

# EAST CENTRAL UNIVERSITY STRATEGIC PLAN



# 2025-2030

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# MISSION, VISION, & CORE VALUES

## MISSION

TO PREPARE STUDENTS FOR TOMORROW'S WORLD THROUGH A DYNAMIC & DIVERSE LEARNING EXPERIENCE.

## VISION

WE ASPIRE TO BE AN ENGAGING, INCLUSIVE, AND SUPPORTIVE COMMUNITY OF HIGHER EDUCATION ELEVATING STUDENT POTENTIAL FOR EXCELLENCE IN PURSUIT OF LIFELONG LEARNING

## CORE VALUES

- INTEGRITY** – We are honest in everything we do, upholding the highest standards of ethical behavior.
- CANDOR** – We share ideas and feedback openly and constructively. We admit our mistakes and learn from them.
- ACCOUNTABILITY** – We do what we say we are going to do, fulfilling our obligations and delivering results.
- RESPECT** – We celebrate diversity in ideas and approaches and treat everyone we encounter with care and concern.
- EXCELLENCE** – We are driven by an innovative spirit to attain the highest level of performance in everything we do.

# STRATEGIC PLAN

1

## GATHER INFORMATION

We began by collecting a wide range of data and insights from both internal and external sources.

This included:

- Institutional reports, assessments, and performance metrics
- Surveys and interviews with faculty, students, staff, alumni, and administrators
- Community input and benchmarking data from peer institutions

**This inclusive approach ensured a full understanding of ECU's current state and emerging possibilities.**

2

## IDENTIFY STRENGTHS

We examined ECU's internal assets to define what we do best and where we stand out:

- Signature academic programs and faculty expertise
- Community engagement and regional partnerships
- State-of-the-art facilities and technology
- A supportive and diverse student body

**These strengths form the foundation on which ECU will build its future success.**

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## IDENTIFY WEAKNESSES

We also evaluated areas where ECU must grow and improve:

- Aging infrastructure in certain areas
- Resource limitations and budgetary constraints
- Gaps in student retention and program offerings
- Opportunities for streamlining processes and services

**Acknowledging our weaknesses ensures we face them directly with informed strategies.**

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## IDENTIFY OPPORTUNITIES

We identified external conditions and trends that can be leveraged for strategic gain:

- Expanding access to online and hybrid learning
- Opportunities for industry-aligned research and workforce development
- Growth in international and non-traditional student populations
- Emerging technologies that enhance academic delivery

**These opportunities will help ECU expand its impact and relevance.**

# PLANNING PROCESS

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## GATHER INFORMATION

External risks that could negatively affect ECU's future were also assessed:

- Reduced state and federal funding for higher education
- Changing accreditation standards and compliance demands
- Increased competition from other institutions
- Perceptions and public narratives impacting higher education

**Recognizing threats allows us to proactively prepare and adapt.**

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## ANALYSIS & PRIORITIZATION

All SWOT data were reviewed to identify key trends and interconnections. The most impactful and probable factors were prioritized in each category. This step ensured that strategy development was informed by both depth and perspective.

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## STRATEGIC IMPLICATIONS

We translated our SWOT findings into actionable strategic implications by:

- Leveraging core strengths to support innovation
- Addressing critical gaps to enhance quality and competitiveness
- Seizing new opportunities to grow and diversify
- Mitigating risks to maintain institutional stability and trust

**These strategic insights guided the formation of ECU's 2030 goals.**

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## ACTION PLAN

The final step was to develop a measurable and accountable action plan. It includes:

- Clearly defined objectives and initiatives
- Assigned leadership and stakeholder responsibility
- Timelines and performance metrics for ongoing evaluation
- A feedback loop for continuous improvement

**This plan is a living document—reviewed regularly and refined as ECU evolves.**

# STRATEGIC GOALS

## PILLAR 1

**PRODUCE WORKFORCE  
READY GRADUATES**

**Focus:**  
**Strengthen academic  
relevance and career  
alignment.**

## PILLAR 2

**INCREASE ENROLLMENT**

**Focus:**  
**Grow and diversify the  
student body through  
outreach, streamlined  
processes, and support  
for underserved  
students.**

## PILLAR 3

**ENHANCE STUDENT  
SUCCESS & ENGAGEMENT**

**Focus:**  
**Improve graduation  
outcomes, student  
engagement, and  
support services.**

## PILLAR 4

**OPTIMIZE OPERATIONAL  
EFFICIENCY**

**Focus:**  
**Strengthen internal  
processes, budget  
accountability,  
and institutional  
communication.**

# UNIVERSITY ACCREDITATION & AFFILIATION

## ACCREDITED BY

The Higher Learning Commission as a Master's Degree granting institution (1922-24; 1947 to present). The Higher Learning Commission's website is [www.ncahlc.org](http://www.ncahlc.org) and its phone number is (800) 621-7440.

## OTHER ACCREDITING BODIES

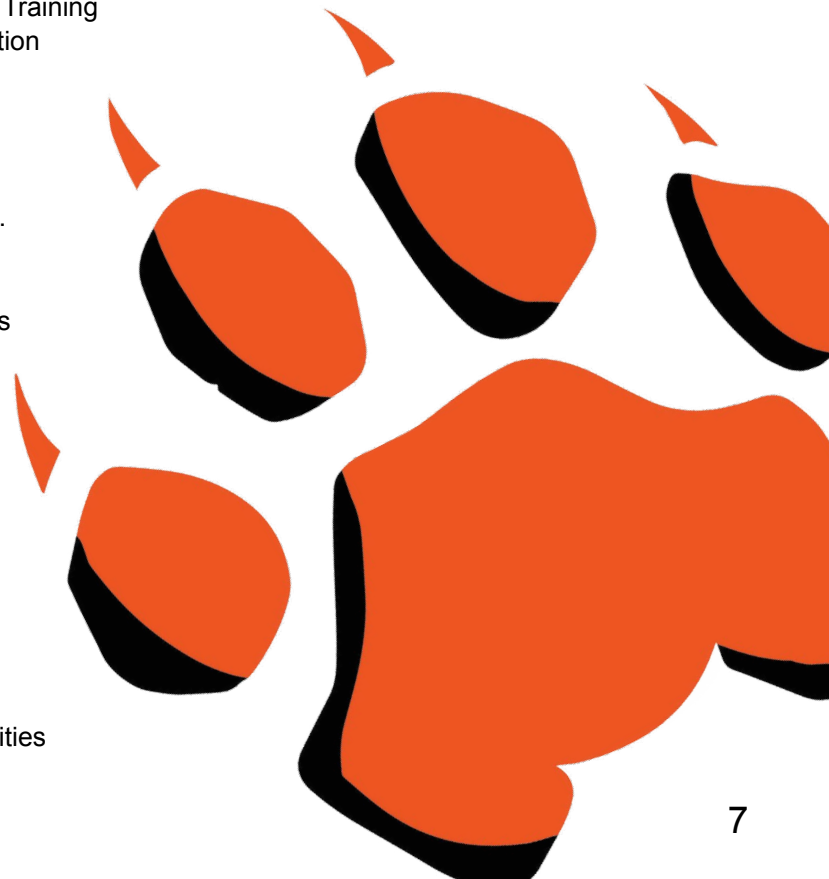
Accreditation Commission for Education in Nursing, Inc. (1978 to present)  
Accreditation Council of Business Schools and Programs (2004 to present)  
Council for Accreditation of Counseling and Related Educational Programs (2014 to present)  
Council on Rehabilitation Education (1992 to present)  
Council on Social Work Education (1984 to present)  
National Association of Schools of Music (1996 to present)  
Council for the Accreditation of Educator Preparation (2020 to present)  
National Environmental Health Science and Protection Accreditation Council (1975 to present)

## APPROVED BY

American Bar Association (for Legal Studies Program)  
Collegiate Officer Program  
Oklahoma Board of Nursing  
Oklahoma Council on Law Enforcement Education and Training  
Oklahoma State Board of Education for Teacher Education  
Oklahoma State Regents for Higher Education

## MEMBERSHIPS

Accreditation Commission for Education in Nursing, Inc.  
American Association of Colleges of Teacher Education  
American Association of Colleges of Nursing  
American Association of State Colleges and Universities  
American Council on Education  
Association of Continuing Higher Education  
Conference of Southern Graduate Schools  
Council of Baccalaureate and Higher Degree Programs  
Council of Graduate Departments of Psychology  
Council of Graduate Schools in the United States  
Council on Social Work Education  
National Board of Certified Counselors  
National Council on Rehabilitation Education  
National League for Nursing  
Oklahoma State System of Higher Education  
Teacher Education Council of State Colleges & Universities



# PILLAR 1

## PRODUCE WORKFORCE READY GRADUATES



### STRATEGY 1:

Align Academic Programs

#### ACTIONS:

- Conduct program reviews and market analyses.
- Promote interdisciplinary collaboration and develop cross-cutting certificate programs.

#### LEAD UNITS:

**Provost, Deans**



### STRATEGY 2:

Enhance Career Pathways

#### ACTIONS:

- Expand internships through industry partnerships.
- Launch a comprehensive career readiness program with workshops, coaching, and networking events.

#### LEAD UNITS:

**Deans, Career Services**





## STRATEGY 3: Foster Career Development

### ACTIONS:

- Establish industry advisory boards.
- Create alumni mentorship networks.

### LEAD UNITS:

**Deans, Alumni Director**



## STRATEGY 4: Build Infrastructure for Student Success

### ACTIONS:

- Construct and upgrade STEM and Nursing facilities.
- Expand wellness and student service facilities.

### LEAD UNITS:

**Provost, VP Admin & Finance**



## KEY METRICS

- **Employment Rate (1-Year, Oklahoma): 85% (↑.33%)**
- **Internships & Experiential Learning Participation: 23.94%**
- **Licensure/Certification Exam Success Rate: 90%**
- **Percentage of Students Working in OK after 5 years: 85%**
- **Job Placement in High-Demand Fields as defined by OSRHE: 85%**

# PILLAR 2 INCREASE ENROLLMENT



## STRATEGY 1: Strengthen Pre-University Collaboration

### ACTIONS:

- Create college readiness programs.
- Develop & enhance articulation agreements with community colleges.
- Launch a University Ambassador Program.

### LEAD UNITS:

**Deans, Chairs, VP Enrollment  
Management, ASC**



## STRATEGY 2: Improve Awareness & Outreach

### ACTIONS:

- Strengthen digital marketing and social media.
- Host community and virtual engagement events.

### LEAD UNITS:

**Deans,  
VP Enrollment Management,  
Marketing & Communications**





# STRATEGY 3:

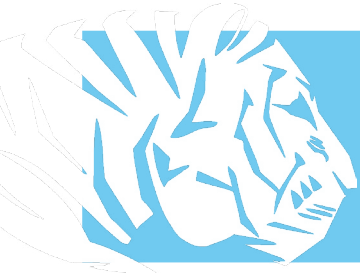
## Streamline Enrollment Process

### ACTIONS:

- Implement a centralized online application and communication tools.
- Simplify admission requirements & documentation.
- Offer personalized enrollment counseling.
- Automate communication & follow-up processes

### LEAD UNITS:

**VP Enrollment Management**



# STRATEGY 4:

## Support First-Generation and At-Risk Students

### ACTIONS:

- Evaluate support programs.
- Offer targeted scholarships and highlight low-cost course options.

**LEAD UNITS: VP Enrollment Management, AVPAA, AVP Student Affairs, ASC**

# KEY METRICS

- Total Enrollment: 4,000 (↑3.92%)
- First-Year Freshmen Enrollment: 678 (↑4.01%)
- First-Year Retention Rate: 66.42% (↑1.58%)
- Accepted Students (New & Returning): 2,917 (↑4.95%)

# PILLAR 3 ENHANCE STUDENT SUCCESS & ENGAGEMENT



## STRATEGY 1: Increase Student Engagement

### ACTIONS:

- Establish discipline-based learning communities.
- Launch faculty-student engagement initiatives.
- Build a comprehensive student engagement portal.

### LEAD UNITS:

**Provost, Deans, Chairs,  
Marketing & Communications,  
Student Affairs**



## STRATEGY 2: Improve Graduation Rates

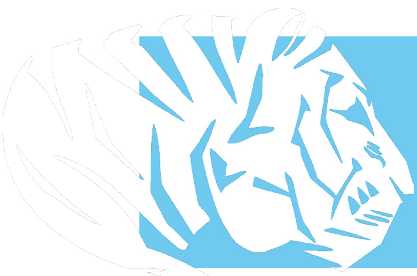
### ACTIONS:

- Streamline degree pathways.
- Expand supplemental instruction and support services.
- Increase need-based and retention-directed scholarships.

### LEAD UNITS:

**Provost, AVPAA, VP Enrollment  
Management, ASC**





# STRATEGY 3:

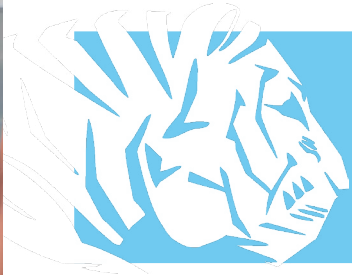
## Enhance Online Education

### ACTIONS:

- Improve online course design.
- Implement quality assurance measures.
- Develop virtual student communities.

### LEAD UNITS:

**Deans, AVPAA, CETL**



# STRATEGY 4:

## Streamline Student Services

### ACTIONS:

- Centralize core student services into one location.
- Offer targeted scholarships and highlight low-cost course options.
- Cross-train staff for multi-functional service delivery.

### LEAD UNITS:

**Provost, VP Enrollment Management, VP Admin & Finance**

# KEY METRICS

- Overall Retention Rate: 68.14% (↑1.54%)
- Bachelor's Degrees Conferred: AY24: 572; Target: 600
- Student Engagement Score: 58.75
- Student Satisfaction with Support Services: AY24-25 = 4.38/5.00

# PILLAR 4 OPTIMIZE OPERATIONAL EFFICIENCY



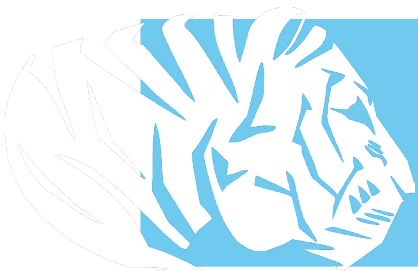
## STRATEGY 1: Streamline Administrative Processes

### ACTIONS:

- Standardize and document all key operational processes.
- Implement routine procedure evaluations.

### LEAD UNITS:

**VP Admin & Finance,  
Employment Services**



## STRATEGY 2: Enhance Budgetary Management

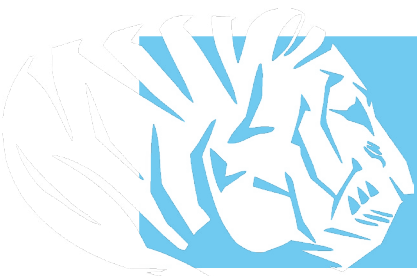
### ACTIONS:

- Implement priority-based budgeting.
- Conduct quarterly variance reporting.
- Roll out campus-wide budget training.

### LEAD UNITS:

**VP Admin & Finance**





# STRATEGY 3:

## Improve Staff Evaluation Systems

### ACTIONS:

- Conduct job analyses and update job descriptions.
- Encourage continuous performance feedback.

### LEAD UNITS:

**Employment Services**



# STRATEGY 4:

## Strengthen Internal Communication

### ACTIONS:

- Develop internal branding standards.
- Develop standard communication protocols.

### LEAD UNITS:

**VP Admin & Finance, Director of Employment Services, Marketing & Communications**

# KEY METRICS

- **Cost per Student Credit Hour: \$244**
- **Primary Reserve Ratio: >0.4**
- **Viability Ratio: >1.0**
- **Debt Burden: <7%**
- **Composite Financial Index (CFI): ≥7.3 with ECU Foundation**



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