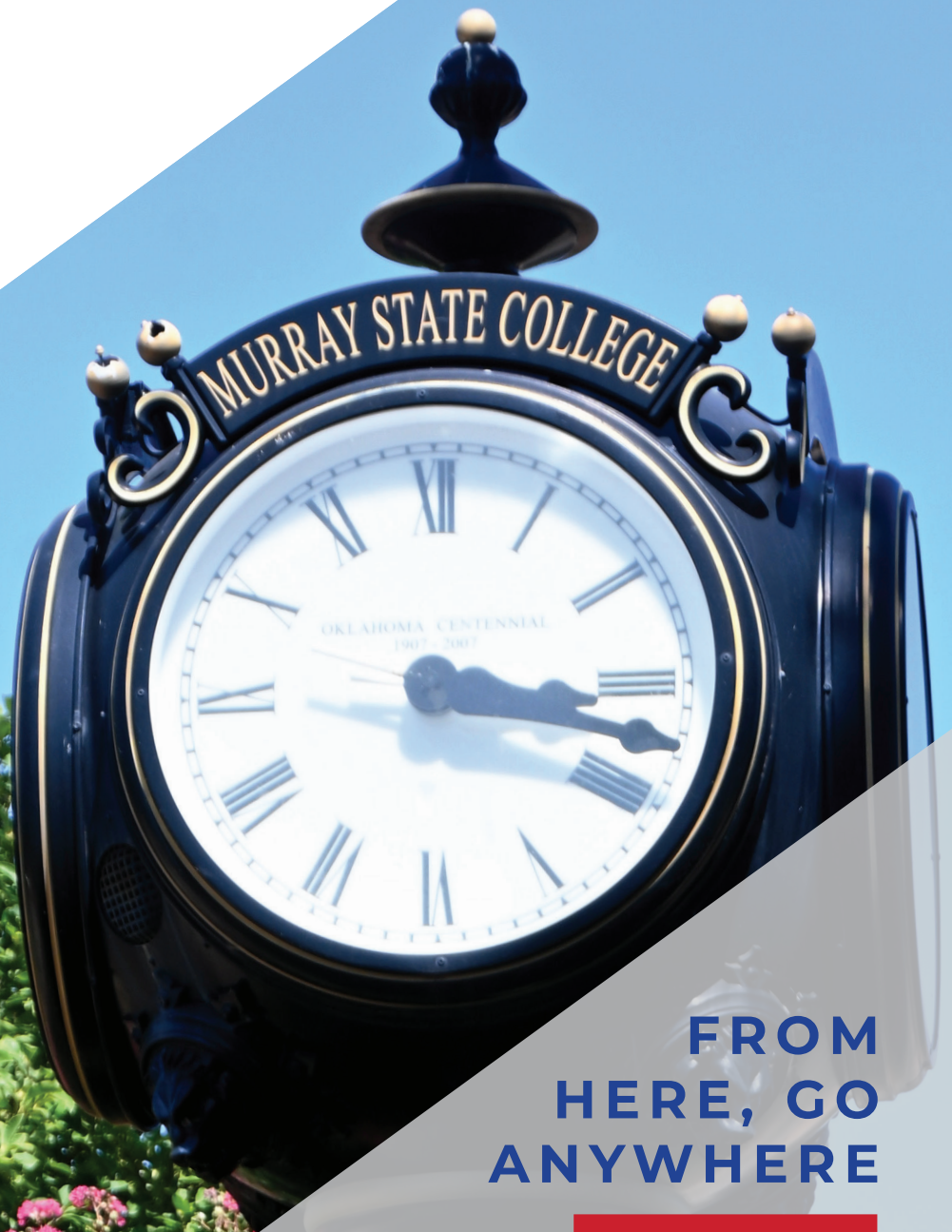




BUILDING OUR FUTURE TOGETHER

STRATEGIC
PLAN



FROM
HERE, GO
ANYWHERE

2023-2028

PRESIDENT'S MESSAGE

“Our commitment to excellence, innovation, transparency and collaboration drives us forward as we shape a brighter tomorrow for our institution and the individuals we serve.”

I am pleased to present the strategic plan of Murray State College for 2023-2028. This document represents the collective effort of college leadership, faculty, staff, students and community stakeholders who aspire to see growth and prosperity for our students and service area.

The strategic planning process is a cyclical endeavor that provides a roadmap for planned growth and development. It allows for a proactive approach that helps us to align our goals and objectives with the mission and vision of the institution. As an important economic anchor for our communities, we are dependent upon to make the best decisions, academically and financially, that will lead to the most successful outcomes for all of our stakeholders.

In our pursuit of excellence, this strategic plan serves as our compass, guiding us toward a future where innovation, scholarship and student success converge. This plan provides structure, accountability

and transparency as we move forward, aiding in the navigation of an ever-evolving education landscape. No matter what challenges we face, our students' success is our top priority.

We would not be as successful as we are without the leadership and advocacy of our Murray State College Board of Regents and the commitment to excellence of our faculty, staff, students and stakeholders. I am fond of saying that we're better together than any of us could be on our own; this body of leaders makes us better. Everywhere we look in this strategic planning process, it is evident that our people take pride in their important roles and have a vision that brings our centers of excellence into focus.

Murray State College has an excellent team of individuals who believe to their core that the right education can change the trajectory of a person's life. By engaging strategies that meet the needs of our students, faculty, staff and community, we are harnessing

the embodiment of the Aggie spirit toward a shared purpose. Our commitment to excellence ensures that every step taken is deliberate, impactful and aligned with our mission.

I appreciate the effort of so many across our campuses and communities who engaged in the strategic planning process and provided feedback to build our goals. It's important that this document is the result of meaningful collaboration, with a sense of duty and responsibility to see it through by all.

As we embark on this journey over the next five years, we will be guided by this plan for our future. Our commitment to excellence, innovation, transparency and collaboration drives us forward as we shape a brighter tomorrow for our institution and the individuals we serve.

Together, we will achieve our shared vision and continue to inspire learning, foster growth and create opportunities for success.

It's a great day to be an Aggie!



DR. TIM FALTYN
President
Murray State College



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STRATEGIC PLANNING COMMITTEE

Dr. Tim Faltyn
Becky Henthorn
Justin Cellum
Brian Cothran
Ginger Cothran
Jordyn Frazier
Maeleesa Harrell
Paula Henley
Tracey Hickman
Quinton Jones
Jessica Lawley
Amy McCain
Dan Moore
Aaron Mullens
Robyn Peterson
Kandy Rutledge
Susan Yeager

BOARD OF REGENTS



Allen Benson Leslie Larsen Adisha Chapman Dillon Sparks Suzie Brewster Keith Gray Dr. Gary Greene

STRATEGIC PLAN TIMELINE

As we launch the new plan, we will continue identifying department and program initiatives that align with our strategic goals. These initiatives are key to both budgeting and fundraising. The new strategic plan will be entered into our Assessment Tracking System so that departments can align our institutional goals with their specific objectives.

AUGUST 2020

Process began at the All-Employee Meeting. All faculty and staff reviewed the previous plan, discussed where the College is going, and created lists of goals and initiatives that Murray State College should embrace.

The Board of Regents reviewed the strategic plan and gave input into what our future should look like.

AUGUST 2021

The Murray State College Board of Regents reviewed the Murray State College Mission and Guiding Principles.

OCTOBER 2021

A Student Wants and Needs Survey was administered to the student body to receive feedback from their perspective.

JUNE 2022

A group of faculty and staff members participated in the Higher Learning Commission's (HLC) Advancing Strategies Workshop and identified some key areas that needed to be part of our new plan.

AUGUST 2022

Murray State College brought in an HLC Strategic Planning Consultant who first met with all of the faculty and staff; then later with the Murray State College Board of Regents. He performed a SWOT analysis and also reported key areas of focus for our new plan.

STRATEGIC PLANNING PUBLIC FORUM

October 2022
Ardmore and Tishomingo

FALL 2024, 2025 2026, 2027, 2028

An annual assessment, evaluation and update will be conducted at the Fall All Employee Meetings.

FALL 2024, 2025 2026, 2027, 2028

The Murray State College Board of Regents will review the strategic plan at the fall summit.

SPRING FY 2025, 2026, 2027, 2028

The Strategic Plan goals will be incorporated into the annual budget for Murray State College.

FALL AND SPRING OF THE 2022-2023 ACADEMIC YEAR

A series of meetings with executive staff, deans and directors to identify key strategies and measurable goals that align with our identified mission, vision and values; these goals will require new or redirected funds.

Baseline data were identified in order to create a strategic plan that is both measurable and specific.

“

Our strategic planning process is invaluable for our success. It is essential for us to make the most of the opportunities available for our students.”

Melissa McBride

Murray State College Director of Advisement
2023 Staff Assembly Chair

WHO WE ARE

MISSION

Murray State College provides opportunities for student learning, personal growth, professional success and community enhancement.

VISION

Murray State College strives to be a vibrant and progressive student~ centered community in which pathways to success are varied, all are valued and educational opportunities abound.

OUR VALUES

1

Student Success and Learning

2

Quality Instruction and Programs

3

Service-Oriented Environment

4

Cultural and Global Connectivity

5

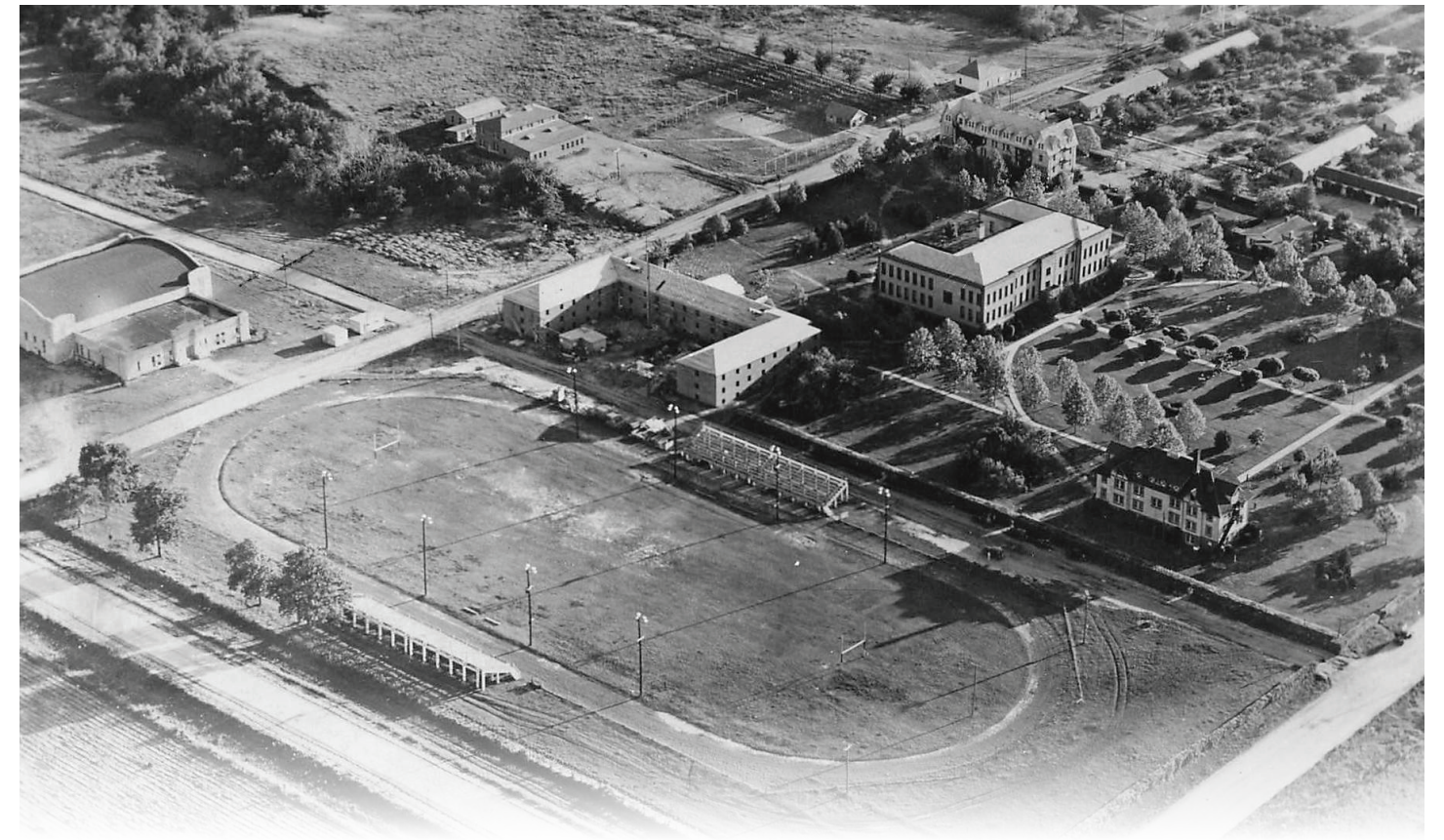
Integrity and Ethical Behavior

6

Mission-Centered Planning

7

Innovative Technological Advancement



ROOTED IN HISTORY SINCE 1908

Murray State College was established in 1908 by Oklahoma SB 100. It opened its doors to 100 students primarily of Chickasaw and Choctaw heritage.

In 1916, Murray added college-level courses, was officially named the Murray State School of Agriculture in 1924. It began granting associate degrees.

The workforce demands of WW II reduced enrollment but bounced back with returning veterans financed through the GI bill. Throughout the 1950s and 60s, young women were interested in home economics and commerce, while agriculture and engineering were popular for young men. Arts and Sciences programs attracted both men and women.

The Oklahoma Legislature changed the institution's name three times since 1908. In 1955, it became Murray State Agricultural College, and then the Murray State College of Agriculture and Applied Science in 1967. In 1971, the college was vested with its own governing Board and became known as Murray State

College in 1972.

Throughout the 1970s and 80s, the institution added programs like Gunsmithing, Computer Science, Veterinary Technology and Nursing to its list of offerings. The Nursing program quickly became one of Murray State's fastest-growing programs and continues to attract students in southern Oklahoma and online.

In the 1990s and 2000s, Physical Therapist and Occupational Therapy Assistant programs were added. New construction included the Student Services building. In the early 2000s, Murray State experienced record enrollment and began offering online courses. Concurrent enrollment also expanded to allow many high school students an opportunity for higher education.

Murray State's involvement with the Ardmore Higher Education

center began in 1974. In the early 1980s, a building was constructed on Ardmore City Schools property. A new one was built in 2018 and named the University Center of Southern Oklahoma (UCSO). In 2021, HB 2943 transferred control of UCSO; it officially became known as Murray State College in Ardmore.

Today, Murray State has two primary sites serving 10-counties. Three, two-year associates degrees are offered, along with 26 degree programs, 54 options and 14 certificates. It was recently approved by the Oklahoma State Regents of Higher Education to offer a Bachelor of Applied Technology in Gunsmithing.

The expansion of the Applied Science programs and general education led to renovating the Health Science building and adding the new Agriculture and Science building.

FUTURE PROJECTS AND CAMPUS EXPANSION



Park Student Union
 In September 2023, Murray State was approved to assess a student union fee to aid in the renovation and expansion costs associated with the Park Student Union. These dollars, paired with external funding, reserves and a 30-year master lease will provide needed updates such as modern dining amenities, office and meeting space for student affairs and organizations and roughly double the square footage of community meeting and event space. A groundbreaking is expected to take place in early 2024.



Gunsmithing Training Facility
 In April 2023, the Oklahoma State Regents for Higher Education approved Murray State to offer the first and only Bachelor's of Applied Technology in Gunsmithing in the United States. The State of Oklahoma has invested \$10 million to construct a state-of-the-art education facility to house the growing program. A groundbreaking occurred on October 17, 2023.



Chickasaw Hall
 Chickasaw Hall will serve as a living laboratory for Murray State's hospitality management program as a 14-room boutique hotel, as well as the home of the Chokka` Kilimpi` recruitment and retention program for Chickasaw and other First American students. A groundbreaking ceremony was held on September 21, 2023.

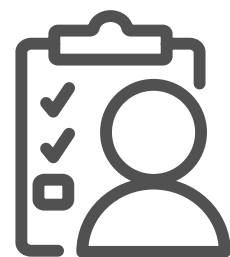


Indoor Equine Center
 The center would include 25,000 sq. ft. of arena space, seating and 35 stalls for livestock and community activities. A pledge of \$1 million has been committed to this project.

\$10.1 M

Budgeted for scholarships & grants awarded to students in 2023-24

***FY24 DATA**



FACULTY BREAKDOWN

60 Full-Time 83 Adjunct

STAFF BREAKDOWN

118 Full-Time 40 Part-Time

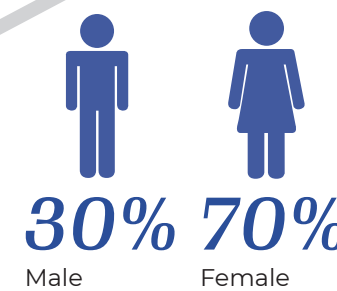


Southern Oklahoma Nursing Education Center (SONEC)
 Murray State now has successful nursing programs in Tishomingo, Ardmore, Durant and Duncan. The vision to create a hub for nursing education in Ardmore has come to life with the concept of SONEC. The facility will host Murray State and partner institutions to serve students who wish to pursue healthcare careers. A groundbreaking will occur in 2024.

“As a Murray State instructor, I’m encouraged by the College’s strategic plan and its impact on the improvements on both campuses.”

Malaika Horton MSN, RN

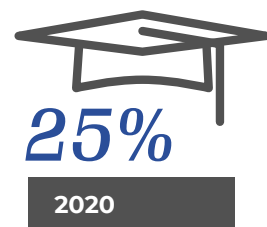
Murray State College
 Dean of Nursing
 Faculty Assembly
 Chair



22.4

Average age of enrolled students

GRADUATION RATES



29%

2021

31%

2022

CENTERS OF EXCELLENCE

- HEALTHCARE
- AGRICULTURE
- OCCUPATIONAL TECHNOLOGY
- ONLINE

2,788

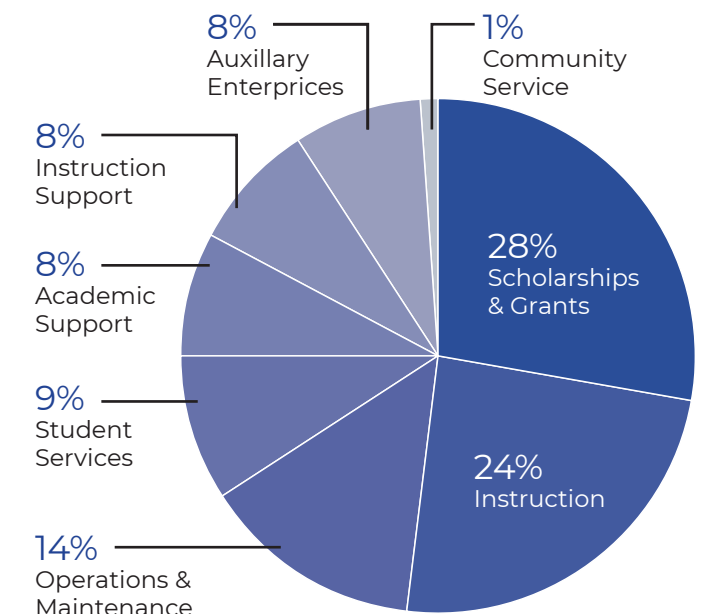
ANNUAL TOTAL ENROLLMENT (IPEDS)

HEADCOUNT BY LOCATION

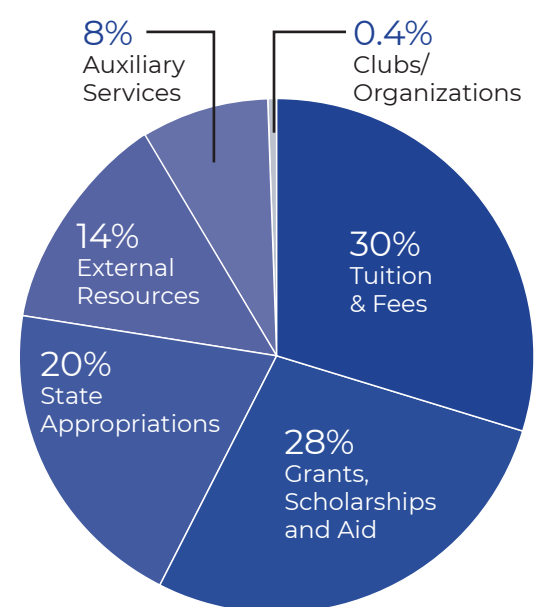


Campus enrollments are based on all students taking classes offered by that location and should never be summed.

BUDGETED INSTITUTIONAL FUNDING BY SOURCE



BUDGETED INSTITUTIONAL FUNDING BY FUNCTION



COMMUNITY PARTNERSHIPS



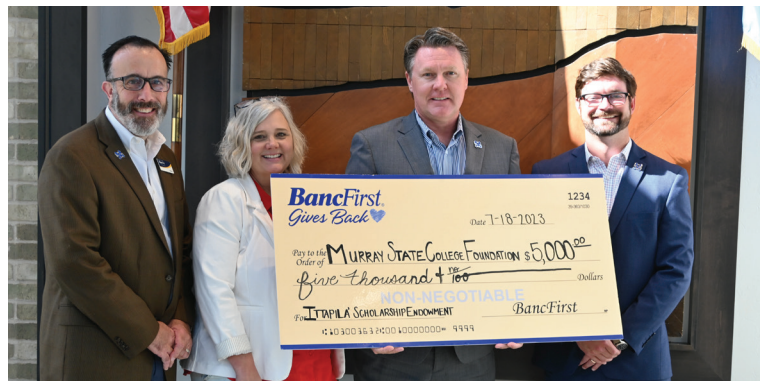
Chickasaw Nation
Governor Bill Anoatubby and Murray State President Dr. Tim Faltyn signed an agreement at the Chickasaw Nation Headquarters. The agreement serves as a foundation to provide Chickasaw students participating in the Chokka' Kilimpi' (Strong Home) Recruitment and Retention program at Murray State quality secondary education opportunities.



Air Evac
The Oklahoma Air Evac Lifeteam and Murray State have entered into a partnership to enhance clinical simulation and emergency healthcare education for the Lifeteam and Murray State's Nursing Program.



Lighthouse
Lighthouse Behavioral Wellness Center has become an important partner who offers behavioral health services to Murray State students, faculty and staff.



BancFirst
BancFirst Trust & Investment Management presented a \$50,000 check to President Dr. Tim Faltyn and Vice President of Ardmore Ginger Cothran for the Ittapila Scholarship Endowment. This was part of the scholarship challenge posted by the Chickasaw Nation and Oklahoma State Regents for Higher Education.

Murray State ambitiously supports a wide array of local agriculture, natural resources, community arts and other organizations with a vision to make the service area a great place to live, work and play. Examples include: Southern Oklahoma Area Partners, Goddard Center, Jerome Westheimer Center for the Performing Arts, Family Health Center of Southern Oklahoma, Johnston County Junior Livestock Association and Chickasaw Country Marketing Association.



DRH Health
Murray State has expanded its nationally-recognized nursing program in a partnership with DRH Health. This partnership allows nursing students the opportunity to work on-site at the hospital while receiving their nursing degree from Murray State.

Climate SMART Small Farm & Ranch Institute

The Climate SMART Small Farm & Ranch Institute is in development as part of a partnership between Murray State and the Chickasaw Nation. The \$5 million USDA grant will benefit Murray State approximately \$2 million, one of which will help to create the Institute on the Ardmore campus.



ESRO Food
Murray State College and ESRO Food have partnered to train current staff and Murray State students in machine maintenance and safe food handling.

Other related partners include: AmeriState Bank, First United, Tishomingo Development Team, Blue River Foundation of Oklahoma and Oklahoma Water Institute at East Central University.



JCIA
Murray State College and the Johnston County Industrial Authority work to provide opportunities to focus on natural resource sustainability and community economic vitality.

Murray State also partners with local employers like SG Echo and Tubacex to connect students to the workforce early in their training programs.

Building close relationships with K-12 schools, career technology centers and other higher education institutions.

Ardmore; Coleman; Davis; Dickson; Fox; Healdton; Lone Grove; Milburn; Mill Creek; Plainview; Ringling; Springer; Sulphur; Tishomingo; Wapanucka



OU Nursing
Murray State partnered with the University of Oklahoma (OU) building upon the strong foundation of Murray State's nursing program. Murray State will offer guaranteed access to higher levels of training, professional success and earning power as strong and productive members of the Oklahoma nursing workforce.

ACADEMIC PARTNERSHIPS



Southern Tech
Murray State College and Southern Tech have partnered together to create pathways for higher education opportunities in healthcare fields.



Southern Oklahoma Library System
Murray State College and the Southern Oklahoma Library System are partnering together to allow the library system to pull Murray State students names and IDs into their system as patrons, allowing direct access to their libraries and databases.

CAMPUS LEADERSHIP



DR. TIM FALTYN
President



BECKY HENTHORN
Vice President of
Academic and Student
Affairs



JUSTIN CELLUM
Vice President of
Business Affairs



GINGER COTHRAN
Vice President of
Ardmore Campus



TRACEY HICKMAN
Dean, Learning and
Student Success



AMY MCCAIN
Dean, Online College



BRIAN COTHRAN
Dean, School of
Agriculture, Business &
Occupational Technology



KANDY RUTLEDGE
Assistant Vice
President of Enrollment
Management



JORDYN FRAZIER
Assistant Vice President
of External Affairs



ROBYN PETERSON
Public Information
Officer



SUSAN YEAGER
Dean, School of Arts,
Education and Social
Sciences



DAN MOORE
Dean, School of Health
Sciences



**MALAIKA
HORTON, RN**
Dean, School of Nursing

STUDENT GOVERNMENT ASSOCIATION LEADERSHIP



JASON WELTY
President



LANDREY HOWARD
Vice President



ISABELLA HARRIS
Associate Vice President
of Ardmore Campus



JORDAN HAYES
Secretary



GAVIN COUCH
Treasurer



SANDRA MOSLEY
Media Relations
Coordinator

MURRAY STATE COLLEGE STRATEGIES

STRATEGY 1

STUDENT SUCCESS

Foster an effective environment that encourages and supports student success in and out of the classroom.

STRATEGY 2

TEACHING AND LEARNING

Expand student learning opportunities and pathways.

STRATEGY 3

BELONGING

Foster an effective environment that values underrepresented students.

STRATEGY 4

COMMUNITY

Enhance the communities we serve through educational attainment, workforce and economic development, and lifelong learning.

STRATEGY 5

RESOURCES

Cultivate responsible stewardship of all resources.

STRATEGY 1

STUDENT SUCCESS

1.1 IDENTIFY, DEVELOP AND IMPLEMENT INITIATIVES TO INCREASE THE OVERALL GRADUATION RATE. (IPEDS 150%)

GOAL: 35%

1.2 INCREASE STUDENT PERSISTENCE AND RETENTION FROM FALL TO FALL. (IPEDS FULL-TIME RETENTION RATE)

GOAL: 70%
Full-time retention rate.

1.4 IDENTIFY, DEVELOP AND IMPLEMENT A CAREER SERVICES PROGRAM THROUGH THE ACADEMIC RESOURCE CENTER.

GOAL: 40%
Increase number of students served by 2028.

1.3 INCREASE COURSE SUCCESS RATES IN COLLEGE-LEVEL GATEWAY COURSES.

GOAL: 80%
Overall average in all gateway courses.

GOAL: 75%
Above in any gateway course.

STRATEGY 2

TEACHING & LEARNING

2.1 DEVELOP THE ARDMORE CAMPUS BY IDENTIFYING AND IMPLEMENTING HEALTHCARE-RELATED PROGRAMS THAT MEET THE WORKFORCE DEMAND IN CARTER AND SURROUNDING COUNTIES.

GOAL: 5
Increase our health-related programs.

2.5 IDENTIFY, DEVELOP AND IMPLEMENT FULLY ONLINE DEGREE PROGRAMS.

GOAL: 20
Increase the number of programs by 2028.

2.2 IDENTIFY, DEVELOP AND IMPLEMENT INITIATIVES TO PRODUCE WORKFORCE-READY GRADUATES.

GOAL: 300
Increase the number of graduates by 2028.

2.3 IMPLEMENT TECHNOLOGY INTEGRATION SYSTEMS TO ALLOW EFFICIENCY, COLLABORATION AND SEAMLESS KNOWLEDGE TRANSFER BETWEEN SYSTEMS.

GOAL: Eliminate disparate sources and systems on campus.

2.4 IDENTIFY, DEVELOP AND IMPLEMENT A ROBUST ACADEMIC OUTREACH PROGRAM THAT ENHANCES AND IMPROVES STUDENTS' EMPLOYABILITY.

GOAL: Develop and share micro-credential information to the service area to increase the UpskillOK initiatives.

3.1 CREATE A CAMPUS CULTURE OF PREPAREDNESS.

GOAL: Implement a safety preparedness committee to ensure that the college is prepared for crisis situations that include training and exercises.

3.2 CULTURALLY AND INTELLECTUALLY ENRICH STUDENTS, FACULTY, STAFF AND THE COMMUNITY THROUGH AN ASSORTMENT OF EDUCATIONAL ACTIVITIES.

GOAL: Identify, develop and implement a cultural activities series that supports the college's general education goals.

4.1 IDENTIFY, DEVELOP AND IMPLEMENT A PLAN TO INCREASE THE NUMBER OF FACULTY AND STAFF PARTICIPATING IN INTERNAL AND EXTERNAL ACTIVITIES THAT SERVE THE COMMUNITY AND CAMPUS.

GOAL: 5% Increase the number of volunteer service credit hours each year.

GOAL: 25% Total increase by 2028.

STRATEGY 3 BELONGING

3.3 INCREASE STUDENT RESOURCES AND NON-ACADEMIC PROGRAMS RELATED TO BEHAVIORAL HEALTH.

GOAL: Establish access to behavioral healthcare on campus.

3.4 RECOGNIZE STUDENTS AT RISK AND CREATE SUPPORT NETWORKS.

GOAL A: Identify, develop and implement pathways to support marginalized students or those with physical, behavioral and intellectual challenges.

GOAL B: Train staff and faculty to support challenged students.

GOAL C: Establish a process to identify at-risk students and refer them to the appropriate resources.

STRATEGY 4 COMMUNITY

4.2 IDENTIFY, DEVELOP AND IMPLEMENT A ROBUST COMMUNITY WORKSHOP AND EXPERIENTIAL LEARNING SERIES TO INCREASE ENGAGEMENT FROM LOCAL CITIZENS ON OUR CAMPUSES.

GOAL: 5% Increase the number of workshops and experiential learning opportunities each year.

GOAL: Total increase by 2028.

4.3 IDENTIFY, DEVELOP AND IMPLEMENT A STRATEGY TO IMPROVE THE VISIBILITY OF COMMUNITY, ACADEMIC AND INDUSTRY PARTNERSHIPS.

GOAL: Implement a system to track partnerships and increase their visibility in print media and website mediums (increase the number of MOUS).

5.1 IDENTIFY, DEVELOP AND IMPLEMENT STRATEGIES TO INCREASE THE PERCENTAGE OF NON-TUITION/FEE REVENUE EARNED.

GOAL: 75% Increase revenue not derived from student tuition and fees.

5.2 SUPPORT ADVANCED INFRASTRUCTURE TO EXPAND HIGH-SPEED WI-FI FOR INDOOR AND OUTDOOR SPACES ON ALL MURRAY STATE COLLEGE CAMPUS LOCATIONS.

GOAL: 10% Increase coverage by each year.

GOAL: 100% Total coverage in learning and living spaces.

5.3 IMPROVE FACULTY AND STAFF RETENTION FROM FALL-TO-FALL THROUGH ENGAGEMENT, SATISFACTION AND SALARY INCREASES.

GOAL: 90% Faculty and staff retention rate.

5.4 DEVELOP A COLLEGE-WIDE FACILITIES MASTER PLAN THAT EMPHASIZES THE DESIGN OF IDEAL LEARNING AND WORKING ENVIRONMENTS, SUSTAINABILITY AND CONSERVATION PRACTICES, AND CAPITAL RESOURCE STEWARDSHIP.

GOAL: Complete master plan or have implemented the items from the plan.

5.7 IDENTIFY, DEVELOP AND IMPLEMENT MARKETING STRATEGIC PLAN TO INCREASE BRAND AWARENESS AND GAUGE REPUTATION.

GOAL: Create and implement strategic plan awareness and gauge reputation.

5.6 IMPLEMENT A DATA GOVERNANCE COMMITTEE TO ENSURE DATA INTEGRITY AND SECURITY.

GOAL: Implement a committee who will review and oversee data policies and procedures.

5.5 IDENTIFY, DEVELOP AND IMPLEMENT A COLLEGE-WIDE COMMITTEE TO REVIEW AND MAKE RECOMMENDATIONS TO ADDRESS THE VIABILITY AND EFFECTIVENESS OF ACADEMIC AND NON-ACADEMIC PROGRAMS.

GOAL: Development of this committee and a review process in place.

“Academic strategic planning is an investment made to create a better future for students and society. These strategies are a result of Murray State’s forward-thinking mentality to address future challenges and opportunities.”

Leslie Larsen
Murray State College Board of Regents Vice-Chair

COMMITTED TO STUDENT ENGAGEMENT AND SUCCESS



“Spending time with my fellow students has allowed me to learn the diversity that Murray State has to offer. Saying yes to the opportunities that have come before me has allowed me to make some of the most memorable moments on campus.”

Jaysen Welty
Murray State College Student Government Association President



“I felt that God put me exactly where I needed to be at Murray State. It’s a community and a family. Everyone wants you to succeed and help push you to the next level.”

Kagan Davis
Murray State College Rodeo Team Barrel Racer. First team member to win a rodeo in the new Murray State rodeo era.



“My favorite part about Murray State is the faculty’s and staff’s willingness to invest in the future of the school. Constantly working to be the best and do what’s best for the students. Murray State has changed my life. I’ve grown a lot and have found the direction that I needed.”

Clay Robertson
Murray State College Shotgun Team All-American




“Being a part of Murray State’s growth means the world to me. Following in my mom’s footsteps at her alma mater fills me with pride. I’m here to chase my dream of becoming a nurse, while honoring our family’s legacy.”

Jaliyah Horton
Murray State College Nursing Student




ARDMORE CAMPUS

 Murray State College
2901 Mt. Washington
Ardmore, OK 73401

 **580-319-0370**



TISHOMINGO CAMPUS

 Murray State College
One Murray Campus
Tishomingo, OK 73460

 **580-387-7000**



“My family has been connected to Murray State for four generations. This road map will ensure that the next generation continues to experience vibrancy and educational excellence.”

JJ Harbert-Brogdon
Murray State College Foundation Chair

**“
With heartfelt gratitude, we thank
our community and supporters for
your dedication to education, your
belief in our mission and your role in
shaping the future through the power
of learning. Your unwavering support
has been the cornerstone of Murray
State College’s journey.”**

Allen Benson
2023-2024
Murray State College
Board of Regents Chair



Learn more at mscok.edu