



# ANSWERING THE CALL

A Strategic Vision for  
The State's University



Over the last several years, Oklahoma State University’s “We Are Land-Grant” strategic plan has guided meaningful growth, strengthened OSU’s identity as a premier land-grant university and reinforced the foundation beneath everything we do. As higher education evolves rapidly, OSU is adapting strategically to meet emerging challenges and opportunities while remaining grounded in the mission that has defined the institution since its founding.

The development of the OSU System’s next strategic plan reflects a commitment to shaping the future proactively rather than reacting to change. Across the nation, universities are navigating shifting student expectations, workforce demands, technological advancement and growing calls for measurable impact. To remain a leader among land-grant institutions, OSU is thinking boldly while staying rooted in education, research and Extension.

Over six months, a coordinating committee and multiple working groups – bringing together more than 120 students, faculty, staff and administrators from across all five OSU institutions – developed this strategic plan by actively seeking input from those closest to the work.

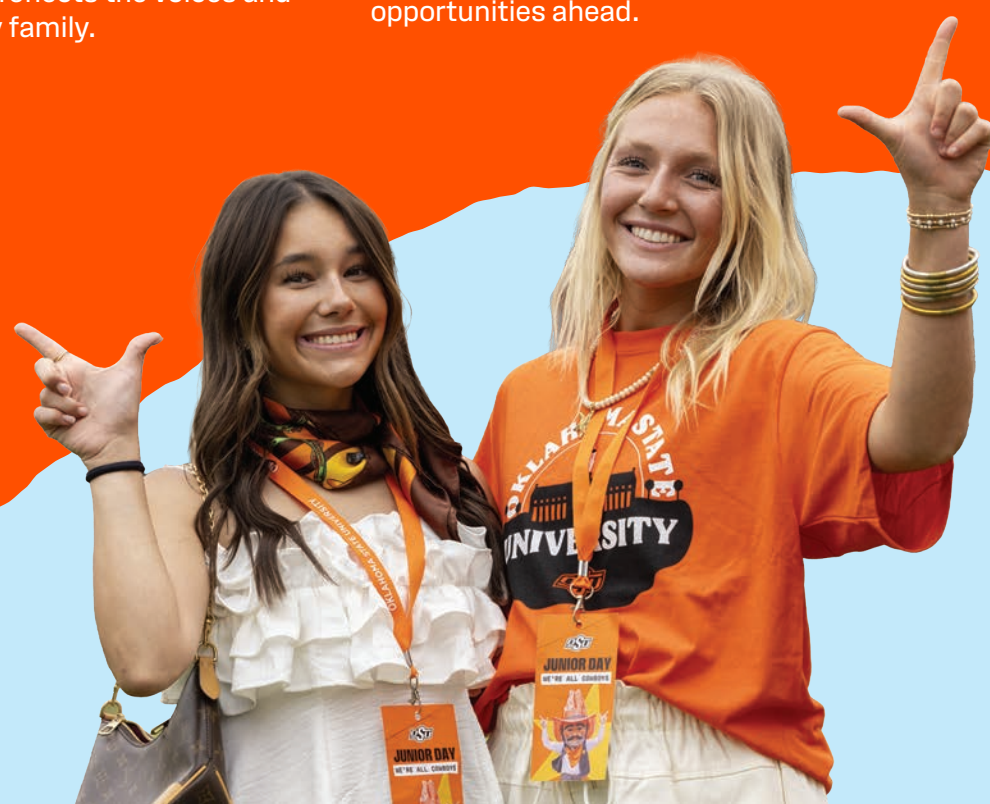
More than 800 students and 1,000 staff and faculty members participated in systemwide surveys, while six open forums engaged more than 380 participants from across the OSU System. With input also from alumni, donors, community partners, legislative leaders and the OSU/A&M Board of Regents, this plan reflects the voices and values of the entire Cowboy family.

**The result is a bold, yet actionable, roadmap designed to position OSU as The State’s University and the model land-grant institution.**

These strategic goals, objectives and measurable key performance indicators will guide progress and accountability over the next five years.

At its core, this plan is rooted in OSU’s enduring mission to serve students, strengthen communities, advance research and improve lives across Oklahoma and beyond. It is designed to elevate OSU’s distinct strengths, expand its impact and differentiate the university in an increasingly competitive higher education landscape.

Launched alongside The Code Calls, OSU’s historic \$2 billion comprehensive campaign, this strategic plan ensures the university’s momentum is matched by a clear sense of purpose – honoring its land-grant heritage while boldly embracing the opportunities ahead.



# Advancing The State’s University

**Goal 1:** Enhancing Academic Excellence and Life-Changing Opportunities

**Goal 2:** Transforming the OSU Student Experience

**Goal 3:** Powering Discovery for the Public Good

**Goal 4:** Amplifying Statewide Impact Through Extension

**Goal 5:** Championing the Cowboy Family Culture

**Goal 6:** Embracing Digital Transformation and Emerging Technologies

**Goal 7:** Elevating One System, Serving all of Oklahoma

**Goal 8:** Advancing OSU’s National and Global Reputation





# DREAMING SKYWARD

Our greatest strength has always been who we are to one another.

There’s nothing more human than being a Cowboy.

In today’s world, that matters more than ever before. Empathy. Creative problem-solving. Grit. At the heart of an education from Oklahoma State University, our unique brand of lived intelligence, paired with the undeniable power of technology, renders us unstoppable.

The power of a college education still paves the road to a brighter future. And while education is the heart of what we do, we don’t stop there. We create communities of resilience. Expand the workforce and create jobs. Fuel a healthy economy and produce generation-altering opportunities.

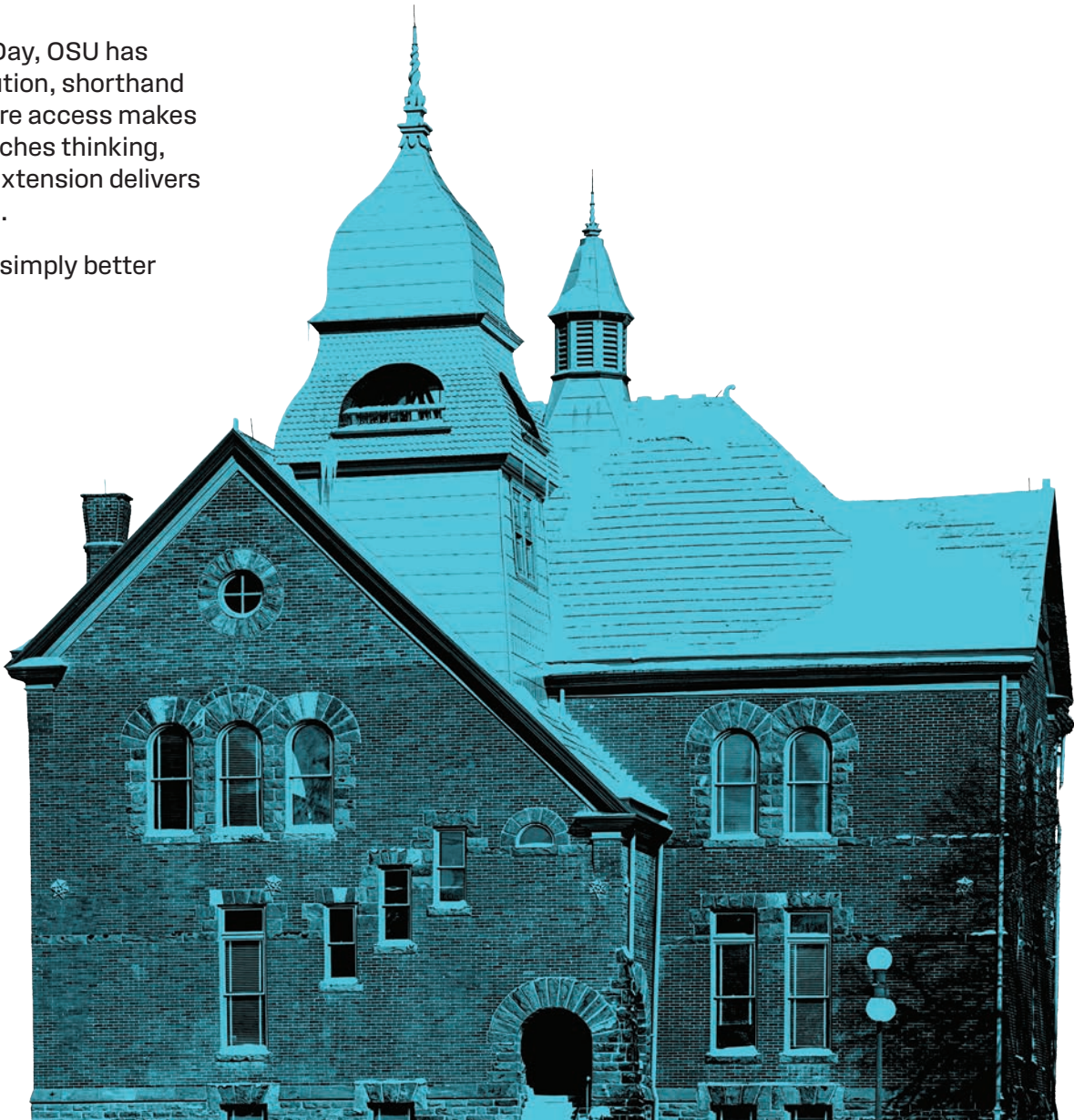
Founded in 1890 on Christmas Day, OSU has always been a land-grant institution, shorthand for **The State’s University**. Where access makes dreams possible, teaching stretches thinking, research bends the future and Extension delivers it all to citizens across our state.

Everyday life for Oklahomans is simply better because of Cowboys.

As the state’s largest workforce producer, our nearly 300,000 graduates are game-changers who make an impact in our state, nation and the planet. If we imagine a world without the elements that make up OSU – deep learning, a heart for service and unbeatable family spirit – that’s not much of a world at all.

From dirt roads to major cities to the outer limits of our universe, Cowboys offer a touch forged by grit, peppered with perseverance and honed with humility.

That is our superpower, charged and ready for greatness. Let’s go.



## ONE SYSTEM FOR ALL OF OKLAHOMA

Our five institutions, comprising Oklahoma’s largest university system, are a unified force for transformational impact across the state. Each offers a unique aspect of the land-grant mission because we know that one size does not fit all.

### OSU Center for Health Sciences

With a mission to train future physicians for rural and underserved Oklahomans, OSU-CHS offers an osteopathic medical school as well as advanced degrees in a variety of health sciences. A partnership with the Cherokee Nation created a second medical school campus in Tahlequah in 2020, furthering our mission to impact the health of tribal and rural communities.

### OSU Institute of Technology

The mission of OSUIT in Okmulgee is to provide comprehensive, high-quality and advancing technology programs that prepare a well-rounded student body to be competitive members of a world-class workforce. As a premier technical institution, it focuses on hands-on education, industry partnerships and career-focused training.

### OSU-Oklahoma City

With a mission to advance its various communities through transformative career and workforce education programs and services, OSU-OKC creates accessible pathways to higher education in the state capital with two-year programs to meet student needs.

### OSU-Stillwater

Building on its land-grant heritage, OSU promotes learning, advances knowledge, enriches lives, and stimulates economic development through teaching, research, Extension and creative activities. Our flagship institution in Stillwater is the epicenter of our system’s mission, serving more than 27,000 students and maintaining the foundational hub of our research, tradition and academic excellence.

### OSU-Tulsa

Located in downtown Tulsa in the heart of the historic Greenwood District, OSU-Tulsa provides a seamless four-year experience as Tulsa’s first public, comprehensive four-year institution. OSU-Tulsa has a mission to provide access to bachelor’s and advanced degrees while supporting workforce development, especially for working adults and transfer students in Orange Country.



What the universe needs  
now is more Cowboys.

## CODE WORDS FOR EXCELLENCE

Guided by our historic \$2 billion comprehensive fundraising and branding campaign, The Code Calls, our strategic plan over the next five years focuses on four core pillars that reflect OSU's values and vision:

- **Living the Cowboy Way:** Cultivating leaders of character through mentorship, mental health support and lifelong connection.
- **Creating Life-Changing Opportunities:** Removing barriers to a high-quality education and empowering students through scholarships and access.
- **Leading with Humility:** Delivering top-ranked academic and athletic programs and equipping job-ready graduates across various disciplines.
- **Powering Progress:** Driving discovery and solving real-world problems through research and community engagement.

At OSU, we don't just talk about big dreams, we chase them. The Cowboy Code reminds us to give our all, stand for what matters and finish what we start. We offer life-changing opportunities for every student, investing in research and innovation and building a future rooted in character and impact.

## READY TO DREAM BIG

What the universe needs now is more Cowboys.

In an uncertain world, we need thinkers and doers who can pivot and adapt when needed. We seek servant-leaders of high character who make the impossible seem routine. Skyscrapers unafraid to reach higher.

Spend time with our graduates and you'll know they're different. The first in and the last out. Offering the intangible Cowboy spirit that creates a ripple effect of goodwill and well-being for everyone around them.

Every student, staff and faculty member has a role to play on this global stage – let's look back on it knowing we reached greater heights than ever before and changed lives for the better.





# Enhancing Academic Excellence and Life-Changing Opportunities

## GOAL 1

Prepare Oklahoma State University students as critical thinkers and lifelong learners ready to serve and lead by elevating rigorous, accessible academic programs at every level and modality – undergraduate, graduate and professional – that align with the land-grant mission and meet workforce and industry demands.

Curiosity provides the seed for learning, and it’s foundational to the human experience. If Oklahoma State University is to have global impact embedded in our mission, we must first fulfill our role in nurturing this curiosity through rigorous academic pursuit. The possibilities knowledge creates truly are as big as the sky.

High academic standards must be coupled with modes for access: simplifying admission pathways, expanding scholarship opportunities, establishing seamless transfers and strengthening financial aid so that the road to a brighter future remains wide open.

Attracting students to our graduate and professional programs is vital to this rigorous pursuit. And in today’s education environment, we cannot overlook the opportunities that online education provides to our students. Both undergraduate and graduate students from all walks and phases of life can benefit from a focused, systemwide effort to expand these offerings that add both value and new avenues for access.

What Oklahoma needs from us is also front and center in our planning. Filling the talent pipelines our state desperately needs, from rural veterinarians and physicians to visionary engineers and dedicated teachers, remains a priority. Through our pioneering integrated career readiness model, every student graduates armed with career competencies and vital employer connections.

Nothing is more core to what we do than the pursuit of knowledge, and at OSU, we believe that pursuit should be accessible to all. Whether in traditional classrooms or mission-aligned online programs, we are fostering human intelligence and Cowboy values to build a workforce ready for tomorrow. By approaching our academic programs holistically, we’re creating life-changing opportunities to launch students into their futures.

## OBJECTIVE 1

Strengthen OSU System academic programs at every level through rigorous, ongoing program review and aligned general education requirements.

### KEY PERFORMANCE INDICATORS AND TASKS

- Increase the percentage of units whose programs have undergone external review in a 6-year period.
- Modernize our process for general education program review and assessment
- Percentage of courses that have documented learning outcomes

## OBJECTIVE 2

Promote access by simplifying undergraduate admission pathways, strengthening financial aid and scholarship opportunities, establishing common course numbering, and enabling seamless transfer across the OSU System.

### KEY PERFORMANCE INDICATORS AND TASKS

- Increase the number of students admitted annually from system institutions via automatic admission pathways
- Increase the percentage of common general education and most transferred courses with unified numbering and course descriptions
- Decrease time-to-degree for intra-system transfer students
- 55% of Stillwater undergraduate students with zero debt upon graduation
- Establish articulation agreements for the top five programs for transfer students from each OSU institution

## OBJECTIVE 3

Elevate the competitiveness and increase enrollment in graduate and professional education by restructuring student financial support and developing sustainable program models that attract high-quality students.

### KEY PERFORMANCE INDICATORS AND TASKS

- Align the total cost of graduate attendance (stipend, waivers, fees, healthcare) as a percentage of the peer median
- Develop and assess an annual graduate program sustainability scorecard (revenue model and student demand by program)
- Increase graduate student financial packages benchmarked against peer and aspirant institutions

## OBJECTIVE 4

Expand the OSU System’s portfolio of mission-aligned online programs across undergraduate, graduate and professional disciplines, while reformulating the fee structure to incentivize growth.

### KEY PERFORMANCE INDICATORS AND TASKS

- Increase the number of fully online mission-aligned programs offered (undergraduate, graduate, professional)
- Increase online enrollment as a percentage of total OSU System enrollment
- Increase online program student persistence and completion rate vs. in-person comparator

## OBJECTIVE 5

Meet regional and national workforce demands through aligned credentials, embedded high-impact practices (to include expanded applied learning opportunities), evaluating career-readiness competencies, and tracking industry advisory engagement.

### KEY PERFORMANCE INDICATORS AND TASKS

- Increase the percentage of degree programs requiring at least one high-impact practice
- Percentage of degrees aligned with documented workforce demand data
- Percentage of employers rating OSU graduates as career-ready
- Employment and full-time graduate enrollment rate (6-12 months post-graduation)
- Track median early-career earnings
- Track industry engagement and satisfaction across the institution

## OBJECTIVE 6

Meet Oklahoma’s workforce needs by producing graduates to fill the talent pipelines for Oklahoma State Regents for Higher Education key industries.

### KEY PERFORMANCE INDICATORS

- Increase the annual OSU graduates produced in top critical occupations
- Increase the percentage of critical occupations graduates employed in Oklahoma within one year of graduation

## THE STATE’S UNIVERSITY FOR APPLIED WORKFORCE PROGRAMS

Oklahoma State University is the state leader in hands-on education. Our programs provide practical applied learning, through tech-driven curriculum, industry-aligned academic programs, flexible and real-world learning experiences. This statewide coordination of the OSU System’s workforce-driven technical academic programs is delivered primarily through our campuses in Oklahoma City, Okmulgee, Stillwater and Tulsa – making a high-demand technical education more accessible to Oklahomans.





# Transforming the OSU Student Experience

## GOAL 2

Create an accessible, systemwide Oklahoma State University student experience that develops servant-leaders and builds belonging, resilience, well-being, career readiness and drives professional growth.

Being a Cowboy isn’t just about earning a degree. It’s about becoming someone. It’s about being forged into something greater – a servant-leader, a community builder, a person of character who carries the Cowboy Code into every room they enter long after graduation day.

At Oklahoma State University, the student experience is designed from the ground up with that transformation in mind, meeting students where they are, building them into who they are meant to become and sending them forward as contributors to something larger than themselves.

OSU is where life-changing resources like study abroad opportunities, experiential learning, career advising, alumni mentorship and wellness support meet America’s Greatest Homecoming, world-class performances at The McKnight Center for the Performing Arts and one of the nation’s most

decorated athletics programs. It’s where a thriving campus community turns strangers into family.

Because of this, every OSU graduate carries a common credential beyond their diploma. They embody a shared set of core competencies, professional preparedness, engaged citizenship, ethical leadership, personal responsibility and emerging technology fluency, that define what it means to be a Cowboy in the modern world. They’re not checked boxes or hollow requirements. These competencies are woven into the experiential fabric of life at OSU, ensuring that every student, regardless of major or pathway, leaves ready to compete, lead and contribute at the highest level.

Oklahoma needs Cowboys. The universe needs Cowboys. OSU’s commitment to student experience, success and graduation is the engine that produces them.

### OBJECTIVE 1

Launch a cohesive, systemwide onboarding experience that builds belonging and connects every incoming student to OSU’s mission, resources and community from day one.

#### KEY PERFORMANCE INDICATORS

- Conduct a review of OSU System onboarding programs to enhance the student experience
- Increase new student onboarding program participation rate
- Increase the first-year student sense of belonging score
- Increase first-year student retention rate

### OBJECTIVE 2

Deploy a coordinated retention and persistence framework that aligns advising, early intervention, wellness support and career development to close service gaps and improve graduation rates for all student populations.

#### KEY PERFORMANCE INDICATORS AND TASKS

- Increase the four-year and six-year graduation rates by 5% for full-time students on the Stillwater campus.
- Increase systemwide retention and graduation rates
- Identify barriers to persistence; address and report annually
- Decrease the average time to credential or degree

### OBJECTIVE 3

Prepare every OSU student to demonstrate the five core competencies – professional preparedness, engaged citizenship, ethical leadership, personal responsibility and emerging technology fluency – through curricular, co-curricular and experiential learning opportunities and programs to make a global impact.

#### KEY PERFORMANCE INDICATORS

- Develop curriculum to help students achieve the core competencies while meeting programmatic outcomes
- Increase career-readiness programming and microcredential completion rate by 10%

### OBJECTIVE 4

Enrich the OSU student experience through transformative opportunities – including the arts, study abroad, residential life, fraternity and sorority communities, student organizations, OSU Athletics and more – that prepare every Cowboy to lead with purpose in their careers and communities beyond graduation.

#### KEY PERFORMANCE INDICATORS

- Increase the co-curricular and experiential learning participation rate
- Establish and measure student engagement with mentors
- Measure student satisfaction with transformative opportunities

## INTEGRATED CAREER READINESS MODEL

Every OSU student graduates with a consistent, high-quality set of career competencies, professional experiences, employer connections and an effective plan for long-term career success. This model meets students where they are in their academic journey and professional development. It strengthens the mission by combining the best of two approaches: college-level proximity to students and disciplines, and centralized coordination to ensure consistency, scale and strategic workforce alignment.



# Powering Discovery for the Public Good

## GOAL 3

Affirm Oklahoma State University’s place among the nation’s leading land-grant Carnegie R1 universities by expanding its strength-based research portfolio to translate knowledge into real-world impact, deepen strategic partnerships, advance interdisciplinary collaboration and invest in the faculty and people who drive our work.

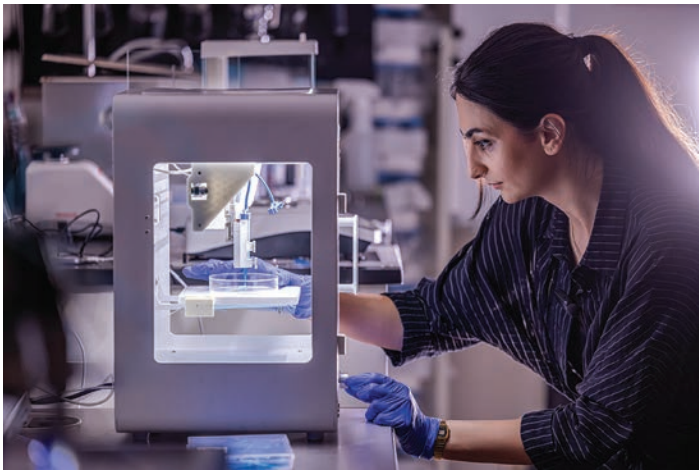
Oklahoma State University was built on a promise that knowledge should serve people. As a Carnegie R1 institution and proud land-grant university, OSU occupies a rare and powerful position: one of fewer than 60 land-grant universities in the nation recognized for very high research activity. That distinction is a charge to lead.

Our research is anchored in areas where our expertise runs deep and our potential runs deeper. OSU’s strengths position us at the intersection of the challenges most critical to Oklahoma and beyond – from human and animal health, agriculture, aerospace, energy and human performance to emerging fields that are expanding the boundaries of what OSU research can do and who it can serve. Applied research institutes serve as engines of focused, translational discovery. These are dynamic hubs where faculty, graduate students and industry partners converge to pursue questions that drive innovation and deliver outcomes that matter.

Translating research into public benefit requires more than great science; it requires strategic partnerships that strengthen our ability to pursue complex, large-scale initiatives while ensuring that our discoveries reach the people and places that need them most.

At the heart of this work are people. Faculty who pursue questions others haven’t thought to ask. Graduate students pushing the boundaries of their disciplines and undergraduates working side by side with researchers learning to think critically and act decisively. Our Goldwater, Truman, Udall and Fulbright Scholars are proof that academic rigor and real-world relevance are inseparable.

Discovery is not the finish line. It is the starting point. OSU’s unstoppable commitment is to ensure that what we learn in our labs, institutes and research stations reaches every corner of our state and beyond.



## OBJECTIVE 1

Grow strategic research focus areas where OSU has established strength or emerging opportunity, and invest in the interdisciplinary structures, faculty, graduate students and facilities that sustain long-term growth and reward bold cross-college collaboration.

### KEY PERFORMANCE INDICATORS AND TASKS

- Increase research expenditures by 10%
- Increase the number of externally funded interdisciplinary research projects by 10%
- Develop clear policies for affiliate faculty, interdisciplinary centers and institutes to be completed by 2028

## OBJECTIVE 2

Grow external research funding by expanding research development capacity for complex and large grant efforts and expanding strategic partnerships – corporate, state agency, tribal, federal laboratory and global – to grow research funding, provide undergraduate and graduate research opportunities, and amplify OSU’s public impact that achieve greater societal impact.

### KEY PERFORMANCE INDICATORS

- Increase the number of large federally funded, center-level proposals submitted annually by 10%
- Increase OSU’s ranking among R1 universities in overall research expenditures as reported on the NSF HERD survey
- Increase the number of scholarly works disseminated in the professional literature by 10%
- Increase the number of undergraduates participating in research

## RESEARCH AND DISCOVERY

Oklahoma State University’s expertise and strengths, from human and animal health, agriculture, aerospace, energy and human performance to emerging fields, expand the boundaries of what OSU research can do and who it can serve.

## OBJECTIVE 3

Translate discovery into application across all disciplines by strengthening technology transfer, commercialization and pathways from scholarship to tangible public benefit.

### KEY PERFORMANCE INDICATORS AND TASKS

- Increase the number of invention disclosures, U.S. patent applications and licenses executed per year and increase by 10%
- Streamline the mechanism for developing startups formed from OSU intellectual property per year by 2028
- Increase the annual licensing and royalty revenues from OSU intellectual property by 10%
- Track the number of active private-public partnerships

## OBJECTIVE 4

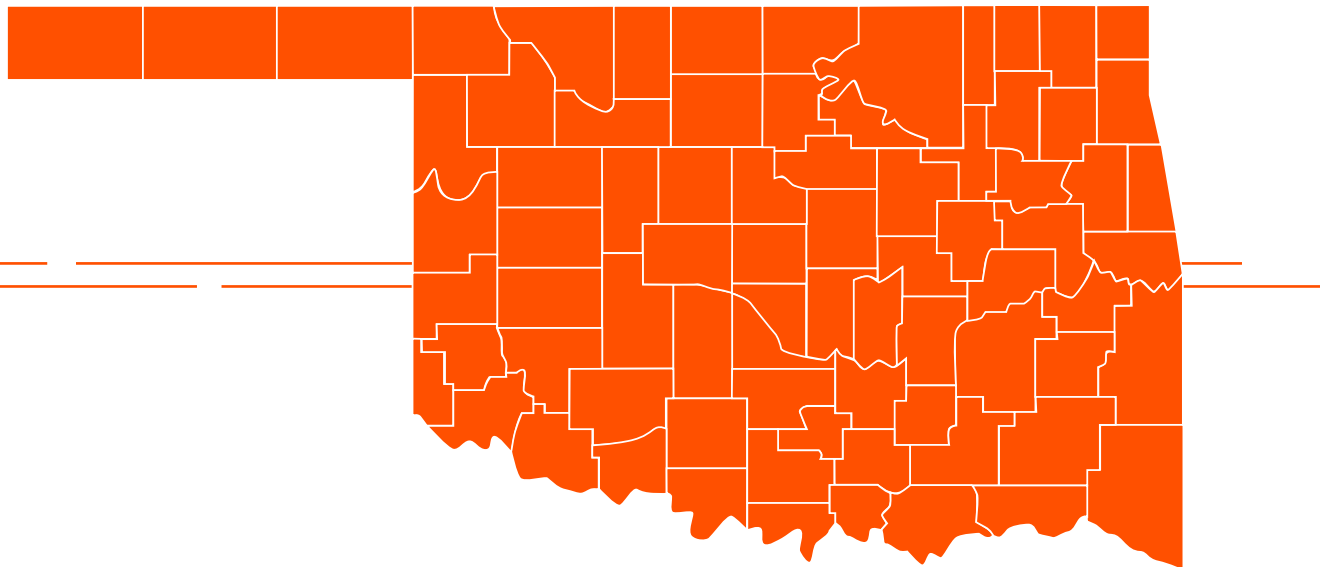
Invest in the faculty, graduate students, postdoctoral scholars and staff who make discovery possible, creating the conditions for bold work in service of OSU’s tripartite mission of teaching, research and Extension.

### KEY PERFORMANCE INDICATORS AND TASKS

- Increase the number of postdoctoral scholars supported by 10%
- Increase the number of training grant proposals submitted annually by 5%







# Amplifying Statewide Impact Through Extension

## GOAL 4

Amplify Oklahoma State University Extension’s statewide impact through aligned, two-way outreach that connects all 77 Oklahoma counties to the expertise of the university, improves the lives of Oklahomans and brings community insight back into the heart of OSU’s land-grant mission.

Oklahoma’s challenges and opportunities no longer fit neatly into traditional categories. The future of Oklahoma State University’s land-grant mission depends on the university’s ability to connect research, innovation and service directly to the people and communities it serves. At the same time, Oklahomans expect trusted institutions to provide practical guidance, timely information and real-world solutions delivered in ways that fit modern life.

That is why OSU must rethink and expand the role of Extension.

For generations, Extension has been one of OSU’s greatest strengths – a trusted presence in all 77 counties and a direct connection between the university and the people it serves. That foundation will not change. In fact, it becomes even more important in the future.

The next chapter of Extension reflects the same values that define OSU: service, character, resilience, innovation and a commitment to helping communities grow stronger. In many ways, the future of Extension represents a modern expression of the Cowboy Code – dreaming big for Oklahoma while remaining grounded in trusted relationships and practical solutions.

But the future of Extension cannot be limited to a traditional model. The next generation of Extension must become a fully integrated statewide engagement platform for the entire OSU System – connecting Oklahomans to expertise across agriculture, veterinary medicine, engineering, aerospace, health, business, technology, workforce development and community leadership.

## OBJECTIVE 1

Strengthen Extension governance and infrastructure through an OSU System Extension Council, measurable outcomes and reciprocal community partnerships in which local priorities shape OSU’s programs, research and resource allocation.

### KEY PERFORMANCE INDICATORS AND TASKS

- Increase the annual count of Oklahomans reached through community engagement programs
- Increase the number of partners with recorded measurable outcomes

## OBJECTIVE 2

Increase research and Extension output across the OSU System to elevate the impact of knowledge shared with Oklahomans and improve outcomes in all 77 counties through targeted modernization of communication and digital infrastructure.

### KEY PERFORMANCE INDICATORS

- Ensure all OSU Extension units have digital outreach (web sessions, video views and newsletter subscribers)
- Increase total number annual Extension contacts and program participants statewide
- Increase the number of peer-reviewed Extension publications and applied research outputs per year

## OBJECTIVE 3

Create an Extension affiliate program to expand faculty engagement with the state, county and federal partners through Extension personnel and the Oklahoma Cooperative Extension Service.

### KEY PERFORMANCE INDICATORS AND TASKS

- Increase the number of OSU units with a formal Extension integration agreement or joint initiative
- Increase faculty appointments with a documented Extension component
- Increase the number of joint Extension funded projects per year
- Increase success rate for collaborative funded proposals

## OBJECTIVE 4

Promulgate university reappointment, promotion and tenure guidelines that recognize community-engaged scholarship as a core dimension of the Extension mission and establish transparent public accountability for OSU’s community impact.

### KEY PERFORMANCE INDICATORS

- Increase the number of academic units in which Extension work is clearly credited in reappointment, promotion and tenure criteria

## ONE SYSTEM. 77 COUNTIES.

Oklahoma State University brings together various extension efforts into a coordinated, systemwide approach that leverages all five campuses and its presence in all 77 Oklahoma counties for maximum impact. That means more than agriculture – it means engineering expertise reaching rural communities through CEAT Engineering Extension, veterinary continuing education delivering 20,000 hours annually, and health outreach extending from OSU Center for Health Sciences to underserved corners of the state.







# Championing the Cowboy Family Culture

## GOAL 5

Establish Oklahoma State University as a destination institution by cultivating a culture where faculty and staff feel empowered, the Cowboy family engages in the land-grant mission and all embrace the Cowboy Code.

At Oklahoma State University, excellence is earned through the people who show up, do the work and take care of one another. Our staff and faculty are the stewards of a land-grant mission that is lived daily across classrooms, campuses, counties and communities. Guided by the Cowboy Code, OSU is strengthening a culture where integrity, service and connection define the experience, and where people feel empowered to lead with humility while being grounded in purpose and confident they belong to something bigger than themselves.

OSU champions the Cowboy family culture with our commitment to care for our workforce. By investing in competitive compensation, clear career pathways and meaningful professional and leadership development, we are building an environment where the best faculty and staff can thrive and remain. This is the Cowboy family in action – valuing effort, honoring contributions and creating opportunities for growth across the OSU System and all 77 counties we serve. When our people feel supported and respected, they bring their best to students, research and service while strengthening OSU’s impact.

Belonging deepens when purpose is clear. From onboarding through lifelong engagement, OSU is reimagining the employee and student experience around connection to mission and each other. Every student will be surrounded by a consistent support network that includes an academic advisor and career coach beginning their first semester through graduation, ensuring no one navigates college alone. This integrated career readiness model reflects that OSU is a university where mentorship starts early, relationships matter and opportunity grows through trust, guidance and shared responsibility.

We are strengthening lifelong connections among students, alumni, faculty, staff and partners, and amplifying a culture where generosity, loyalty and service endure. OSU leads by showing up for each other, for our communities and for the future we are building together for Oklahoma and beyond.

## OBJECTIVE 1

Attract and retain the best faculty and staff across the OSU System and Oklahoma’s 77 counties by establishing competitive compensation, clear career progression pathways, and professional and leadership development programs.

### KEY PERFORMANCE INDICATORS AND TASKS

- Compensation alignment with peer institutions, benchmarked separately for campus faculty, campus staff and county Extension educators indexed to the cost of living
- Increase faculty and staff satisfaction and engagement rate
- Track faculty and staff involvement and leadership in institutional programs and professional organizations or societies annually
- Documented career pathways and ladders published by job family

## OBJECTIVE 2

Deepen every faculty and staff member’s connection to the land-grant mission and the Cowboy Code through a revamped employee experience – from onboarding through ongoing engagement.

### KEY PERFORMANCE INDICATORS AND TASKS

- Conduct a review of OSU System onboarding programs to enhance the faculty and staff experience
- Develop 30-, 60-, and 90-day checklists for staff and faculty onboarding

## OBJECTIVE 3

Launch a high-impact student success model in which every OSU student has the support of an academic advisor and career coach.

### KEY PERFORMANCE INDICATORS AND TASKS

- Maintain a consistently high level of student satisfaction with academic advising
- Evaluate student mentorship and career-coaching participation rate and experience

## OBJECTIVE 4

Amplify OSU’s distinctive Cowboy family culture through increased engagement and lifelong connections with students, alumni, faculty, staff, community members and partners.

### KEY PERFORMANCE INDICATORS

- Monitor participation rate in mentoring, giving and programming

## OBJECTIVE 5

Measurably improve student and employee well-being and access to care across the OSU System by expanding the Cowboys Care initiative and establishing a comprehensive facility that integrates essential human and mental health services.

### KEY PERFORMANCE INDICATORS

- Monitor average wait time and peak wait time for mental health services campuswide
- Improve student well-being and awareness composite from the annual student survey
- Establish and measure an employee metric about satisfaction with wellness services
- Capital project milestone for integrated student services facility (funded, programmed, designed, constructed, occupied)

# THE COWBOY CODE

We dream as big as the sky.

Being a cowboy isn’t in our clothes, it’s in our character.

We stand for what matters, even if we stand alone.

We end the day knowing we gave it everything we had.

We know challenges come with pain, but pain will not win.

We have a passion to do what’s right, even when it’s hard.

We finish what we start.



# Embracing Digital Transformation and Emerging Technologies

## GOAL 6

Accelerate research, strengthen student success, modernize operations and extend Oklahoma State University’s reach across Oklahoma through systemwide data fluency and artificial intelligence competency.

Oklahoma State University’s land-grant mission calls us to prepare students for the world they will enter while ensuring our institution evolves to meet the needs of the people we serve. Emerging technologies are reshaping industries, accelerating research and changing how communities connect. Artificial intelligence is the most visible expression of this transformation today, but it is only one chapter in a broader shift driven by data, automation and emerging digital capabilities. The institutions that will lead in the decades ahead will not simply adopt new tools but will build the culture, capacity and adaptability to respond effectively to continuous change.

For OSU, digital transformation is not primarily about technology. It is about strengthening our ability to serve students, researchers, communities and the state of Oklahoma in ways that make the university more essential in a rapidly evolving world. That work begins with trusted data, shared fluency and responsible governance that equip students,



OSU’s approach to artificial intelligence will be grounded in human-centered principles that prioritize learning, creativity, ethical responsibility and meaningful human connection rather than replacing the expertise and relationships that define the university experience.

faculty and staff to use emerging technologies critically, ethically and effectively. By building this foundation, OSU can create more responsive systems that strengthen student success, accelerate research and innovation, support informed decision-making and expand impact across all 77 counties.

Emerging technologies also create new opportunities to advance OSU’s teaching, research and Extension mission. From enhancing advising and student support to strengthening research collaboration, technology can help OSU operate more effectively while keeping people at the center of every decision.

Guided by transparency, accountability and the public good, OSU embraces innovation in ways that expand opportunity, strengthen trust and reinforce the university’s statewide mission and impact.

## OBJECTIVE 1

Establish a systemwide data and emerging technology fluency framework with role-differentiated training pathways and embedded curricular competencies that prepare students, faculty and staff for an AI-enabled future.

### KEY PERFORMANCE INDICATORS

- Increase the percentage of personnel completing role-tiered training by group
- Increase the number of discipline-specific certification pathways available across colleges
- Increase academic programs with documented data or AI competency integration

## OBJECTIVE 2

Implement a trusted data and AI governance structure with clear roles, accountability mechanisms and systemwide access to institutional data and analytical tools.

### KEY PERFORMANCE INDICATORS AND TASKS

- Percentage of data assets with named owner and steward
- Improve unique users accessing institutional data tools and dashboards
- Number of core datasets with documented data dictionaries and quality standards
- Data access parity score across branch campuses and Extension offices
- Establish a data governance structure with a system of checks and balances for accountability on an annual basis

## OBJECTIVE 3

Deploy AI-enhanced tools to assist advising, early alerts and student support to measurably improve persistence and graduation outcomes.

### KEY PERFORMANCE INDICATORS

- Increase advisor adoption rate of AI-enhanced tools
- Expand the use of early alerts and six-week grade submissions beyond lower division

## OBJECTIVE 4

Scale responsible and ethical AI adoption across academic programs, institutional operations, research workflows and Extension partnerships to achieve measurable efficiency gains and extend OSU’s impact across all 77 Oklahoma counties.

### KEY PERFORMANCE INDICATORS

- Improve efficiencies in units using an OSU-approved AI tool
- Document and improve research workflows through the responsible use of AI
- Number of Oklahoma entities reporting improved outcomes from OSU Extension AI/data partnerships







OSU-Stillwater



OSU Institute of Technology



OSU-Oklahoma City



OSU-Tulsa



OSU Center for Health Sciences

# Elevating One System, Serving all of Oklahoma

## GOAL 7

**Elevate the impact of the Oklahoma State University System through expansion opportunities, institutional efficiency, fiscal accountability and enhanced service quality for students, faculty and staff.**

Oklahoma State University is a constellation of opportunity stretching across the state of Oklahoma. Each of our five unique institutions, from the flagship campus in Stillwater to OSU-Tulsa in the heart of the beautiful downtown Tulsa and the Center for Health Sciences campus training physicians for rural communities, from OSU-Oklahoma City creating accessible pathways in the state capital to the technical programs at OSU Institute of Technology preparing a world-class workforce to the applied research and advanced degrees extending OSU's reach statewide – The State's University is uniquely positioned to meet Oklahomans where they are.

The OSU System is boldly committed to expanding reach, deepening its impact and ensuring every campus has the resources and support to fulfill the land-grant mission. Growth of this magnitude requires a foundation built to last. A strong, sustainable OSU System means operating with

fiscal discipline, aligning resources to strategic priorities and building the operational structures that allow every campus to thrive.

Expansion is at the heart of this goal. OSU-Tulsa's emergence as Oklahoma's first public, comprehensive four-year institution in Tulsa is a defining moment for the system and for Orange Country. It is a declaration that OSU's commitment to access and opportunity continues to grow as the system works toward serving 40,000 students statewide.

As Oklahoma's largest university system, OSU's greatest strength has always been its people. Together, we are building a stronger, more unified, more expansive OSU System – built for Oklahoma and built to last.

### OBJECTIVE 1

Establish cross-institutional operational teams with defined objectives and accountability structures to drive continuous process improvement across the OSU System.

#### KEY PERFORMANCE INDICATORS

- Define the governance and function of active cross-institutional teams
- Establish a timeline of review for policies and procedures to facilitate updating and/or retiring of policies as pertinent
- Develop a mechanism to monitor and communicate administrative updates and reports

### OBJECTIVE 2

Improve service consistency for students and staff across the OSU System through consolidation of technologies, licensing agreements and administrative processes.

#### KEY PERFORMANCE INDICATORS

- Annual cost savings from licensing, platform and administrative processes consolidation
- Number of redundant technical systems eliminated across the OSU System
- Number of simplified administrative processes across the OSU System

## LEARNING WITHOUT LIMITS

Enrollment in graduate programs like Forensic Sciences and Healthcare Administration at the Center for Health Sciences has consistently increased by 23-36% annually due to the expansion of online learning opportunities.

### OBJECTIVE 3

Implement a transparent, data-informed resource allocation framework that aligns budgeting and staffing decisions with strategic priorities and strengthens long-term financial resilience.

#### KEY PERFORMANCE INDICATOR

- Percentage of base budget aligned to strategic priorities

### OBJECTIVE 4

Build an efficient, effective and agile operational and budget structure for key functions across the OSU System while maximizing resources and positioning the OSU System for future success.

#### KEY PERFORMANCE INDICATORS

- Cost per student (instructional and total)
- Instructional vs. administrative spend ratio
- Net tuition and fee revenue per student
- Institutional discount rate

### OBJECTIVE 5

Provide a seamless four-year experience at OSU-Tulsa as the city's first public, comprehensive four-year institution.

#### KEY PERFORMANCE INDICATORS

- Number of baccalaureate programs offered at OSU-Tulsa
- First-time freshman enrollment at OSU-Tulsa (year-over-year)
- First-to-second-year retention rate at OSU-Tulsa
- Four- and six-year graduation rates of OSU-Tulsa cohorts

### OBJECTIVE 6

Identify and implement opportunities that expand the OSU System's reach across the state of Oklahoma to improve educational outcomes for its citizens and increase access to quality higher education.

#### KEY PERFORMANCE INDICATORS

- Total OSU System enrollment (headcount and FTE)
- Track fully online program enrollment
- Track OSU credentials earned by Oklahoma residents



# Advancing OSU's National and Global Reputation

## GOAL 8

Advance Oklahoma State University's national and global reputation by amplifying awareness of the Cowboy Code, its distinctive strengths and positioning the university as the model land-grant university dedicated to student success, academic excellence and public impact.

Living the Cowboy Way means we keep our word, finish what we start, persevere through difficulties and lift one another up. Through the grit and grace of our people, the Cowboy Code comes to life.

In today's competitive landscape, now is the time to tell our story more boldly and broadly than ever before and position Oklahoma State University as the model land-grant institution. From prospective students and their parents to industry partners, alumni, donors and legislators, our audiences must connect with OSU's mission and understand how an OSU education provides access to not only brighter futures, but true generational impact.

World-class research and teaching are also fundamental stories for the OSU land-grant mission. Both of these key components serve to attract the

brightest students, recruit high-caliber faculty and elevate OSU in national rankings and esteem among peer institutions.

With more than 55 national team championships and 205 individual NCAA champions, OSU ranks among the top five Division I institutions in collegiate athletics. This historic record of elite success is one of the most high-profile examples of our institutional brand – OSU Athletics. Success on the fields and courts at the national level evokes pride among our alumni and fans while broadening the exposure of our land-grant mission. Through focused efforts, we will compete at the highest levels and position OSU Athletics for continued success in the evolving landscape of collegiate athletics.



## OBJECTIVE 1

Develop and execute a coordinated national messaging strategy that tells OSU's story more boldly and broadly, highlighting our land-grant roots, our commitment to student success, research excellence and the outsized impact we have beyond Oklahoma to elevate our standing among peer institutions and national rankings.

### KEY PERFORMANCE INDICATORS

- Increase the reach of national messaging campaigns across digital and traditional channels
- Increase stakeholder awareness of OSU among key audiences

## OBJECTIVE 2

Position OSU Athletics to compete at the highest level of collegiate athletics, recruit and retain top athletes and provide the best fan experience.

### KEY PERFORMANCE INDICATORS

- Number of OSU teams finishing the season ranked in the top 25 nationally and top 30 in the Learfields Directors' Cup
- Earned media impressions from national-tier outlets

## OBJECTIVE 3

Establish a public-facing impact reporting framework that demonstrates OSU's measurable contributions to economic growth, workforce development and community well-being across Oklahoma.

### KEY PERFORMANCE INDICATORS

- Annual public impact report published and accessible online
- Number of Oklahomans reached through Extension, research and outreach programs

## OBJECTIVE 4

Build a centralized strategic partnerships function that aligns external relationships across the OSU System, creating clear pathways for industry, civic and alumni engagement that generate mutual value.

### KEY PERFORMANCE INDICATORS

- OSU membership and leadership roles in industry organizations
- Number of formal cross-system partnership agreements managed centrally
- External funding and in-kind value generated through coordinated partnerships



## HEALING THE STATE

For three years in a row, OSU-CHS secured the No. 1 ranking in U.S. News & World Report for the number of graduates serving in Healthcare Professional Shortage Areas, or medical deserts. Ensuring the underserved are cared for is key to the CHS mission.





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**THE  
CODE  
CALLS.**