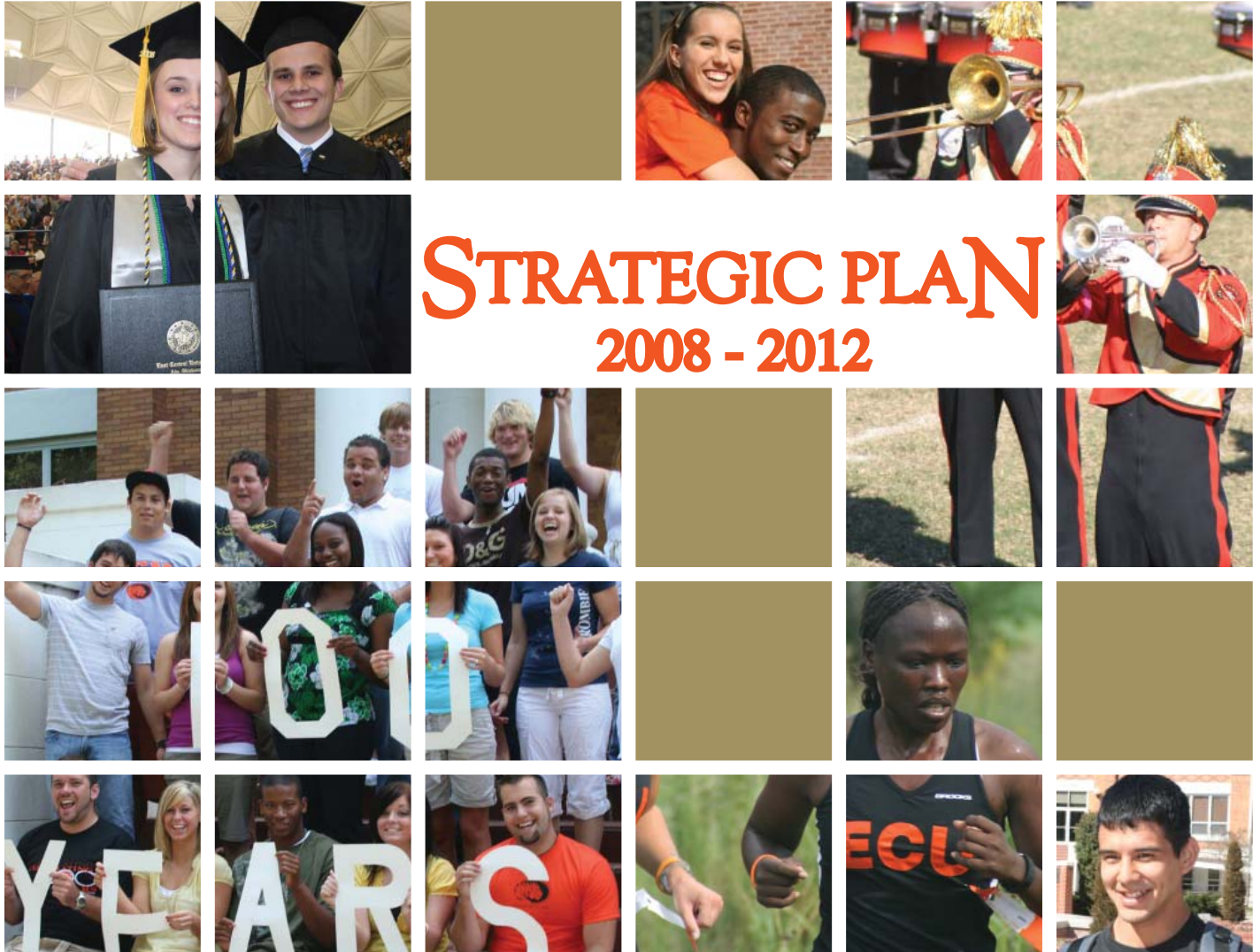


EAST CENTRAL UNIVERSITY



CELEBRATING
100
YEARS

. . . Encompassing the Past . . . Enriching the Future.

OUR STRATEGY... to achieve the University's vision by focusing resources and efforts necessary to enhance seven institutional priorities:

Institutional Priority #1: Student centered experiences

Institutional Priority #2: Quality instruction and improved student learning

Institutional Priority #3: Sponsored programs and research

Institutional Priority #4: Enrollment, retention and graduation rates

Institutional Priority #5: Fundraising and donor development

Institutional Priority #6: Economic development and community stewardship

Institutional Priority #7: The university's state and national reputation

OUR VISION... to be recognized as Oklahoma's premier compre- hensive student centered regional university

OUR FOUR STRATEGIC GOALS... further focus institutional efforts to enhance the university's *priorities* and to achieve its *vision*.

Strategic Goal #1: East Central University will become a community that actively sustains a culture of student success and student centeredness.

Strategic Goal #2: East Central University will be recognized for its innovation and the continuing excellence of its academic programs and experiences.

Strategic Goal #3: East Central University will be recognized for its innovation and leadership in Economic Development and Community Stewardship.

Strategic Goal #4: East Central University will further develop resources and administrative capacity to achieve its vision, mission and priorities.

To achieve Strategic Goal #1, East Central University will:

- Clearly define indicators of student success and student centeredness. These indicators will be examined continually for the purpose of determining progress toward achieving this goal, of refining existing programs and services and of developing new programs and services.
- Develop and/or target for expansion, programs, services and experiences that further develop and sustain a culture of student success and student centeredness. Programs, services and experiences will be data-driven, will reflect best practices and will address needs of the ECU community. Programs and services will improve recruitment, retention and graduation rates as well as position the University to move beyond its traditional mission, service area and student population. The University's academic, student development, administration and finance and athletic units will provide leadership in the development and expansion of these programs, services and experiences.
- Further enhance campus life experiences that promote a culture of student success and student centeredness. The University will redefine and when needed, develop programs and activities linked to orientation, student wellness, residence life, the freshman year experience, recreation, school spirit, academic support, international experiences, student recognition and/or other similar programs.

To achieve Strategic Goal #2, East Central University will:

- Clearly define indicators of excellence tied to academic programs and experiences. These indicators will be examined continually for the purpose of determining progress toward achieving this goal, of refining existing academic programs and services and of developing new academic programs and services. Quality, innovative programs attract and retain students, faculty and staff. Therefore, the University will target development and expansion of academic programs and services that increase quality, innovation, diversity and resource development.
- Identify academic programs and services to target for expansion beyond the University's traditional catchment area and student population. This expansion will allow targeted programs to recruit diverse populations from throughout the state and will further grow the University's student population. This expansion will leverage existing relationships with Ardmore, McAlester and the Shawnee/Seminole communities.
- Further strengthen and institutionalize opportunities that foster a University culture of academic, campus, civic and community engagement. These opportunities encourage students, faculty, staff and administrators to become actively involved in the University community and the communities within ECU's service area and beyond. Through an academic curriculum that integrates undergraduate research, service learning and/or global education, students discover practical applications of classroom knowledge and develop skills and understanding necessary for lifelong engagement and service to their community.
- Identify and implement innovative approaches that further enhance ECU's teacher education continuum. Such innovative approaches will solidify and leverage existing relationships with public schools within the University's service area by meeting the teaching, learning and continuing education needs of their students, faculty, district and community. Innovative approaches will be data-driven, will reflect best practices and will build on lessons learned from the University's existing professional development and teacher education programs.

To achieve Strategic Goal #3, East Central University will:

- Use the Hallie Brown Ford Fine Arts Center as a catalyst to further strengthen and develop alliances with individuals and organizations necessary to promote East Central University as the cultural arts center of the south east quadrant of Oklahoma and to establish the Arts District of Ada, thus serving as a national model for embracing and capitalizing on the arts in rural America.
- Continue to strengthen and develop alliances with individuals and organizations necessary to position East Central University and the Ada area as the law enforcement and safety corridor for Oklahoma, Indian country and other rural communities throughout America.
- Leverage resources necessary to address the workforce development needs of the University, the Ada area and the Chickasaw Nation and to stimulate regional economic development. Resource development will be facilitated through strategic collaborations and alliances with individuals and organizations within the region, state and nation.
- Orchestrate a Centennial Celebration that calls upon all units across campus to plan and host activities that honor the history of East Central University. These activities will bring together the University community, the Ada community, alumni and friends in a celebration of East Central University's distinguished heritage and accomplishments. These activities will further define the University's historic traditions.

To achieve Strategic Goal #4, East Central University will:

- Develop and continually refine a comprehensive professional development program that equips staff, faculty and administrators with the knowledge, skills and understanding necessary for the University to become Oklahoma's premier comprehensive student centered regional university.
- Continue to cultivate relationships with individuals and organizations so that local, state, national and private resources can be leveraged to address the needs of the University and the Community and to stimulate regional economic development.
- Feature the Hallie Brown Ford Fine Arts Center to secure additional external funding for operational, student scholarship and faculty endowments in the following affected departments: art, communication and music. These endowments will better ensure that East Central University can recruit high-quality students, high-quality faculty and can maintain state-of-the-art facilities and equipment.
- Continue to enhance the University's capacity to implement strategies necessary to secure external funding from individuals and organizations. These strategies will increase the University's annual sponsored programs and research funding to \$15 million and the Foundation's endowment to \$34 million by 2012.
- Revise and update the master facilities and technologies plan that guides future renovation, construction and enhancement projects across campus so that East Central University remains an attractive, modern campus.
- Continually examine and deploy a comprehensive marketing strategy and identify resources necessary to promote East Central University as Oklahoma's premier comprehensive student centered regional university.

Strategic Goal #4 (continued)

- Develop and continually redefine practices of employee evaluation, compensation and promotion that directly link employee performance with student success and student centeredness. Effective practices also recognize and encourage innovation and achievement among staff, faculty and administrators.
- Improve average faculty compensation (salary and benefits) to rank in the middle range of the institutions within the Regional University System of Oklahoma by 2011-12.
- Prepare East Central University for securing a ten-year re-accreditation from the Higher Learning Commission of the North Central Association of Colleges and Schools in 2011. This preparation will require a focus on the concerns and recommendations listed in the 2001 Re-accreditation Site Visit Report and the revised Higher Learning Commission evaluation criteria including alignment with the 2001 Higher Learning Commission recommendation to reduce the number of small academic departments.

OUR RESPONSIBILITY...

The University community has a shared responsibility to ensure the success of *Strategic Plan 2008-2012*. Accordingly, each of the University's six functional divisions has developed a Division Plan which aligns with the University's strategic goals and further ensures the University's **priorities** are enhanced and its **vision** is achieved. The remaining pages of this document provide an overview of these plans for each of the following divisions:

- Academic Affairs
- Student Development
- Administration and Finance
- University Development
- Athletics
- Communications and Marketing

OUR MISSION

...to foster a learning environment in which students, faculty, staff and community interact to educate students for life in a rapidly changing and culturally diverse society. Within its service area, East Central University provides leadership for economic development and cultural enhancement.



Academic Plan 2008 - 2012



***ACADEMIC PRIORITY ONE...* to improve the quality of all undergraduate and graduate degree programs. (P1, P2, P4, P5, SG1, SG2)**

- Objective 1: Maintain annually a rigorous campus- and faculty-based program review process in conjunction with the institutional assessment program.
- Objective 2: Annually reassess undergraduate degree programs with five-year trend averages of fewer than 12.5 majors and fewer than five graduates per year.
- Objective 3: Annually reassess graduate degree programs with five-year trend averages of fewer than six majors and three graduates per year.

- Objective 4: Eighty percent of all graduate student credit hours must be produced by full-time faculty who hold Graduate Faculty status.
- Objective 5: Continue aggressive national searches for replacement faculty to maintain and improve the existing faculty blend and expand its multicultural make-up.
- Objective 6: Add additional Endowed Faculty Chairs, Professorships and Lectureships as opportunities and resources become available.
- Objective 7: Initiate and/or improve institutional policies to improve course articulation with other colleges and universities, especially 2 + 2 agreements with two-year colleges.
- Objective 8: Maintain existing specialty program accreditations and secure additional specialty program accreditations.
- Objective 9: Maintain a minimum of 70% doctoral full-time faculty.
- Objective 10: Establish and fully fund six Centers of Excellence (Criminal Justice/Law Enforcement, Nursing, History, Center for Business Success, Educational Technology and Environmental Health Science).
- Objective 11: Implement an effective and fair merit pay system for evaluation of faculty to determine both one-time stipends and annual merit salary increases.
- Objective 12: Improve average faculty compensation (salary and benefits) to rank in the middle range among RUSO institutions by 2011-12.
- Objective 13: Develop new degree programs in the fine arts.
- Objective 14: Reallocate space that becomes available when the Music, Art and Communication Departments move into the Hallie Brown Ford Fine Arts Center.
- Objective 15: Implement the Voluntary System of Accountability (VSA) by the end of 2009-10.
- Objective 16: Establish an Honors College by end of 2010-11.

ACADEMIC PRIORITY TWO.. to improve student retention rates and increase the number of undergraduate and graduate degrees awarded. (P1, P2, P4, SG1, SG2)

- Objective 1: All departments with course withdrawal rates above the institutional average will devise specific objectives to reduce withdrawal rates in the department by 5% (Academic Deans, Department Chairs and faculty as necessary).
- Objective 2: Increase faculty and staff engagement with students, such as serving as research mentors, sponsoring student clubs and organizations, etc.
- Objective 3: Annually provide faculty and students with quality academic advising information and services.

- Objective 4: Using the three-year average for 2003/04 to 2005/06 as the baseline, improve the undergraduate six-year graduation rate (within the institution) to 40% by 2012.
- Objective 5: Using 2006-07 as the baseline, improve the one-year retention rate of beginning freshmen (within the institution) to 68% by 2012.
- Objective 6: Using 2006-07 as the baseline, improve the one-year retention rate of undergraduate transfer students (within the institution) to 64% by 2012.
- Objective 7: Using 2006-07 as the baseline, increase the number of students completing graduate degrees by 10% in 2011-12.
- Objective 8: Offer a minimum of one service learning course annually in each undergraduate major by the end of the 2009-10 academic year
- Objective 9: Using 2006-07 as the baseline, improve the one-year retention rate of second year students (within the institution) to 80% by 2010.

***ACADEMIC PRIORITY THREE...* to secure external funding in support of academic programming and academic support offices and functions. (P3, P5, P7, SG4)**

- Objective 1: Annually seek new external funding to improve academic programs and support faculty teaching and research.
- Objective 2: Upgrade and expand, as needed, faculty offices, distance education delivery and student labs with computers and other appropriate technology in support of instruction.
- Objective 3: Assist university efforts to secure funding to construct new classroom/office buildings and/or renovate existing buildings to meet academic needs.
- Objective 4: Utilize recharge funding centers in each college or school to manage external funding.
- Objective 5: Establish fundraising activities in each college or school to support priority academic needs.
- Objective 6: Secure start-up funding for an undergraduate research program, including office, classroom and laboratory space.

***ACADEMIC PRIORITY FOUR...* to maintain high-quality services to students in support of academic instruction and student learning. (P1, P2, SG1, SG2)**

- Objective 1: Provide consistently high-quality library services to the ECU community, in keeping with the Linscheid Library's mission.
- Objective 2: Maintain high-quality services to students in support of academic instruction and student learning.

- Objective 3: Disseminate accurate information to prospective and current students.
- Objective 4: Update the current Technology Plan in order to improve the quality of information technology services to the campus community.
- Objective 5: Continue to improve technical support throughout the campus by monitoring and modifying the university's computing infrastructure and help desk procedures.
- Objective 6: Provide quality comprehensive services to all students enrolled in distance learning and off-campus sites.
- Objective 7: Using 2006-08 as the base line years for the ACT Survey of Student Opinions, improve student satisfaction to a level equal to or exceeding the public college norm by 2012 for survey items currently below the public college norm and continue to equal or exceed the public college norm for survey items currently equal to or exceeding the public college norm.

ACADEMIC PRIORITY FIVE...to expand academic involvement with the external university community. (IP3, IP5, IP6, SG3)

- Objective 1: Develop new undergraduate, graduate and non-credit programs to meet documented economic and workforce needs in the University's service area.
- Objective 2: Strengthen the University's outreach component for economic development and public service.
- Objective 3: Utilize distance learning to serve public and private sector education needs.
- Objective 4: Strengthen existing academic programs and develop new academic programs and services in support of the Hallie Brown Ford Fine Arts Center and the Arts District of Ada.

ACADEMIC PRIORITY SIX...to participate in the Higher Learning Commission (HLC) Re-accreditation Process. (IP7, SG4)

- Objective 1: Recommend the Steering Committee's academic members to the President by February 2009.
- Objective 2: Successfully respond to the recommendations in the 2001 HLC site visit that addressed academic issues.
- Objective 3: Complete the academic portions of the Self Study by spring 2011.
- Objective 4: Coordinate the HLC site visit in fall 2011.



Student Development Plan

2008 - 2012



***STUDENT DEVELOPMENT PRIORITY ONE...* to promote awareness, knowledge and understanding of programs and services among key stakeholders to enhance the recruitment and retention process. (IP1, IP4, SG1)**

- Objective 1: In concert with Academic Affairs and Administration & Finance, successfully implement the 2008-12 enrollment management strategic initiatives.
- Objective 2: Establish a university-wide enrollment management advisory committee.
- Objective 3: Develop and implement a comprehensive early alert program for at-risk students.
- Objective 4: Enhance and maintain first-year (freshman) initiatives and develop and implement second-year (sophomore) initiatives.

- Objective 5: Establish parent/family initiatives.
- Objective 6: Connect student enrollment with revenue generation.
- Objective 7: Maximize packaging strategies to provide prospective and continuing students with a mix of institutional, ECU Foundation, state or federal financial aid.
- Objective 8: Enhance the racial, cultural, socio-economic and geographic diversity of the undergraduate student population.
- Objective 9: Develop, implement and maintain marketing strategies to attract and retain students.
- Objective 10: Using the two-year average for 2005-06 and 2006-07 as the baseline, increase overall enrollments 10% by 2012.
- Objective 11: Using 2006-07 as the baseline, improve the one-year retention rate of beginning freshmen (within the institution) to 68% by 2012.
- Objective 12: Using the three-year average for 2003-04 to 2005-06 as the baseline, improve the undergraduate six-year graduation rate (within the institution) to 40% by 2012.

STUDENT DEVELOPMENT PRIORITY TWO... to provide positive co-curricular experiences that enhance programs and services, encourage student interaction and engagement and provide a quality physical environment. (IP1, IP4, IP6, SG1, SG3)

- Objective 1: Develop and maintain high-quality programs and services to students in support of their learning.
- Objective 2: Create co-curricular opportunities that promote faculty and student interaction.
- Objective 3: Create and further enhance opportunities for volunteerism and service learning.
- Objective 4: Continue to develop and expand the living-learning communities concept.
- Objective 5: Increase the inclusion of personal leadership development opportunities and experiences in co-curricular activities.
- Objective 6: Create and promote the positive connections between academic majors, associated career fields, student organizations and other co-curricular experiences.
- Objective 7: Increase career and professional development opportunities for students and alumni.
- Objective 8: Create an environment of cultural diversity through coordinated programs that strengthen students' global awareness and provide the requisite skills for contributing fully as global citizens.
- Objective 9: Using 2006-07 as the baseline, increase the number of students participating in study abroad opportunities and the National Student Exchange program.

- Objective 10: Develop products that effectively market programs and services to current students, faculty and staff, prospective students and their families, current and prospective employers of students, key stakeholders in recruitment areas and alumni.
- Objective 11: Secure, upgrade and expand, as needed, department office space in support of the delivery of programs and services.
- Objective 12: Secure, upgrade and expand, as needed, appropriate technology in support of the delivery of programs and services.
- Objective 13: Continue to maintain and upgrade campus housing facilities.
- Objective 14: Using 2005-06 as the baseline, increase occupancy rates to 90% by 2012.
- Objective 15: Participate in and support the institution's plan to expand the University Center, recreation facilities and Wellness Center.

***STUDENT DEVELOPMENT PRIORITY THREE...* to sustain current grant funding and expand funding opportunities through the development of mutually beneficial partnerships. (IP3, IP5, IP7, SG4)**

- Objective 1: Annually seek new external funding to improve programs and services.
- Objective 2: Successfully secure new federal grant funding for the Student Support Services program.
- Objective 3: Successfully secure continued federal grant funding for High School Upward Bound, Veterans Upward Bound, Math & Science Upward Bound, Talent Search, Team GEAR UP, Veterans Workforce Investment Program and Educational Opportunity Center.
- Objective 4: Improve visibility, increase knowledge and enhance understanding of grant programs within the ECU, local, state and national communities.

***STUDENT DEVELOPMENT PRIORITY FOUR...* to implement assessment and evaluation practices that demonstrate and articulate the quantity, quality and effect of programs and services on student learning. (IP1, IP4, SG1)**

- Objective 1: Maintain annually a rigorous department-based program review process in conjunction with the institutional assessment program.
- Objective 2: Institute the biennial use of the student satisfaction surveys/inventories, beginning spring 2009.
- Objective 3: Maximize the use and impact of NSSE data.
- Objective 4: Develop, implement and maintain a student tracking system.

Objective 5: Using 2006-08 as the base line years for the ACT Survey of Student Opinions, improve student satisfaction to a level equal to or exceeding the public college norm by 2012 for survey items currently below the public college norm and continue to equal or exceed the public college norm for survey items currently equal to or exceeding the public college norm.

***STUDENT DEVELOPMENT PRIORITY FIVE...* to participate in the Higher Learning Commission (HLC) Re-accreditation Process. (IP7, SG4)**

Objective 1 Recommend the Steering Committee Student Development members to the President by February 2009.

Objective 2: Successfully respond to the recommendations in the 2001 HLC site visit that addressed Student Services (now Student Development) issues.

Objective 3: Complete the student development portions of the Self Study by spring 2011.



Administration and Finance Plan 2008 - 2012



ADMINISTRATION AND FINANCE PRIORITY ONE... to identify and implement innovative technology solutions to enhance services to students and improve operational efficiency. (IP1, SG1, SG4)

- Objective 1: Evaluate existing functions with the IT Department to identify opportunities for improvement and to remove duplication of effort.
- Objective 2: Acquire and integrate the most appropriate technologies to improve customer service and satisfaction as funding allows.
- Objective 3: Conduct two training sessions per year for new and continuing staff to expand their knowledge of and ability to use the applicable components of the campus management information system.
- Objective 4: Enhance communication between departments to identify improvement opportunities through the use of technology.

- Objective 5: Critically analyze the purchasing process to streamline interdepartmental invoicing and reduce redundancy in request for purchase orders.
- Objective 6: Create and implement a document management plan utilizing the most cost-effective approach.
- Objective 7: Identify opportunities to create and implement online services for patrons to purchase tickets, library cards, etc.

ADMINISTRATION AND FINANCE PRIORITY TWO... to promote quality service as the premier function of the Administration and Finance Division with an ordered and prioritized focus on students, intra-university staff, vendors and the community. (IP1, SG4)

- Objective 1: Train and consistently verbalize quality service techniques to employees in their direct interactions with students, intra-university employees, vendors and the community.

Recommended steps:

- A. Quarterly or semi-annual professional training on quality service techniques.
- B. Consistent recognition of employee's performance of quality service.
- C. Consistent correction of less than quality service techniques.

- Objective 2: Minimize administration costs utilizing available technology, advanced processes and consistent review of daily tasks for expanding efficient methodology.

Recommended steps:

- A. Encourage employees to recommend and implement time-saving processes while maintaining the integrity of their required function. An example would be a monthly staff meeting focusing on the discussion of implementing these processes and recognizing employees who successfully improve their processes.
- B. Promote the review and use of available technology and software that saves money on specific processes. Examples include Info Path which provides electronic forms for approvals by multiple individuals and electronically generated time sheets for student workers and hourly employees.
- C. Review and implement document-decreasing processes through a consistent review of required documents in the Division for duplicated transactions and regarding checks, vouchers and warrants, and implementing quarterly payment of intra-university transactions.
- D. Begin an employee "Trade Program" with other regional universities in which employees would review processes of sister institutions in their corresponding jobs while the other institutions' employees reciprocate at our institution. A minimum of three employees will participate in the program annually.

ADMINISTRATION AND FINANCE PRIORITY THREE... to foster and promote an environment of communication among campus departments to enable us to serve students, faculty and staff in an efficient and professional manner. (IP1, SG4)

- Objective 1: Publish and distribute a manual or booklet describing departmental functions of campus offices prior to June 30, 2009. Updates will be made annually thereafter.

- Objective 2: Establish a communication liaison for each office by December 2008.
- Objective 3: Publish and distribute departmental workflow, protocols and frequently asked questions to increase awareness, improve communication and provide current and accurate information outlining our services. Information will be posted on the university website beginning in the fall 2009.
- Objective 4: Prioritize the communication process with definitive policies.
- Objective 5: Begin a university-wide communication program to enhance the knowledge and service and understanding of each department's function in meeting the educational needs of our students and community. Information will be disseminated through the Human Resources Newsletter beginning in the spring 2009 semester.

ADMINISTRATION AND FINANCE PRIORITY FOUR... to understand that the Safety and Security of the Campus Community is paramount in a healthy learning environment. (IP1, IP2, SG1, SG2)

- Objective 1: Promote partnerships with internal and external stakeholders to enhance the safety and security of the campus.
- Objective 2: Provide relevant safety training to all partners.
- Objective 3: Identify best practices and implement them as applicable across the campus.

ADMINISTRATION AND FINANCE PRIORITY FIVE... to create and maintain a campus environment that is attractive, safe, accessible and well designed. (IP1, IP2, IP3, SG4)

- Objective 1: Establish a process to identify and allocate funds to address physical plant priority needs.
- Objective 2: Update the campus master plan to guide development of buildings, grounds and infrastructure by 2012.
- Objective 3: Develop strategies to preserve historical buildings and the campus' distinctive characteristics as funds become available.
- Objective 4: Develop a process to address deferred and planned maintenance.
- Objective 5: Develop and implement a sustainability plan by 2009-10.

ADMINISTRATION AND FINANCE PRIORITY SIX... to use all available resources to accomplish the mission and goals of the University. (IP1, IP2, IP3, IP4, IP6, IP7, SG1, SG2, SG3, SG4)

- Objective 1: Prepare the annual budget to meet essential functions and support the priorities as set by the executive team and presented to the budget committee.

- Objective 2: Monitor cash reserves each year to meet the guidelines established by the Oklahoma State Regents For Higher Education and the Regional University System of Oklahoma.
- Objective 3: Keep potential tuition and fee increases within the peer group.
- Objective 4: Work with elected officials to secure additional state appropriations as funds become available.
- Objective 5: Participate in system-wide efforts to identify additional revenue streams.

***ADMINISTRATION AND FINANCE PRIORITY SEVEN...* to assist the president in maintaining, enhancing, or creating relationships with local, state, tribal and federal officials and agencies that enrich existing programs and promote the creation of new initiatives designed to improve the university and community. (IP5, IP6, SG3, SG4)**

- Objective 1: Coordinate efforts with the Council on Law Enforcement Education and Training and seek opportunities to leverage resources to optimize law enforcement education in the state and region.
- Objective 2: Work with community leaders to develop opportunities for economic development.
- Objective 3: Travel to Oklahoma City and Washington, D.C., as funds allow, promoting academic programs, seeking federal funding and maintain/create relationships with state and federal agencies.
- Objective 4: Promote the Tribal Police Training Program and seek funding to support the expansion of existing programs.
- Objective 5: As assigned by the President, represent him at various community meetings and events related to governmental relations and economic development.
- Objective 6: Assist President in identifying opportunities to enhance relationships with the Chickasaw and Choctaw Nations.
- Objective 7: Coordinate grant and contractual efforts with the Office of Sponsored Programs and Research.

***ADMINISTRATION AND FINANCE PRIORITY EIGHT...* to participate in the Higher Learning Commission (HLC) Re-accreditation Process. (IP7, SG4)**

- Objective 1: Recommend Steering Committee Administration and Finance members to the President by February 2009
- Objective 2: Successfully respond to the recommendations in the 2001 HLC site visit that address administration and finance issues.
- Objective 3: Complete the administration and finance sections of the Self Study by spring 2011.



University Advancement Plan

2008 - 2012



UNIVERSITY ADVANCEMENT PRIORITY ONE... to enhance the University's reputation. (IP7, SG4)

- Objective 1: Maintain and promote the university's positive public image.
- Objective 2: Facilitate the planning and implementation of the East Central University's 2009 Centennial Celebration.
- Objective 3: Improve and strengthen institutional advancement's infrastructure by building an integrated advancement and alumni relations program.
- Objective 4: Continually strengthen the University's relationships with the ECU Foundation, Inc. and the ECU Alumni Association.

- Objective 5: In concert with Marketing and Public Relations, communicate academic, faculty, staff and student successes to key constituency groups.
- Objective 6: Enhance partnerships with local, regional, state and national leaders, organizations and businesses in areas related to the University's interests. Conduct a benchmark opinion survey in 2008-09 to determine attitudes, perceptions and awareness of ECU and follow-up surveys biannually thereafter.

UNIVERSITY ADVANCEMENT PRIORITY TWO... to identify, cultivate and secure financial resources from individuals (current students, alumni and friends), private foundations, corporations and organizations. (IP5, IP7, SG4)

- Objective 1: Organize and launch a comprehensive capital campaign for the East Central University Centennial in 2009.
- Objective 2: Using 2006-07 as baseline, increase the identification and solicitation of donor prospects by 15% annually.
- Objective 3: Using 2006-07 as baseline, increase the number of new donors by 5% annually.
- Objective 4: Using 2006-07 as baseline, increase reactivation of donors by 5% annually.
- Objective 5: As a part of the annual giving program and using 2006-07 as baseline, increase the alumni participation by 40% in 2011-12, increase matching gifts by 40% in 2011-12 and increase faculty and staff participation to 85% by 2011-12 at a minimal annual giving rate of \$35,000 per year.
- Objective 6: Major gift officers will manage 150 prioritized and qualified prospects annually.
- Objective 7: Identify, cultivate and solicit a minimum of one endowed chair, one endowed professorship and two endowed lectureships per college/school by 2012.
- Objective 8: In concert with the Foundation, annually identify and raise funds to endow a minimum of three existing scholarships.
- Objective 9: Solicit funds to endow a minimum of 15 new scholarships by 2012.
- Objective 10: Using 2006-07 as baseline, increase the number of confirmed planned gifts by 5% annually.
- Objective 11: Establish a senior class gift campaign by 2010.
- Objective 12: Establish a parent gift campaign by 2010.
- Objective 13: In support of the University's master plan, annually identify, cultivate and solicit funds for capital projects.
- Objective 14: Increase and support the president's role in major gift solicitation. Annually identify ten prospects with the capacity of giving \$100,000 or more for cultivation and solicitation by the President.

- Objective 15: In concert with Academic Affairs, annually identify a minimum of 25 internal and external stakeholders in order to open doors, build relationships and offer and solicit feedback as a means to support the academic endeavor.
- Objective 16: In concert with Athletics, annually identify a minimum of 25 internal and external stakeholders in order to open doors, build relationships and offer and solicit feedback to build support for the athletic programs.
- Objective 17: Develop and maintain a direct mail program by 2008.
- Objective 18: Create awareness in the private sector of the financial needs of the University that are not met by state or federal support through the advancement and alumni websites, the advancement newsletter, the alumni magazine, the president's report and face-to-face visits.
- Objective 19: Develop and maintain databases of important constituency groups. Identify and adopt prospect research software during the 2008-09 academic year. Continually update and maintain the constituent management software.
- Objective 20: Sponsor and support development training for deans, faculty, staff and volunteers. Host a minimum of one training per semester.
- Objective 21: Identify and in concert with Marketing and Public Relations promote prestigious donor achievements.
- Objective 22: Continually revise and update the advancement and alumni websites and advancement newsletter to meet donor needs.

UNIVERSITY ADVANCEMENT PRIORITY THREE... to strengthen the University's alumni network. (IP4, IP7, SG4)

- Objective 1: Establish a comprehensive plan to strengthen existing alumni relationships and to establish new alumni partnerships.
- Objective 2: Expand the advocacy base of the university through an aggressive alumni and friends outreach and membership campaign. Using 2006-07 as baseline and in concert with the ECU Alumni Association, increase alumni association membership by 5% annually. Using 2006-07 as baseline, increase the number of alumni and friends registered on the alumni website by 3% annually. Using 2006-07 as baseline, increase the number of known legacies under the age of 17 by 10% annually.
- Objective 3: During 2009-10, using the latest web-based technology, offer lectures for alumni and friends by selected faculty staff and visiting experts.
- Objective 4: Build relationships with students by supporting their ECU experience and introducing them to opportunities for life-long involvement with ECU and the ECU Alumni Association. During 2010-11, establish a student alumni association.
- Objective 5: Continue collaboration with the ECU Alumni Association to establish and maintain the reunion events that engage alumni in targeted areas. Using 2006-07 as baseline, increase alumni participation at the Dallas reunion, the Tulsa reunion and the Bricktown Bash by 5% annually. Establish a minimum of one new alumni reunion event annually.

- Objective 6: Initiate a program, in concert with enrollment management, to use alumni to recruit students to East Central University by 2010.
- Objective 7: Encourage and support the Alumni Association's efforts to establish charter chapters recognized by the National ECU Alumni Association organization.
- Objective 8: Identify and promote prestigious alumni achievements through the website and Columns Magazine.
- Objective 9: Maintain the quality of and effective marketing of alumni publications and website.
- Objective 10: Encourage increased alumni financial contributions in support of the University's priorities.

***UNIVERSITY ADVANCEMENT PRIORITY FOUR...* to participate in the Higher Learning Commission (HLC) Reaccreditation Process. (IP7, SG4)**

- Objective 1: Recommend the Steering Committee University Advancement members to the President by February 2009.
- Objective 2: Successfully respond to the recommendations in the 2001 HLC site visit to address University Advancement issues.
- Objective 3: Complete the institutional advancement portions of the Self Study by spring 2011.



Athletic Plan

2008 - 2012



ATHLETIC PRIORITY ONE... to become a department that actively sustains a culture of academic success and focus on the well-being of its student athletes. (IP1, IP2, IP4, SG 1, IP4, IP5)

The Department of Athletics can and should develop within its student-athletes character, maturity and a sense of fair play as well as academic excellence and physical vigor. We recognize student-athletes as amateurs whose participation should be motivated primarily by education and by the physical, mental and social benefits to be derived from participation. Student participation in intercollegiate athletics is an avocation and student-athletes should be protected from exploitation by professional and commercial enterprises. The Department of Athletics will be represented by men and women whose conduct reflects credit on the institution and who are making satisfactory progress in a degree program. The Department of Athletics shall be conducted in a manner designed to protect and enhance the physical and educational welfare of student-athletes.

This department will abide by the letter and the spirit of the law requiring nondiscrimination on the basis of sex, race, creed, or national origin and practice this to its fullest in its hiring and recruitment practices for staff personnel and coaches, thus always maintaining a diverse and gender balanced group of athletes and staff. The university's Department of Athletics will be recognized as a leader among ethical, nondiscriminatory and well-managed departments by avoiding the appearances as well as the fact of impropriety and by producing programs characterized above all by excellence.

To achieve this goal the Department of Athletics will:

1. Offer mandatory study hall to all athletes under a 2.5 GPA and for all first-semester freshmen.
2. Assist in identifying athletic tutors when requested.
3. Continually monitor class attendance and grades during the semester.
4. Maintain constant communication with the faculty and faculty committees.
5. Advise athletes in regard to classes needed for their majors in conjunction with their respective departments.
6. Work with service learning communities to offer life skill seminars.
7. Work with student counseling and other student support services to get our athletes assistance when needed.
8. Ensure through our coaches that the academic success of their athletes is of the highest priority.
9. Improve policies and procedures that take into account student-athlete welfare.
10. Provide an excellent athletic training staff available to assist with preventing and rehabilitating injuries.
11. Provide strength and conditioning programs that increase the speed, strength and stamina of our athletes.
12. Open communication lines and generate feedback from the student-athletes regarding their overall athletic experience.
13. Improve the cumulative GPA of all athletes per year in the department with an overall goal of 3.0.
14. Increase the graduation of eligible student-athletes by 5% per year with an overall goal of 80%
15. Offer at least two seminars a year that assist in the life skill development of our athletes.
16. Develop publications that speak to the policies of the department and university to be distributed to the athletes.
17. Implement an evaluation process that judges the coaches on the academic success of their athletes.
18. Implement an evaluation process for student-athletes to discuss their experience at East Central.
19. Implement a Student Athlete Advisory Committee as a source for communication.

ATHLETIC PRIORITY TWO... to be recognized for the continuing improvement in the area of facility enhancement. (IP1, IP4, IP5, SG1)

The Department of Athletics will continually strive to improve its facilities in all areas in which its athletes participate. Adequate facilities for practice and competition are essential for maintaining a long-term competitive program. East Central competes in an NCAA Division II conference in which the majority of universities have excellent facilities. Facility improvements will take into account form and function and be done in a manner that benefits all athletes.

To achieve this goal the Department of Athletics will:

1. Improve our athletic facilities to make them more attractive to recruits.
2. Improve our athletic facilities to make them more attractive to fans.
3. Improve auxiliary portions of each facility that would help improve the overall function.
4. Add facilities that reduce strain on current areas.
5. Add facilities that can allow growth in currently used buildings and make them more effective in their usage.
6. Add facilities that incorporate the past history of ECU and recognize past coaches and/or athletes.
7. Build at least one new facility or renovate an existing facility at least every two years.
8. Compare yearly ECU athletic facilities with those of other conference members and strive towards the mid-point of the conference.
9. Collect fan feedback to determine whether the facility improvement is enhancing their experience.

ATHLETIC PRIORITY THREE... to be recognized for the Athletic Department's innovation and leadership in marketing and community engagement of its athletic programs. (IP1, SG1)

Community engagement and marketing are an important part of a well-rounded Department of Athletics dedicated to the service of a broad range of student, faculty and public interests. Community involvement is important in engaging community support for the institution at the legislative, state and local levels. The Department of Athletics will strive to be a visible part of the community assisting in both on and off-campus projects that are driven by other non-profit organizations or corporate partners.

The Department of Athletics will continue to market its athletic programs, athletes, coaches and other accomplishments throughout the Ada community and regionally using a variety of media outlets. The department will continue to inform all constituent groups about what is happening in the department, special events and the accomplishments of its athletes. The department understands that many people come into contact with the university through athletics and stay engaged when they feel part of the program.

To achieve this goal the Department of Athletics will:

1. Communicate that we are here to assist the community in beneficial efforts.
2. Volunteer to assist community group in targeted efforts.
3. Participate in special campus projects in which student help is requested.
4. Communicate to all its athletes and coaches that being a part of this athletic program also means giving back to this community and university.
5. Market and promote Tiger athletics to the community using all possible media outlets.
6. Broker deals with local radio stations, newspapers and cable outlets to promote and market Tiger athletic events to the community.

7. Continually educate the community about our programs and the accomplishments of our athletes both athletically and academically
8. Improve the game environment for our fans.
9. Make each game more of an event by adding entertainment value.
10. Participate fully with the service learning community in which community stewardship is a part.
11. Complete at least two community events throughout the school year involving all of our teams.
12. Identify the amount of TV, radio, print and website advertising for ECU athletics.
13. Collect data on the number of staff members speaking at civic group gatherings within the community.
14. Improve the level and kind of entertainment provided for the fans during games.
15. Have at least one staff member attend ECU alumni events and discuss the athletic programs.

***ATHLETIC PRIORITY FOUR...* to further develop resources and administrative capacity to achieve its vision, mission and priorities. (IP5, SG4)**

We will continue to field disciplined and competitive athletes and teams recruited, coached and supported by skilled people who are dedicated to the observation of the spirit, as well as the letter, of all the applicable NCAA conference and university rules. Our coaches will encourage scholarship, sportsmanship, fair play and a sense of responsibility among all athletes, students, faculty, staff and spectators at athletic events. We expect our coaches to schedule appropriate competitions for their athletes and teams, while remembering that student-athletes are students first and should miss as little class time as possible due to competition and travel. We will allow our coaches and staff to improve their abilities and give them the guidance they need to better improve the overall operation of their programs and the overall experience of the student-athletes themselves, thereby improving each sport's competitive level over the upcoming years.

To achieve this goal the Department of Athletics will:

1. Continually develop and train our coaches in the latest techniques in their sport.
2. Ensure that our coaches are doing their part in the classroom and fulfilling their teaching responsibilities.
3. Increase personnel to handle the demands of operating a Division II athletic program.
4. Reassign responsibilities of specific duties in order to work more effectively and efficiently.
5. Improve communication channels between administration and athletic staff.
6. Develop and continually improve the employee evaluation practices of the Department of Athletics.
7. Develop and continually improve athletic department policy and procedure.
8. Continually work with the Department of Education when staff issues are raised.
9. Infuse a culture of winning at a highly competitive level within the department.

10. Encourage coaches to attend at least one conference seminar per year in their respective sport.
11. Implement an evaluation process for coaches in regard to their programs.
12. Complete all compliance audits and NCAA Division II self-studies.
13. Conduct periodic meetings of the Athletic Committee during the school year.
14. Speak to faculty at different gatherings about the athletic program.
15. Improve efficiency of administrative operations within the department.
16. Improve overall winning percentage of all athletic teams by 10% per year with a goal of consistently finishing in the top third of the conference standings for each sport by the 2010 season.

ATHLETIC PRIORITY FIVE... to further develop relationships among graduates and community members to increase fundraising and sponsorship efforts. (IP5, SG4)

The department will generate revenue to support, at least in part, intercollegiate teams and athletes in those sports that are not financially self-maintaining. The department realizes that with limited funding from the state and the university's resources allocated to other areas, it is more essential now than ever to self-generate operational funds. In order to get to a competitive level and maintain that level, adequate funding must be provided to all areas of operation within the athletic department. With proper funding, we have a better chance of our student-athletes having a positive experience at East Central University.

To achieve this goal the Department of Athletics will:

1. Improve the cultivation of stakeholders to engage them in supporting the Department of Athletics through donations or in our sales efforts.
2. Develop and refine the Tiger Club so that it benefits the athletic programs and offers a sense of pride to the members.
3. Implement strategies to increase the amount of giving to the Department of Athletics.
4. Implement a comprehensive marketing strategy that utilizes all available resources, especially the web site.
5. Increase revenue streams through different marketing channels.
6. Implement special events that help generate funds for the athletic department.
7. Improve overall communication with athletic alumni and further enhance the Athletic Alumni Association.
8. Increase financial donations to the Tiger Club by 10% per year.
9. Develop at least one new revenue stream per year for the department.
10. Increase sponsorship revenue by 10% per year.
11. Add at least two new corporate partners per year.
12. Increase the number of donors to the athletic department by 10 % per year.
13. Increase the value of gift-in-kind donations each year.
14. Generate contributions from the Athletic Alumni Association.

***ATHLETIC PRIORITY SIX...* to participate in the Higher Learning Commission (HLC) Reaccreditation Process. (IP7, SG4)**

To achieve this goal the Department of Athletics will:

1. Recommend the Steering Committee Athletic members to the President by February 2009.
2. Successfully respond to the recommendations in the 2001 HLC site visit to address Athletic issues.
3. Complete the Athletic portions of the Self Study by spring 2011.



Communications and Marketing Plan

2008 - 2012



COMMUNICATIONS AND MARKETING PRIORITY ONE... to develop an integrated marketing plan. (IP3, SG1, SG4)

To achieve this goal the Communications and Marketing Department will ensure that:

1. Develop an ECU Marketing Committee which will develop an integrated marketing plan.
2. Seek a marketing “niche” for ECU.
3. Introduce a new university tagline which reinforces ECU’s uniqueness.
4. Launch an internal image campaign which introduces ECU’s new tagline.
5. Assist academic programs in recruiting new students through the use of an integrated marketing plan.
6. Send press releases and place local forms of advertisements to complement the enrollment management efforts.
7. Launch an external image campaign which introduces ECU’s tagline (including, but not limited to, billboards/radio/ tv/print/direct mail).

***COMMUNICATIONS AND MARKETING PRIORITY TWO...* to develop and implement a measurable marketing plan designed to raise awareness about ECU’s culture of student success and student centeredness and increase inquiries by 10 percent each year. (IP3, SG1, SG4)**

To achieve this goal the Communications and Marketing Department will ensure that:

1. All recruitment materials will have a distinctive web address.
2. All transfer enrollment recruitment materials will have a distinctive web address and phone number.
3. All non-traditional recruitment materials will have a distinctive web address and phone number.
4. All image and sponsorship ads will have a distinctive web address.
5. All informational cards and surveys distributed will include the question, “How did you hear about this?”
6. Many special events will have a unique web address.
7. Events at the Hallie Brown Ford Fine Arts Center will have a unique web address.
8. Events sponsored by the Arts District of Ada will have a unique web address and phone number.

***COMMUNICATIONS AND MARKETING PRIORITY THREE...* to optimize the use of all available communications media to raise awareness about the innovative and continuing excellence of ECU’s academic programs which will increase regional familiarity by 10 percent over a two year period. (IP3, SG1, SG4)**

To achieve this goal the Communications and Marketing Department will:

1. Monitor each media outlet.
2. Track where press releases are sent.
3. Track which media outlets publish press releases.
4. Acknowledge media outlets that “pick up” ECU stories.
5. Contact media outlets that do not “pick up” ECU stories to identify if information needs to be provided in a different format.
6. Develop media packets for special events which will include: press release, photos, quick facts and tickets if necessary.

***COMMUNICATIONS AND MARKETING PRIORITY FOUR...* to promote the university website and increase web hits by 35 percent over the next three years. (IP3, SG1, SG4)**

To achieve this goal the Communications and Marketing Department will:

1. Seek links from social networking sites.
2. Seek links to community business, organization and news outlets.
3. Develop unique email addresses for departments/events/publications.
4. Require all distributed materials to have a web address.
5. Monitor and measure results.

***COMMUNICATIONS AND MARKETING PRIORITY FIVE...* to further develop guidelines and standards for internal and external audiences resulting in consistency in branding. (IP5, IP6, IP7, SG3, SG4)**

To achieve this goal the Communications and Marketing Department will:

1. Develop university logo usage and standards guidelines.
2. Distribute university logo usage and standards guidelines.
3. Meet with each department to discuss department services and standards.
4. Utilize a Marketing Committee to oversee standards.
5. Present a united image throughout campus, the community, the state and beyond.

***COMMUNICATIONS AND MARKETING PRIORITY SIX...* to participate in the Higher Learning Commission (HLC) Reaccreditation Process. (IP7, SG4)**

To achieve this goal the Communications and Marketing Department will:

1. Recommend the Steering Committee Communications and Marketing members to the President by February 2009.
2. Successfully respond to the recommendations in the 2001 HLC site visit to address Communications and Marketing issues.
3. Complete the Communication and Marketing portions of the Self Study by spring 2011.