, we will  
'Live Central'  
in our service  
to others.*

## From the President

I'm pleased to present to our campus family and community partners an Executive Summary of Vision 2020, the strategic plan for the University of Central Oklahoma.



This summary is the synthesis of six months of thoughtful work, which gathered ideas and objectives from more than 570 people.

The task was significant, and the outcome is substantial. Vision 2020 is rooted in our institutional mission and vision statements. The plan also is committed to two overarching values.

The first is ensuring our students are competent within their disciplines, with skills augmented through experiences in leadership, research, civic and international activities, and personal health and wellness. For us this is Transformative Learning.

Second, UCO is committed to serving the Oklahoma City seven-county region as the area's metropolitan university. We will accomplish this objective through building intentional partnerships with business, industry, government, non-profits and educational institutions. These partnerships will enable us to draw upon the exceptional talent of our faculty, staff and students to collaboratively address critical issues and advance our region.

As you read through this Executive Summary, you'll recognize that as UCO educates our students and serves the metropolitan area, we will "Live Central" in our service to others.

Best regards,

A handwritten signature in blue ink, which appears to read "Don Betz". The signature is stylized with a large, sweeping flourish at the end.

Don Betz

# Mission

The University of Central Oklahoma exists to help students learn by providing transformative education experiences to students so that they may become productive, creative, ethical, and engaged citizens and leaders serving our global community. UCO contributes to the intellectual, cultural, economic and social advancement of the communities and individuals it serves.

# Vision

UCO will be one of the nation's top metropolitan universities, serving our community while providing our students the opportunities to achieve their highest level of leadership potential.



Science, technology, engineering and mathematics degrees directly support Oklahoma's economy.

We began this journey toward developing a plan for Central's future, 2013-2020, by first looking at where we are now. All of our work has been driven by Central's mission and vision statements. We scanned the needs of our students and our region, realizing we are in an era that encompasses the "New Normal" of globalization, as well as breath-taking changes in information technology. As we worked, four strategic themes emerged.

# Strategic Themes

- 1. TRANSFORMATIVE LEARNING:** UCO employs student-centered and interactive learning, engaging students in critical reflection and high-impact practices to prepare them to be lifelong learners.
- 2. STUDENT SUCCESS:** UCO works to ensure access to college as well as the completion of those educational goals articulated by students.
- 3. VALUE:** UCO provides a quality transformative academic experience to a regional population at a reasonable cost.
- 4. PLACE:** UCO engages in unique, mutually supportive interaction with the local community to produce productive, creative, ethical, and engaged citizens and leaders.

# Strategic Planning Process

We started this process with the belief that it was important to have broad participation from the campus community. To ensure that, we employed the Institute of Cultural Affairs, Technology of Participation®. Using the institute's strategic planning process guaranteed that we would honor and solicit individual and group contributions. The core values of this approach assured us that diverse information would create a whole-system approach to change. We also wanted to encourage intentional dialogue that would lead to alignment and consensus. Finally, it was important for us to develop a results-oriented, action-based plan.

The process consists of five phases:

- Preparing and designing the planning approach;
- Creating a shared practical vision;
- Identifying underlying contradictions that would impede achieving our vision;
- Determining strategic directions; and,
- Deciding on what needs to happen in the next 12-24 months.

Our consultants began by asking a common question of all UCO stakeholders:

***“How can UCO offer a high quality, affordable education that focuses on student learning and success, and also create and expand partnerships within and beyond the metropolitan community?”***

In 2012, UCO awarded more than 3,000 degrees to students, many of whom continued the graduation tradition of touching the original Old North bell.

# Practical Vision

As our process participants refined their ideas, they were encouraged to consider what can be achieved. They were asked:

***“What do we want to see in place in seven years as a result of our actions?”***

Fifteen Practical Vision sessions were conducted campuswide, involving a total of 572 participants. These ranged from members of the President's Council to faculty, staff, students and community stakeholders.

From those sessions, we gathered those items that had the most agreement among all. We found that the ideas could be grouped into five categories, or “Visions.”

On the next page is an edited summary of the ideas that were put forth more frequently. An “x” followed by a number represents the number of times a particular idea emerged from the differing groups.

A full summary of ideas gathered from the Practical Vision sessions may be viewed at [www.uco.edu/central/strategicplanning/index.asp](http://www.uco.edu/central/strategicplanning/index.asp).



## Vision One: Student Focused Culture

### HIGH-QUALITY ACADEMIC PROGRAMS

- Develop programs for undergraduate and advanced degrees that are innovative, competitive, excellent and fully developed (x8)
- Enhance collaboration to promote creativity and remove barriers (x2)
- Develop holistic learning opportunities (x2)
- Promote innovative teaching and learning (x2)

### NURTURING STUDENT SUCCESS

- Expand outreach for students and faculty (x3)
- Increase and enhance better financial opportunities for students (x2)
- Obtain and appropriately distribute funding for academic and extracurricular programs (x2)
- Develop a student-centered culture with amenities to meet student needs (x3)
- Integrate more fully our international students with our American students, improving global competence for both groups (x2)
- Build relationships beyond borders (x2)
- Enhance and improve student experiences by focusing on learning (x3)



### CLEAR UNDERSTANDING OF STUDENT PROFILE

- Attract exceptional students (x3)
- Increase student involvement and retention (x2)
- Create and communicate a campuswide strategic enrollment plan (x2)

## Vision Two: Organizational Well Being

### INVESTMENT IN HUMAN CAPITAL

- Practice diversity and leadership to reflect student demographics (x2)
- Invest in our people and value our employees (x3)
- Increase wellness opportunities and incentives (x3)

### MORE EMPOWERED, FLATTER CULTURE

- Transparency and collaboration in leadership (x3)
- Decentralize decision-making authority (x2)
- Reduce and reform administration (x2)

## Vision Three: Institutional Perception

### BRAND IDENTITY

- Develop ongoing, mutually beneficial relationships
- Enhance the UCO image to create connection and momentum (x7)
- Create community and industry partnerships (x6)

## Vision Four: Resource Sufficiency

### PAY STRUCTURES

- Set standards for the wages and benefits of our professional and support staff (x4)
- Support and enhance all facets of faculty (x4)

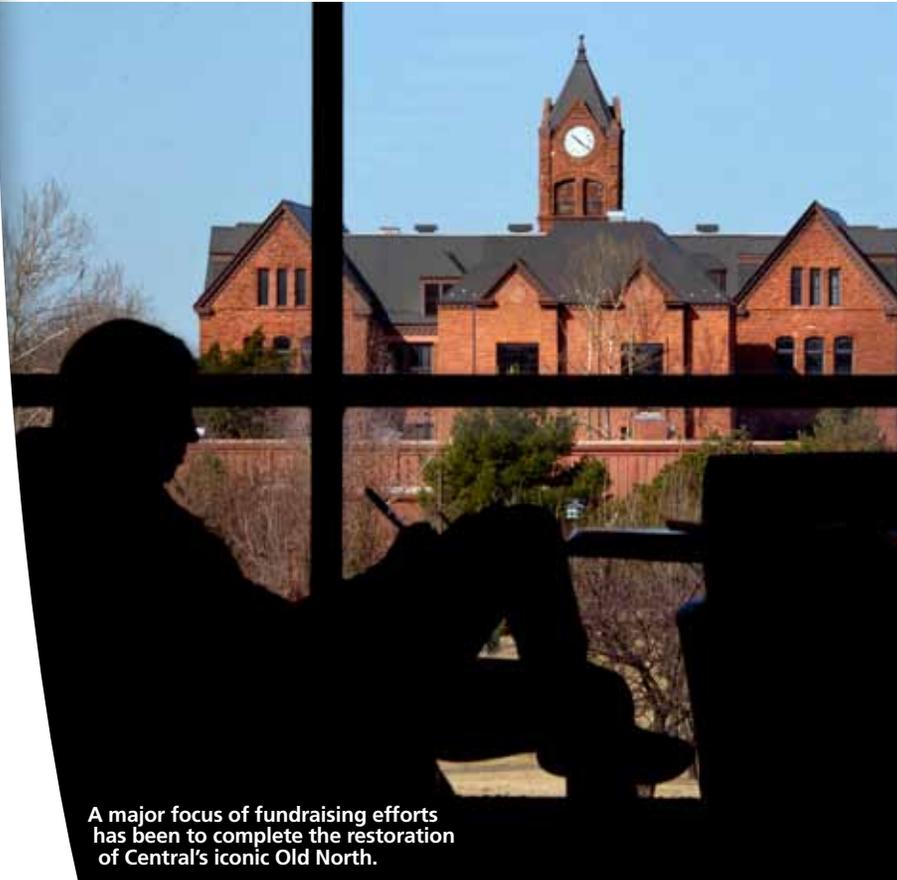
### FUNDING MODEL

- Expand resources for faculty and academics (x3)

## Vision Five: Facilities

### CLEAR PLANS

- Build sustainable infrastructure (x6)
- Communicate and act on the campus master plan (x3)
- Construct new campus buildings: College of Fine Arts and Design (x3), Science, Business, Communications
- Finish Old North (x3)
- Construct a student union with space that can't be taken or bought (x3)
- Modernize buildings to meet the needs of student learning
- Create innovative parking systems (x5)



A major focus of fundraising efforts has been to complete the restoration of Central's iconic Old North.

## Strategic Directions

In looking at the information gathered, there emerged practical actions that we need to take to address the organization's underlying contradictions. We also realized that these directions would make it possible to realize the practical vision within the next two to three years.

Needed actions were placed in one of four categories.

### Create a Dynamic Culture Of Collaboration and Change

- Reduce bureaucracy and reward collaboration.
- Design and implement effective change.

### Redefine Ourselves As Oklahoma's Metropolitan University

- Build alternative funding structures.
- Develop a university marketing/branding campaign to position UCO as a metropolitan university, serving the region's educational and service needs.

### Align Our Outcomes with Our Mission

- Use data to inform decisions.
- Create a dynamic strategic plan.
- Make transparent strategic choices.

### Align Our Resources to Serve Strategic Stakeholders

- Redirect the facilities plan to meet long-term needs.
- Develop a strategic enrollment plan.

# Moving Forward

As we move forward, we will answer these questions:

*“What will be our specific, measurable accomplishments for the first year?”*

*“What do we want to see in place in seven years as a result of our actions?”*

Central’s next steps to realize the 2020 Strategic Plan is to empanel four Strategic Directions work groups. Comprised of administrators, faculty and staff, these groups will establish specific, measurable objectives, as well as recommend budget allocations to support them. They also will identify who is responsible for realizing those outcomes.

*moving forward*



## 2013 Focused Implementation

During 2013, the four Strategic Directions work groups will recommend metrics and performance measures to ensure achievement.

**They will focus on these tasks:**

- Define what it means for UCO to be a “metropolitan university” and communicate that definition. Ensure alignment and integration between the



metropolitan region’s needs and our resources, and academic and strategic plans. Intentionally choose areas for response that align with our capacities;

- Create and monitor a dynamic strategic plan that identifies a strategy model that works, that allows and encourages experimentation, and that encourages transparent strategic choices by ensuring data informs decisions. Define an oversight process by July 1, 2013, by creating an Office for Institutional Effectiveness that will report to the president and cabinet;
- Define UCO’s opportunities for increasing and rewarding collaboration, implementing positive change, building trust and removing bureaucratic barriers to effectiveness; and,
- Ensure all resource allocations and all UCO operational plans are aligned with Central’s strategic plan. Within the context of UCO’s metropolitan mission, UCO will provide transformative experiences to students in all disciplines and majors so that they will become productive, creative, ethical, and engaged citizens and leaders who contribute to the intellectual, cultural, economic and social advancement of the communities they serve. Transformative Learning is central to UCO’s mission and requires the alignment of effort and resources in every area of the institution to ensure success.

# Strategic Planning Contributors

Thanks goes to the 572 faculty, staff, students, administrators, alumni and community leaders whose thoughtful reflections on our mission, vision and values serve as the basis for Vision 2020.

The President's Council is charged with overseeing the entire strategic planning process, and recommends the final plan to President Betz and his cabinet for adoption. The Council annually will review and endorse proposed operational plans derived from the work of the Strategic Directions groups.

UCO's executive cabinet is responsible for the strategic plan's implementation, as approved by the president.

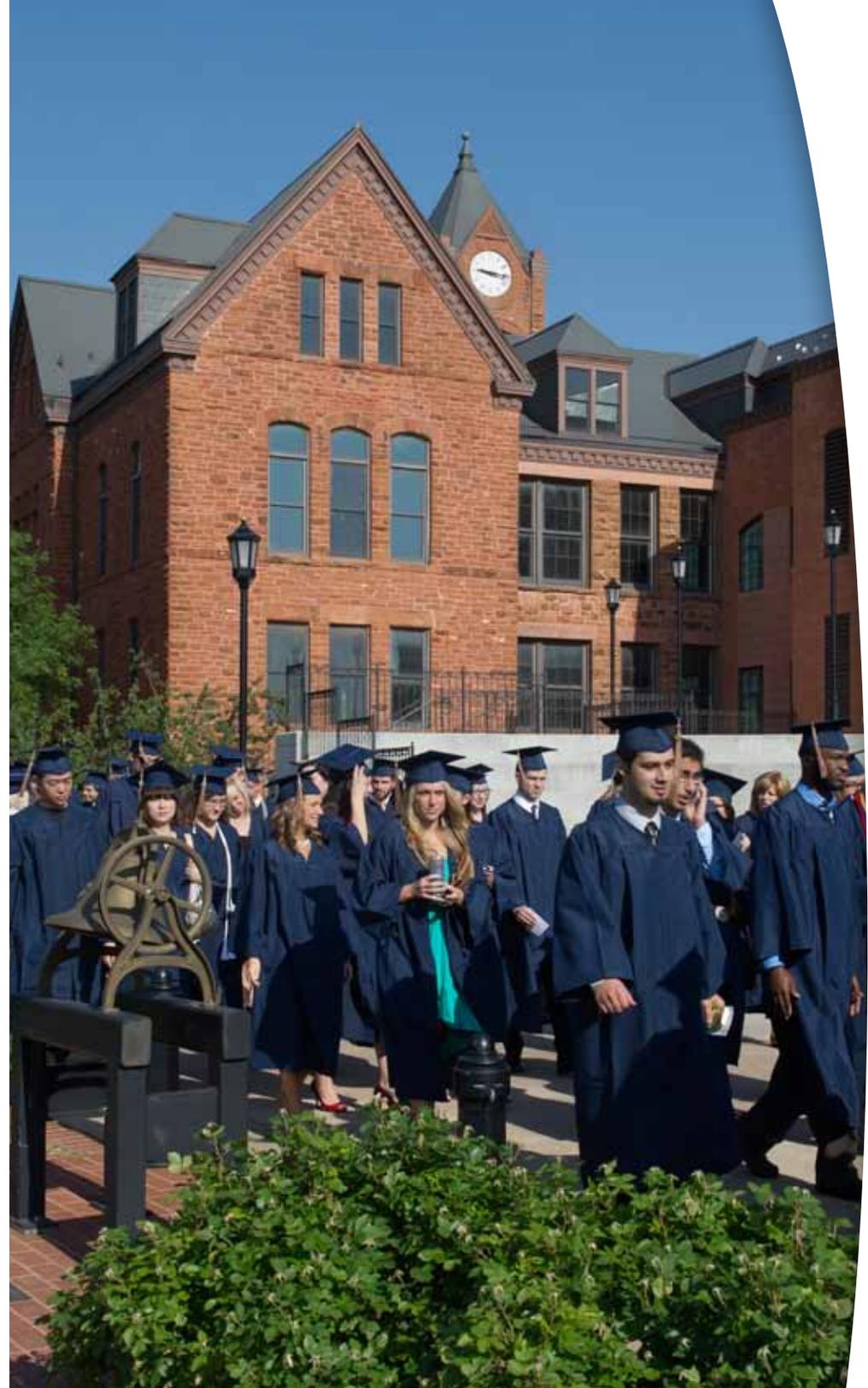
The executive cabinet has a Strategic Planning Steering Committee that will monitor planning and operational progress. Committee members include the chair, Vice President Mark Kinders, as well as Provost Bill Radke, Ph.D., and Vice Presidents Cynthia Rolfe, Ed.D., Ph.D.; Myron Pope, Ed.D.; and Kathryn Gage, Ph.D.

The strategic plan's project coordinators guide the strategic and operational planning processes. Coordinators are K.J. Tullis, Ph.D., and Dan Mertens, Ph.D.

Strategic Directions operational teams, comprised of faculty, staff and administrators, will develop annual recommendations on objectives, tactics and budgets to make the strategic plan a reality. Those members and their Action Charges are listed on the UCO website.

External facilitators were employed to advance campus conversations that helped develop the foundation for the strategic plan. Facilitators were Beth Marie Ward and Connie Foster, Ph.D., both certified top facilitators with the Institute of Cultural Affairs.

In compliance with Title VI and Title VII of The Civil Rights Act of 1964, Executive Order 11246 as amended, Title IX of The Education Amendments of 1972, Sections 503 and 504 of The Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, The Family and Medical Leave Act of 1993, The Civil Rights Act of 1991, and other Federal Laws and Regulations, the University of Central Oklahoma does not discriminate on the basis of race, color, national origin, sex, age, religion, handicap, disability, status as a veteran in any of its policies, practices or procedures; this includes but is not limited to admissions, employment, financial aid, and educational services. Students with disabilities who wish special accommodations should make their requests to the Coordinator of Disability Support Services at 974-2549.  
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This Executive Summary, the complete Vision 2020 Strategic Plan and all supporting documentation to the strategic planning process may be found on the UCO website at [www.uco.edu/central/strategicplanning/index.asp](http://www.uco.edu/central/strategicplanning/index.asp)



UNIVERSITY OF  
**Central Oklahoma**

100 North University Drive  
Edmond, OK 73034  
(405) 974-2000 • [www.uco.edu](http://www.uco.edu)