

Murray State College
Strategic Plan
2010-2016

Reviewed by all employees Fall 2011
Revisions completed 1-13-12

January 2012

**Murray State College
Strategic Plan (2010-2016)**

WE VALUE:

A. Student Success

1. Maximum Development of Student Potential
2. Open Access to Educational Opportunities
3. Commitment to Integrity and Excellence
4. Preparing Tomorrow's Leaders
5. Ethical Behavior
6. An Appreciation of Global Economic Issues and Cultures

B. Employees' Commitment, Professionalism, and Growth

1. Commitment to Integrity and Excellence
2. A Culture of Positive Attitudes
3. Communication as Key to Being a Successful Institution
4. Ethical Behavior
5. Respect and Appreciation for Diversity

C. Quality Instruction and Service for Students and Communities

1. Commitment to Academic Excellence
2. Safe and Secure Campuses
3. Growing MSC Campuses, Programs, and Services
4. Health and Fitness for Employees, Students, and Communities
5. Successful Integration of Technology in Student Learning
6. Continuous Improvement
7. Institutional Effectiveness
8. Being Recognized as a Distinguished Institution of Higher Education

MISSION

Murray State College Provides Opportunities for Student Learning, Personal Growth, Professional Success, and Community Enhancement.

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VISION

(A vivid description of MSC in May 2016)

Murray State College has student-centered, open-access campuses and provides the necessary academic and support services that foster retention, graduation rates, quality instruction, student satisfaction, and student success. Our Associate in Applied Science graduates have well-paid careers, and our Associate in Arts and Associate in Science graduates are recognized by receiving colleges and universities for their excellent preparation. MSC maximizes student potential for life, career, and educational choices.

Murray State College is adaptive to the changing communities of learners. The College enhances instruction to promote service learning, workforce training, and dynamic, innovative, and challenging academic programs within the ten-county service area and beyond. The College provides resources to promote a healthy campus, global awareness, life skills, and accommodation of community groups. Qualified faculty members are involved in ongoing training via up-to-date instructional resources. Our institution is committed to academic rigor, the promotion of the arts, economic development, and lifelong learning to foster the intellectual climate in southern Oklahoma.

Murray State College facilitates employee satisfaction and growth by providing effective communication, requisite resources, and employee recognition, advancement, and professional development. College employees demonstrate professionalism and institutional commitment.

Murray State College provides access to current technology and energy-efficient facilities for the campus and community. The College implements and supports a master plan for multiple locations and is recognized as a national award-winning rural community college.

GOALS

- GOAL 1:** ***PROVIDE PROGRAMS AND RESOURCES THAT MEET THE NEEDS OF OUR STUDENTS AND COMMUNITIES.***
- GOAL 2:** ***PROVIDE AN ENVIRONMENT THAT FACILITATES LEARNING AND WORKING.***
- GOAL 3:** ***DEVELOP COLLEGE, ECONOMIC AND COMMUNITY RESOURCES.***
- GOAL 4:** ***ADVANCE THE COLLEGE MISSION, VALUES AND VISION IN OUR WORK AREAS AND IN COMMUNICATIONS WITH OTHERS.***

GOALS AND PERFORMANCE MEASURES

GOAL 1: *PROVIDE PROGRAMS AND RESOURCES THAT MEET THE NEEDS OF OUR STUDENTS AND COMMUNITIES.*

- PM 1.1** Provide degree programs that lead to employment and/or that articulate to a baccalaureate degree program at a four-year institution and that prepare graduates for their roles in both local and global societies.
- PM 1.2** Provide student support services that foster student success.
- PM 1.3** Assist students each semester in obtaining funding to support their educational goals.
- PM 1.4** Develop a plan of short-term and long-range strategies to increase enrollment.
- PM 1.5** Develop a plan of strategies to increase the graduation rate.
- PM 1.6** Develop a plan of strategies to positively impact student satisfaction.
- PM 1.7** Implement Assessment strategies each semester that enhance student success and that facilitate continuous improvement.
- PM 1.8** Provide educational, cultural, and entertainment opportunities each semester for the community.

GOAL 2: *PROVIDE ENVIRONMENT THAT FACILITATES LEARNING AND WORKING.*

- PM 2.1** Ensure safe and secure campuses for learning and working –all day, everyday.
- PM 2.2** Develop and implement a Master Plan by December 2012.
- PM 2.3** Provide technology and technical support that enhances learning and working.
- PM 2.4** Maintain clean and safe facilities and campuses that reflect integrity.
- PM 2.5** Develop a plan to decrease campus energy consumption and dependence on public utilities.
- PM 2.6** Provide a ready fleet of vehicles for employee use.
- PM 2.7** Establish a fee-based program for facilities and services for community use that is revenue neutral by December 2013.
- PM 2.8** Develop a plan to increase resource allocation to deferred maintenance needs.

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GOALS AND PERFORMANCE MEASURES (CONT)

GOAL 3: DEVELOP COLLEGE, ECONOMIC AND COMMUNITY RESOURCES.

- PM 3.1** Develop a funding plan that meets the College priorities, employee needs, and students needs.
- PM 3.2** Increase new college/business and industry/government and community partnerships by at least one each year over the next 5 years.
- PM 3.3** Increase state appropriations to at or above other state community college levels.
- PM 3.4** Manage business functions of the institution efficiently and with a customer service focus.

GOAL 4: ADVANCE THE COLLEGE MISSION, VALUES AND VISION IN OUR WORK AREAS AND IN COMMUNICATIONS WITH OTHERS.

- PM 4.1** Review and update the institutional Strategic Plan regularly and align work area goals with it annually.
- PM 4.2** Actively participate in HLC Accreditation activities and the continuous improvement process.
- PM 4.3** Develop strategies for increasing participation at College and community events.
- PM 4.4** Develop and maintain consistent College branding.
- PM 4.5** Develop a plan of strategies for maintaining employee satisfaction.
- PM 4.6** Enhance opportunities yearly for employee development and recognition.
- PM 4.7** Provide support and advice for employees regarding employment, benefits, payroll, departure, and individual personnel issues.

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ACTIONS

GOAL 1 *PROVIDE PROGRAMS AND RESOURCES THAT MEET THE NEEDS OF OUR STUDENTS AND COMMUNITIES.*

PM 1.1 **PROVIDE DEGREE PROGRAMS THAT LEAD TO EMPLOYMENT AND/OR THAT ARTICULATE TO A BACCALAUREATE DEGREE PROGRAM AT A FOUR-YEAR INSTITUTION AND THAT PREPARE GRADUATES FOR THEIR ROLES IN BOTH LOCAL AND GLOBAL SOCIETIES.**

ACTIONS

- 1.1.1 Develop degree programs responsive to workforce, community, and statewide needs annually.
- 1.1.2 Review academic offerings annually to add, modify, or delete, as needed based on workforce needs.
- 1.1.3 Expand Cooperative Agreements with Career Technology Centers for at least two degree programs per year.
- 1.1.4 Expand Articulation Agreements with four-year institutions for at least two degree programs per year.
- 1.1.5 Work with high schools to align curriculum content and sequence to prepare students for college level work annually.
- 1.1.6 Provide up-to-date curriculum and instruction each semester.

PM 1.2 **PROVIDE STUDENT SUPPORT SERVICES THAT FOSTER STUDENT SUCCESS.**

ACTIONS

- 1.2.1 Provide quality academic advisement and enrollment assistance to students.
- 1.2.2 Provide counseling services for students.
- 1.2.3 Provide tutoring services for students.
- 1.2.4 Provide student housing and related supervision for students.
- 1.2.5 Manage student records in an accurate and timely manner.

PM 1.3 **ASSIST STUDENTS EACH SEMESTER IN OBTAINING FUNDING TO SUPPORT THEIR EDUCATIONAL GOALS.**

ACTIONS

- 1.3.1 Advertise, provide, and manage student scholarships, grants, and loans.
- 1.3.2 Provide and advertise financial aid information for students, potential students, parents, counselors, and others.
- 1.3.3 Perform compliance responsibilities in a timely and accurate manner.
- 1.3.4 Provide exemplary customer service in helping students with financial aid challenges.

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ACTIONS

PM 1.4 DEVELOP A PLAN OF SHORT-TERM AND LONG-RANGE STRATEGIES TO INCREASE ENROLLMENT.

ACTIONS

- 1.4.1 Increase marketing efforts, including outreach, social networking web sites, public information (per semester).
- 1.4.2 Expand distance learning offerings (per semester).
- 1.4.3 Increase course offerings (per semester).
- 1.4.4 Increase the number course offerings – traditional, online, and hybrid.
- 1.4.5 Include diverse groups including international students in targeted marketing and recruitment efforts.
- 1.4.6 Develop creative and innovative strategies for increasing enrollment.

PM 1.5 DEVELOP A PLAN OF STRATEGIES TO INCREASE THE GRADUATION RATE.

ACTIONS

- 1.5.1 Improve assessment, advisement and student tracking (per semester).
- 1.5.2 Improve early warning and intervention (per semester).
- 1.5.3 Enhance tutoring and mentoring for student success (per semester).
- 1.5.4 Increase personal support services (per semester).
- 1.5.5 Develop and add Honors Program at Ardmore campus.
- 154.6 Develop creative and innovative strategies for increasing enrollment.

PM 1.6 DEVELOP A PLAN OF STRATEGIES TO POSITIVELY IMPACT STUDENT SATISFACTION.

ACTIONS

- 1.6.7.1 Improve student survey process (annually).
- 1.6.2 Increase scholarship offerings (annually).
- 1.6.3 Develop student- driven satisfaction task force (annually).
- 1.6.4 Increase social network and family activities (per semester).
- 1.6.5 Provide opportunities for participation in student organizations and activities.

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ACTIONS

PM 1.7 IMPLEMENT ASSESSMENT STRATEGIES THAT ENHANCE STUDENT SUCCESS AND THAT FACILITATE CONTINUOUS IMPROVEMENT .

ACTIONS

- 1.7.1 Identify and implement assessment strategies to be used for assessing student learning.
- 1.7.2 Identify and implement assessment strategies to determine curriculum and/or academic program changes.
- 1.7.3 Identify and implement assessment strategies to measure work area strengths and areas for improvement.
- 1.7.4 Identify and implement assessment strategies to assess institutional effectiveness.
- 1.7.5 Identify and implement assessment strategies to assess community perceptions.

PM 1.8 PROVIDE EDUCATIONAL, CULTURAL, AND ENTERTAINMENT OPPORTUNITIES FOR THE COMMUNITY.

ACTIONS

- 1.8.1 Plan, coordinate, advertise, and market Continuing Education and Community Service classes made available to the community.
- 1.8.2 Provide and market theatrical and music productions, art exhibits, etc.
- 1.8.3 Provide and market athletic events.
- 1.8.4 Provide and market other events associated with academics and/or departmental initiatives (e.g. Rodeos, Roping Contests, Santa Night, Poker Run, etc.).

GOAL 2: PROVIDE AN ENVIRONMENT THAT FACILITATES LEARNING AND WORKING.

PM 2.1 ENSURE SAFE AND SECURE CAMPUSES FOR LEARNING AND WORKING.

ACTIONS

- 2.1.1 Provide Campus Security systems for both campuses.
- 2.1.2 Manage surveillance systems as needed.
- 2.1.3 Provide lighting around buildings and parking areas on each campus.
- 2.1.4 Perform safety drills as required.
- 2.1.5 Maintain compliance with ADA requirements.
- 2.1.6 Designate smoking areas on each campus.
- 2.1.7 Develop Emergency Response Plan.
- 2.1.8 Improve cell tower coverage by December 2012 to facilitate student and employee notification system utilizing texting to relay closures during inclement weather, emergency information, intruder on campus information, general announcements, etc.

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ACTIONS

PM 2.2 DEVELOP AND IMPLEMENT A MASTER PLAN BY DECEMBER 2012.

ACTIONS

- 2.2.1 Develop a master plan by December 2012.
- 2.2.2 Implement master plan (Start January 2013).
- 2.2.3 Implement Campus Beautification Plans in alignment with the Master Plan (annually).

PM 2.3 PROVIDE TECHNOLOGY AND TECHNICAL SUPPORT THAT ENHANCES LEARNING AND WORKING.

ACTIONS

- 2.3.1 Develop campus-wide wireless network at both campuses.
- 2.3.2 Implement virtual computer labs at both campuses.
- 2.3.3 Implement student and instructor laptop program by May 2016.
- 2.3.4 Provide training to staff (Continuous).
- 2.3.5 Provide continuous staff and faculty development for technology, pedagogy and online resources.
- 2.3.6 Upgrade testing Center at Ardmore Campus.
- 2.3.7 Provide inexpensive internet access to students, faculty and the community by becoming an ISP (Internet Service Provider).
- 2.3.8 Provide students and faculty a computer leasing program with an option to purchase at the end of the leasing term.
- 2.3.9 Provide faculty on-the-go the mobile access to Blackboard so they can answer assignment related questions.
- 2.3.10 Hire more IT professionals to provide better service to students, faculty and the community.
- 2.3.11 Provide loaner computers/laptops to faculty during the time their computers are at repair or malfunctioning.

PM 2.4 MAINTAIN CLEAN AND SAFE PHYSICAL FACILITIES AND CAMPUSES THAT REFLECT INTEGRITY.

ACTIONS

- 2.4.1
- 2.4.2
- 2.4.3

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ACTIONS

PM 2.5 DEVELOP A PLAN TO DECREASE CAMPUS ENERGY CONSUMPTION AND DEPENDENCE ON PUBLIC UTILITIES.

ACTIONS

- 2.5.1 Install monitoring systems on buildings by May 2012.
- 2.5.2 Evaluate inefficiencies (May 2011- May 2012).
- 2.5.3 Implement expandable environmental control systems by May 2012.
- 2.5.4 Upgrade HVAC by May 2015.
- 2.5.5 Implement “Going Green” campaign by May 2016.
- 2.5.6 Install/replace windows with energy efficient models by May 2013.
- 2.5.7 Use energy efficient lighting and heating/cooling system to conserve energy and costs.
- 2.5.8 Offer Tue-Thu or Mon-Wed classes and close campus on Fridays.

PM 2.6 PROVIDE A READY FLEET OF VEHICLES FOR EMPLOYEE USE.

ACTIONS

- 2.6.1 Provide regular maintenance for vehicles.
- 2.6.2 Manage scheduling of vehicles.
- 2.6.3

PM 2.7 ESTABLISH A FEE-BASED PROGRAM FOR FACILITIES AND SERVICES FOR COMMUNITY USE THAT IS REVENUE NEUTRAL.

ACTIONS

- 2.7.1 Purchase online scheduling software by May 2012.
- 2.7.2 Establish fee structure by May 2012.
- 2.7.3 Provide online enrollment to students to cut down wait time and traveling costs.
- 2.7.4 Provide online advisement and enrollment system to save time and related costs for MSC students and employees.

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ACTIONS

PM 2.8 DEVELOP A PLAN TO INCREASE RESOURCE ALLOCATION TO DEFERRED MAINTENANCE NEEDS.

ACTIONS

- 2.8.1 Establish deferred maintenance priorities by May 2011.
- 2.8.2 Develop a plan to allocate dollars necessary to meet past deferred maintenance budget.
- 2.8.3 Develop brochure for facilities management by May 2012.

GOAL 3: DEVELOP COLLEGE, ECONOMIC AND COMMUNITY RESOURCES.

PM 3.1 DEVELOP A FUNDING PLAN THAT MEETS THE COLLEGE PRIORITIES, EMPLOYEE NEEDS, AND STUDENTS NEEDS.

ACTIONS

- 3.1.1 Establish two community alumni groups and program of activities.
- 3.1.2 Establish a full-time grant position and research and development.
- 3.1.3 Develop an effective marketing plan of successes.
- 3.1.4 Visit targeted potential funding sources, such as Noble Foundation/Michelin Tire plant to request financial assistance.
- 3.1.5 Foster relationships with businesses, industries, foundations, and other funding sources to establish and grow financial support.
- 3.1.6 Initiate a Development Group and Capital Campaign strategies to support major funding priorities.
- 3.1.7 Partner with the MSC Foundation to provide support for Murray State College.

PM 3.2 INCREASE NEW COLLEGE/BUSINESS AND INDUSTRY/GOVERNMENT AND COMMUNITY PARTNERSHIPS BY AT LEAST ONE EACH YEAR OVER THE NEXT 5 YEARS.

ACTIONS

- 3.2.1 Establish one business incubator during 2011.
- 3.2.2 Establish satellite site in Eastern region of 10-county area by 2012.
- 3.2.3 Survey business and industry to establish internships and/or employee training by 2012 and every 3-5 yrs.
- 3.2.4 Establish service learning projects which include community partners (Begin Fall 2011 and one annually thereafter).
- 3.2.5 Participate in workforce development, economic development, industrial authority, and other initiatives throughout the MSC service area.

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ACTIONS

PM 3.3 INCREASE STATE APPROPRIATIONS TO AT OR ABOVE OTHER STATE COMMUNITY COLLEGE LEVELS.

ACTIONS

- 3.3.1 Engage students and alumni to tell the MSC story at all state levels (Murray Ambassadors) by Spring 2011.
- 3.3.2 Research structure and operations of State Regents to identify individuals who would be willing to advocate for MSC (beginning 2010 and ongoing).
- 3.3.3 Establish partnerships with colleges with similar needs (beginning 2010 and ongoing).
- 3.3.4 Engage support of local legislators and keep them abreast of MSC happenings, successes, and needs.

PM 3.4 MANAGE BUSINESS FUNCTIONS OF THE INSTITUTION EFFICIENTLY AND WITH A CUSTOMER SERVICE FOCUS.

ACTIONS

- 3.4.1 Process transactions in an accurate and timely manner.
- 3.4.2 Ensure financial soundness of the institution.
- 3.4.3 Maintain accurate records.
- 3.4.4 Provide monthly budget updates to departments and organizations.

GOAL 4: ADVANCE THE COLLEGE MISSION, VALUES AND VISION IN OUR WORK AREAS AND IN COMMUNICATIONS WITH OTHERS.

PM 4.1 REVIEW AND UPDATE THE INSTITUTIONAL STRATEGIC PLAN REGULARLY AND ALIGN WORK AREA GOALS WITH IT ANNUALLY.

ACTIONS

- 4.1.1 Develop work area strategic planning components by January 31, 2012.
- 4.1.2 Enter work area strategic planning information into TaskStream by January 31, 2012.

PM 4.2 ACTIVELY PARTICIPATE IN HLC ACCREDITATION ACTIVITIES AND THE CONTINUOUS IMPROVEMENT PROCESS.

ACTIONS

- 4.2.1 Participate in HLC meetings and training sessions.
- 4.2.2 Participate on an HLC Committee.

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ACTIONS

PM 4.3 DEVELOP STRATEGIES FOR INCREASING PARTICIPATION AT COLLEGE AND COMMUNITY EVENTS.

ACTIONS

- 4.3.1 Provide incentives: drawings, recognition, etc. (FY2011 and Continuing).
- 4.3.2 Student club recognition, game nights, etc. (FY2011 and Continuing).
- 4.3.3 Family event activities (FY2011 and Continuing).
- 4.3.4 Quality cultural events (FY2011 and Continuing).
- 4.3.5 Have each employee participate/sponsor a student club.

PM 4.4 DEVELOP AND MAINTAIN CONSISTENT COLLEGE BRANDING.

ACTIONS

- 4.4.1 Develop MSC Stylebook for distribution to all employees and to post on the website that provides guidance on use of logos and other College branding slogans, etc.
- 4.4.2 Remove/replace all out-dated MSC logos where they occur.
- 4.4.3 Provide training and workshops for all staff on how to maintain MSC branding.

PM 4.5 DEVELOP A PLAN OF STRATEGIES FOR MAINTAINING EMPLOYEE SATISFACTION.

ACTIONS

- 4.5.1 Development of data collection tool by December 2010.
- 4.5.2 Implement data collection tool by May 2011.
- 4.5.3 Establish suggestion process for employees (FY2011 and Continuing).
- 4.5.4 Compliment campaign by Spring FY2011.
- 4.5.5 Advertise goal progress and success by Spring FY2011.
- 4.5.6 Perform personnel functions with integrity and in compliance with policies and procedures.

PM 4.6 INCREASE OPPORTUNITIES YEARLY FOR EMPLOYEE DEVELOPMENT AND RECOGNITION.

ACTIONS

- 4.6.1 Employee of the month (FY2011 and Continuing).
- 4.6.2 Develop incentive for faculty to incorporate service learning (FY2011 and Cont).
- 4.6.3 Travel budget increases by FY 2012.
- 4.6.4 Implement Teaching Excellence Awards by FY 2012.
- 4.6.5 Send faculty for certification in the areas of work.

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ACTIONS

PM 4.7 PROVIDE SUPPORT FOR EMPLOYEES REGARDING EMPLOYMENT, BENEFITS, PAYROLL, DEPARTURE, AND INDIVIDUAL PERSONNEL ISSUES.

ACTIONS

- 4.7.1 Provide information and advice regarding HR issues.
- 4.7.2 Provide education, assistance and encouragement to employees, students, and community for a healthier life style by providing programs such as tobacco free cessations, exercise programs, and incentives for a healthy lifestyle.
- 4.7.3 Maintain accurate personnel records in a secure manner.
- 4.7.4 Process payroll accurately and in a timely manner.