



Northwestern Oklahoma State University

# A Vision for Leadership

**“The greater danger for most of us lies not in setting our aim too high and falling short; but in setting our aim too low, and achieving our mark.”**

***~ Michelangelo***



Members of the Regional University System of Oklahoma:

Upon accepting the presidency of Northwestern Oklahoma State University just more than a year ago, my administration began the process of developing a strategic plan that would provide direction for the institution for the next three to five years. Numerous employees from every level participated in the process and contributed to this document. I am pleased to present their work to you.

We selected "A Vision for Leadership" as the theme for our strategic plan. It clearly presents our desire to position Northwestern in a leadership role, not only in higher education, but in service to our communities and the State of Oklahoma. The theme also demonstrates our ongoing commitment to incorporate leadership training across the curriculum and to develop the leadership qualities in each student.

Our strategic plan is comprised of seven strategic directions, each focusing on a key area of Northwestern's operation. These areas include: the student collegiate experience, faculty development, external affairs, infrastructure improvement, external funding, enrollment management, and alliances and partnerships. Each strategic direction is comprised of more specific objectives.

The entire strategic plan is made operational by the use of more than 120 initiatives that will guide us on a day-to-day basis. For the sake of space, these initiatives are not included in this document. You also will notice that two of the strategic directions include only two objectives. The importance of these strategic directions warranted that we intensely focus on accomplishing a limited number of objectives that are critical to the future of Northwestern.

We intend for "A Vision for Leadership" to be more than just a strategic plan. It is to be the driving force in developing an institution-wide culture that promotes high standards of excellence and accountability. Assessment of this strategic plan will occur on a daily basis, and we will modify this document as needed.

I hope that you will support "A Vision for Excellence" and I pledge to keep you informed of our progress as we advance Northwestern into a shining star of Oklahoma's higher education system.

Sincerely,

A handwritten signature in black ink that reads "Janet Cunningham". The signature is written in a cursive, flowing style.

Janet Cunningham, Ed.D.  
President

## STRATEGIC DIRECTION ONE

Northwestern will provide a broad-based collegiate experience to prepare students for leadership in our global society.

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### Rationale

Northwestern provides an environment that fosters development in critical thinking, leadership and literacy in cultural, social and academic settings. We seek to create an atmosphere that embraces and leverages diversity in thought, ethnicity, gender, lifestyle, generation and perspective throughout our organization. To that end, the University commits to creating opportunities for interaction within the community of learners by encouraging service learning, inspiring entrepreneurship and promoting responsible citizenship.

- **Objective 1**  
Enhance programs and opportunities that develop leadership skills.
- **Objective 2**  
Enhance understanding and awareness of diverse cultures within a global society.
- **Objective 3**  
Expand access to the technologies needed to maximize learning.
- **Objective 4**  
Enhance opportunities for Northwestern's community of learners to participate in service learning/civic engagement programs and activities.
- **Objective 5**  
Cultivate an environment that encourages student, faculty and staff engagement in the collegiate experience.
- **Objective 6**  
Advance the concepts and practices of responsible citizenship that contribute toward the common good.



"I received a wonderful education at Northwestern and the faculty should be commended for the dedication to their craft. I have found that the smaller class sizes and the interactions with the faculty offered at Northwestern far surpass the education that one may receive at a flagship university. I am grateful for my time spent at Northwestern. The faculty, staff and administration provided me with a quality education and an overall excellent experience that I probably would not have received elsewhere."

Timothy H. Click, Ph.D.  
Northwestern Class of 2000  
Postdoctoral Researcher  
Central Michigan University  
Department of Chemistry



"Providing the opportunities for enhancing the skills of each faculty member is an investment in academic excellence. Northwestern has made progress in nurturing faculty through the use of technology, professional development and a new evaluation process. Further, Northwestern makes a sincere effort to recruit and retain highly-qualified professors. I am pleased that Northwestern has placed a high priority on faculty development and quality teaching."

Dr. Lisa Holder  
Associate Professor of Education  
Director of Teacher Education

## STRATEGIC DIRECTION TWO

Northwestern will expand support for faculty development to nurture the academic environment.

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### Rationale

Recognizing that the faculty is the driving force behind any institution of higher education, Northwestern seeks to nurture the activities and abilities of each faculty member in the areas of teaching, scholarship and institutional involvement.

- **Objective 1**

Provide opportunities for faculty members to improve classroom teaching skills.

- **Objective 2**

Provide faculty members with resources to nurture scholarly activity.

- **Objective 3**

Provide faculty with resources to improve their institutional involvement.

## STRATEGIC DIRECTION THREE

Northwestern will maintain an aggressive external affairs program to position the University as a regional leader in higher education.

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### Rationale

Communicating clear and concise messages about Northwestern is of paramount importance in building public support for the University's mission. Northwestern will engage in a comprehensive external affairs program to communicate the importance of Northwestern to the future of northwest Oklahoma and the surrounding region.

- **Objective 1**

Provide effective integrated marketing services to enhance student recruitment efforts.

- **Objective 2**

Develop and maintain an effective governmental relations program.

- **Objective 3**

Develop and maintain a consistent visual identity in the University's publications, campus signage, advertising and Internet presence.

- **Objective 4**

Develop and implement marketing efforts that foster and promote Northwestern traditions and pride.



"A strong Northwestern is vital to the future success of northwest Oklahoma. The University's importance to Oklahoma must be made clear to our state's leaders, the business community and to the general public. I'm proud to share with my colleagues at the State Capitol that I represent Northwestern Oklahoma State University."

Rep. Jeffrey Hickman  
Dacoma



"Improving the campus will play an important role in recruiting new students and retaining current students. As a graduate with a degree in chemistry, I'm excited about the improvements that will occur in the Science Department. This type of improvement project will allow Northwestern graduates to continue a tradition of excellence in private business and public service."

David Landreth  
Northwestern Class of 1978  
Vice President, Economics and  
Planning  
Coffeyville Resources, LLC

## STRATEGIC DIRECTION FOUR

Northwestern will devise and implement an aggressive plan for upgrading its infrastructure to project a positive, growing, and vital image to its stakeholders.

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### Rationale

Northwestern recognizes the value of aesthetically pleasing campuses at its Alva, Enid and Woodward sites to provide a safe learning environment, enhance recruitment and retention and cultivate a sense of pride in its community of learners.

- **Objective 1**

Continue to upgrade classroom and administration buildings to foster a student-oriented learning environment and evaluate facilities for capital improvement projects.

- **Objective 2**

Improve facilities to enhance the quality of life for residents in University housing.

- **Objective 3**

Initiate improvement of specified public venues.

## STRATEGIC DIRECTION FIVE

Northwestern will actively work to find and secure external funding to support programs and initiatives.

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### Rationale

Northwestern is evolving from being a state-supported institution toward being a state-assisted institution. The Northwestern Foundation will assist the University in securing external funding for its prioritized projects and needs.

- **Objective 1**

Expand the number of donors and friends to foster support for the University and its mission.

- **Objective 2**

Increase funds generated through grants and contracts.



"Northwestern recognizes that state funding is no longer sufficient to meet the educational expectations of its students, and that other sources of funding, particularly in the form of private gifts, will play an even greater role in the future. The Northwestern Foundation stands ready to assist the University in securing the capital necessary for it to complete its educational mission."

John Martin  
Chairman  
Northwestern Foundation, Inc.



"When I stepped foot on campus during Homecoming last year, I knew I had to be a Ranger. When you walk into something that feels right, you have to go with it. I didn't consider anywhere else. Everyone here is eager to help. When I walk around, I love the fact that others say hello to me with a smile on their face. I made the right choice. Northwestern is the place for me."

Ashlynn Frey  
Northwestern Class of 2011  
Lahoma, Oklahoma

## STRATEGIC DIRECTION SIX

Northwestern, through the use of its enrollment management plan, will increase the overall student population to ensure the vitality of the institution.

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### Rationale

Northwestern's ability to fulfill its mission depends on an evolving enrollment management plan. A well-planned and well-organized collaborative effort will assist in recruiting and retaining graduating high school seniors, two-year college transfers, graduate students and non-traditional students.

- **Objective 1**

Implement a strategic enrollment management plan, which will include the recruitment of new students through a systematic program promoting the quality educational opportunities that Northwestern has to offer.

- **Objective 2**

Increase Northwestern's six-year graduation rate.

## STRATEGIC DIRECTION SEVEN

Northwestern will seek and build strategic alliances and partnerships with education, and government agencies and the business community, and will strengthen existing relationships as part of its mission to serve the people of the State of Oklahoma.

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### Rationale

Northwestern recognizes the value of alliances and partnerships. The University will proactively seek opportunities to strengthen current collaborative efforts and establish new alliances. Meaningful partnerships will enable Northwestern to make continuous improvements that will benefit the campus community and the region.

- **Objective 1**

Collaborate with educational institutions to improve services and opportunities in the region.

- **Objective 2**

Enhance the University's relationship with government agencies to advance learning and leadership opportunities.

- **Objective 3**

Assist entrepreneurs and businesses in startup, growth and development of their entities.



"The partnership for drug treatment counseling established between Northwestern and the Oklahoma Department of Corrections is a model for other state entities to follow. Northwestern students gain valuable training in counseling and the drug offenders in our program have the opportunity to break the drug cycle and become responsible citizens."

Warden Janice Melton  
Bill Johnson Correctional Center  
Alva, Oklahoma



## MISSION STATEMENT

Northwestern Oklahoma State University is a community of learners that includes students, teachers, staff, administrators and area citizens advancing learning excellence and preparing its members for service as leaders and entrepreneurs in the changing climate of northwest Oklahoma and the world.

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## CORE VALUES

As part of its philosophical basis, Northwestern Oklahoma State University holds certain values. These include:

\*Northwestern values its **SENSE OF COMMUNITY** that extends beyond campus boundaries to include not only students, faculty and staff, but also others who share common interests in academic, cultural, entertainment, economic and recreational pursuits.

\*Northwestern values a **QUALITY EDUCATIONAL EXPERIENCE** for its community of learners through innovative teaching by well-qualified faculty.

\*Northwestern values **EACH INDIVIDUAL** as part of a diverse community of learners and seeks to support each person in a respectful and nurturing way toward attainment and realization of full potential and life goals.

\*Northwestern values an **AFFORDABLE** and **ACCESSIBLE EDUCATION** and is committed to developing resources to help its community of learners achieve educational goals.

\*Northwestern values the **OPPORTUNITY** for its community of learners to develop academically, personally, socially and spiritually in a safe environment through freedom of inquiry.



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**Northwestern Oklahoma State University**

[www.nwosu.edu](http://www.nwosu.edu)