

Enduring Commitments /

Our Purpose:

We Change Lives.

Our Values:

- ❖ Excellence
- ❖ Opportunity & Success
- ❖ Boldness
- ❖ Impact
- ❖ Freedom of Expression & Civility

Pillars of Excellence

1 / Lead as a Top-Tier Public Research University

Strategies & Tactics for Success:

Strategy 1

Reach the highest standards of academic and research excellence, measured by Association of American Universities (AAU) peer benchmarks

Featured Tactics:

- ❖ Recruit 300 new, top-tier faculty members who are leading researchers in their fields, creating knowledge and impact, reflected in external funding, awards, and recognitions such as prestigious/highly prestigious fellowships.
- ❖ Empower all faculty and academic units to achieve their potential and establish clear, consistent targets at the department, college, and university levels to reach AAU-quality performance before 2030. Provide the resources, incentives, and mechanisms of accountability – from initial hiring practices to annual merit-based salary programs and post-tenure review – to achieve this ambition.
- ❖ Recognize the centrality of graduate programs, especially doctoral education, to the teaching and research missions of the university, investing to increase the number of Ph.D. graduates and post-doctoral researchers in areas critical to the state and nation.
- ❖ Enhance support for instructional excellence, professional development, and pedagogical innovation by ensuring the Center for Faculty Excellence and related units have the staff and resources aligned with aspirational peer institutions.

Strategy 2

Be a leading value public research university, combining outstanding quality with truly distinctive affordability

Featured Tactics:

- ❖ Offer a life-changing experience for OU students, scholars, and researchers both inside and outside the classroom. With high academic standards, interaction with great teachers, innovative curricula, and an unrivaled in-person collegiate experience, empower students who are broad in knowledge and skills, ready to lead, and prepared for success in a rapidly changing world.
- ❖ Strive to ensure OU's excellence is affordable and attainable by:
 - Securing \$500 million in endowment funds for scholarships, fellowships, and student support via the Lead On Campaign.
 - Support fully funding tuition and fees for qualified Oklahoma's Promise students and strive to eliminate undergraduate net tuition/fees for Oklahoma students with adjusted gross income (AGI) <\$75,000.
 - Raising graduate student stipends to be competitive with key public AAU institutions.
 - Partnering with the state of Oklahoma to reach state support at levels equal to the public AAU average.

Strategy 3

Unlock the full promise of the American dream

Featured Tactics:

- ❖ From first recruitment to graduation, pursue motivated students and ensure that OU embodies the promise of opportunity for all students with drive and talent, regardless of their economic, geographic, or other circumstances.
- ❖ Fulfill the unique obligations of a public university to enable social mobility and unlock potential by recruiting, supporting, and retaining first-generation students, veterans, and students from underrepresented communities.
- ❖ Create an institution wide culture of student success and belonging, with an ethos of setting a high bar and uplifting students to meet it.
- ❖ Expand educational opportunities by growing enrollment to 40,000 total students across all campuses:
 - Increase OU Norman’s (first-time, full-time freshman) enrollment by 3% annually,
 - Grow annual enrollments for OU Health Sciences programs by an average of 5% annually
 - Increase annual enrollment at OU Tulsa by 3% annually
 - Grow enrollment for OU Online to 10,000+ students
 - Grow enrollment in OU Polytechnic programs to 1,000+ students
 - Expand OU’s transfer student population by 3% annually

Strategy 4

Transform Oklahoma's future with dynamic partnerships

Featured Tactics:

- ❖ Realize the potential of OU’s unique preeminence and reach within its home state to partner with the Oklahoma Congressional Delegation, the State Legislature, the Governor’s office, and Tribal Nations to transform the educational, economic, health, and quality of life outcomes across Oklahoma.
- ❖ Play a leadership role in fostering an ambitious vision for where the state of Oklahoma can be in 20 years, using OU's unique capacities to convene people, ideas, and resources.
- ❖ Drive Oklahoma’s economy forward with research, innovation, commercialization, and talent development, including the creation of a new biotechnology hub strategic plan.
- ❖ Improve the health of all Oklahomans by drawing from the resources of all three campuses, serving as the largest and best clinical provider in the state, offering medical care that can be found only in an academic health system, and addressing systemic health disparities.
- ❖ Support the development of community-engaged research activities and novel partnerships necessary to grow and support extramural and convergent research, specifically emphasizing outcomes that positively impact rural and Tribal Nation communities.
- ❖ Enhance educational outcomes statewide, working with the common education system, partners in higher education, Tribal Nations, and beyond to make Oklahoma’s educational system a source of strength.
- ❖ Enrich the quality of life across Oklahoma via the arts, athletics, lifelong learning, and programs that inspire and engage citizens beyond the campuses.

Strategy 5

Build on OU's championship culture across the enterprise

Featured Tactics:

- ❖ Win championships, innovating in an era of disruptive change to carry OU's distinctive legacy of athletic excellence into the next generation and beyond.
- ❖ Ensure that OU Athletics continues to uplift the entire enterprise with budgetary self-sufficiency and acts as a beacon for the OU brand.
- ❖ Foster the holistic well-being and lifelong success of all student-athletes, including the delivery of a best-in-class, comprehensive athletic healthcare program through OU Health.
- ❖ Enrich the student experience and engage alumni and fans of all ages via distinctly exciting and positive experiences with OU Athletics.
- ❖ Relentlessly and proudly tell the OU story by implementing a best-in-class multimedia marketing campaign aimed at increasing the national and international perception of OU.
- ❖ Promote a championship culture across the institution, measured by objective victories:
 - Student Experience, by student success, career outcomes, and student satisfaction
 - Academically, by AAU-level performance for faculty and top 50 rankings for programs and departments
 - Health, by improved health outcomes driven by world-class patient-centered care, clinical and basic research, and healthcare workforce development
 - Employer Excellence, by employee engagement, satisfaction, and success
 - Alumni, by a lifetime of success, learning, and discovery
 - Athletically, by student-athlete success and SEC and National Championships

Pillars of Excellence

2 / Empower Students for a Life of Success, Meaning, and Impact

Strategies & Tactics for Success:

Strategy 1

Inspire learners with a world-class academic experience (inside and outside the classroom) that catalyzes personal and professional growth

Featured Tactics:

- ❖ Harness the unique educational environment of a top-tier research university and academic health system to connect students with leading scholars at the forefront of discovery and creativity.
- ❖ Nurture a culture of academic excellence and high standards in all degree programs, combining the liberal arts core with innovative curricula and experiential learning opportunities.
- ❖ Cultivate engaged citizens, exposing students to a broad range of ideas and viewpoints, developing their ability to participate in civil dialogue and debate, and encouraging a service mindset.
- ❖ Prepare all students, regardless of major, for the impact of artificial intelligence, providing them with the breadth of skills necessary to thrive as professionals and citizens in a world of rapid technological change.
- ❖ Embed transformative experiential learning in the OU experience for every student, including participation in faculty-mentored research, service learning, leadership development, and internships.
- ❖ Embrace global engagement by expanding participation in study abroad and other international learning experiences.
- ❖ Envision a bold future for the Honors College as the center of a uniquely enriching intellectual and social environment that attracts and trains the very best undergraduate students.

Strategy 2

Foster the social and emotional growth of students via signature experiences and a best-in-class residential campus community

Featured Tactics:

- ❖ Build community and enrich the social, intellectual, and emotional growth of students, starting with a dynamic orientation program and a unique and positive residential experience.
- ❖ Develop a new suite of signature OU experiences and support connectivity and community with a broad range of extracurricular programs, events, and organizations (e.g., visual and performing arts, lectures, cultural programs, student organizations, fraternities and sororities, athletics/rec/esports, etc.).
- ❖ Ensure that active participation in extracurricular activities is accessible and affordable for all students.
- ❖ Commit to programs, student-led traditions, arts, and cultural events that foster global awareness and enrich all students, faculty, and staff perspectives.

Strategy 3

Foster a student-centered culture and a distinctive devotion to student success

Featured Tactics:

- ❖ Enhance and expand student success initiatives to improve undergraduate, graduate, and professional degree completion.
- ❖ Be a leader among peers for student’s overall satisfaction with the university experience (as measured by student experience surveys).
- ❖ Provide students with comprehensive academic success support at all levels through holistic advising, career services, tutoring, mentoring, and transition courses to improve student success outcomes.
- ❖ Reduce unnecessary barriers that impede students’ access to OU or that hinder their academic success.
 - Improve time to degree and overall student success rates by evaluating curricular, policy, and financial obstacles that impede progress.
 - Reduce unnecessary doctoral and professional degree hours for eligible programs to improve completion and time-to-degree metrics.
- ❖ Provide a comprehensive student health program on all campuses, including mental health resources, fitness programs and recreation sports, dining services and food support, and other health and well-being services.

Strategy 4

Equip OU students for career success at the highest levels

Featured Tactics:

- ❖ Ensure that OU degrees lead to high-quality jobs and long-term professional success by tracking placement rates, rapidly addressing gaps and deficiencies, offering a full suite of best-in-class career services, and leveraging the potential of OU’s alumni and partnership networks.
- ❖ Design and implement a plan for expanding high-quality applied learning opportunities, internships, and career engagement initiatives as a defining element of the OU experience.
- ❖ Develop a robust, centralized resource to track, expand, and promote external (industry, federal, and other universities) internships, fellowships, and mentorships across the university.

Strategy 5

Expand the reach of OU through online platforms, innovative educational pathways, and lifelong learning programs

Featured Tactics:

- ❖ Expand online program enrollment and credentials by delivering high-quality online and hybrid learning experiences across multiple degree levels and subjects to reach top five SEC-level performance.
- ❖ Launch OU Pathways, an initiative focused on promoting and expanding the broad range of academic pathways for learners to engage with OU, including degree completion programs.
- ❖ Create a university wide strategy to expand OU’s portfolio of non-credit academic offerings (e.g., certificates, badges, micro-credentials), including partnerships with employers to solve workforce needs.
- ❖ Expand partnerships with high schools, two-year colleges, and other higher education providers across the state to increase enrollments in online degree programs and other credit and non-credit academic offerings.
- ❖ Expand OU’s lifelong learning programs via a new Learn On initiative.
- ❖ Strengthen alumni engagement initiatives, focusing on new alumni events, a new Young Alumni Network, enhancements to existing alumni chapters, and expanded student mentoring opportunities.

Pillars of Excellence

3 / Ascend as OneOU – Unified by Our Purpose, Values, & Strategic Plan

Strategies & Tactics for Success:

Strategy 1

Across all units and departments, across all campuses, across the entire state, live out our core values while pursuing our Strategic Plan together

Featured Tactics:

- ❖ Build a unified institutional culture that constantly affirms our core values of excellence, opportunity and success, boldness, impact, and freedom of expression and civility.
- ❖ Realize the potential of OU's unmatched range of capabilities through a OneOU initiative that will advance a more seamless and cohesive organizational structure, achieve efficiencies through integrated operations, and build community and collaboration across all campuses.
- ❖ Promote a unified brand that integrates academics, research, medicine, and athletics, thereby elevating the pride and distinction embodied by the OU experience.

Strategy 2

Promote and defend the ideals of bold inquiry and freedom of thought and expression

Featured Tactics:

- ❖ Adhere to OU's commitment to the Chicago Principles, ensuring that OU is a place where vibrant democracy thrives, bolstered by the tenets of unfettered exploration, intellectual independence, academic freedom, and the First Amendment.
- ❖ Build a culture of robust civil conversation, affirming that the University can serve as a vital forum for dialogue, cultivating skills and habits that prepare students for active life in a democracy.

Strategy 3

Be a place of belonging for all students, faculty, staff, and patients

Featured Tactics:

- ❖ Develop and enhance events and resources that build community and provide opportunities for intentional engagement, collaboration, and support.
- ❖ Pilot and assess a new mentoring initiative, pairing new students and employees with mentors from similar backgrounds or with similar goals.
- ❖ Ensure that all OU campuses are safe, accessible, and welcoming to people of all backgrounds and abilities.

Strategy 4

Foster the state's most engaged and satisfied workforce

Featured Tactics:

- ❖ Use annual engagement surveys to create a cycle of honest assessment and active improvement.
- ❖ Build a culture of engagement with a comprehensive new employee orientation, a new mentoring initiative, and a recognition program that celebrates achievements, contributions, and innovations.
- ❖ Implement annual merit-based salary programs to ensure that salary and benefits packages for high-performing faculty and staff are highly competitive with peer institutions.
- ❖ Develop a structured incentive program to recognize and reward faculty and staff for outstanding contributions aligned with the university's Strategic Plan.
- ❖ Develop and implement a faculty and staff retention plan that standardizes best practices across the university.
- ❖ Establish a staff position on each campus focused on advancing best practices in employee engagement.
- ❖ Pursue opportunities to enhance employee quality of life, using the full resources and benefits of a comprehensive university including a study on the potential for improved childcare services or support.

Strategy 5

Be an exemplar for operational and financial excellence

Featured Tactics:

- ❖ Develop and operationalize a multi-year financial pro forma that aligns with the strategic plan and is updated annually.
- ❖ Adopt a balanced annual budget that is transparently communicated to campus stakeholders and monitored regularly to ensure financial goals are achieved.
- ❖ Ensure sufficient operating reserves and resources to invest in the Strategic Plan, while implementing long-term capital planning efforts across all campuses to support growth and stewardship of campus resources and infrastructure.
- ❖ Achieve \$2B via the comprehensive Lead On Campaign by 2027 to advance the university's strategic plan and priorities.
- ❖ Conduct a thorough review of facility use and class schedules to ensure classrooms, meeting spaces, and other facilities are fully utilized across OU's campuses.
- ❖ Launch initiative to modernize OU's data systems, leverage the growing potential of artificial intelligence and unlock data-driven decision-making across OU's campuses with a centralized data warehouse and enhanced data automation, reporting, and analytics.
- ❖ Support a robust strategic planning program that is integrated and scaled across OU's campuses.

Pillars of Excellence

4 / Lift the Health of All Oklahomans

Strategies & Tactics for Success:

Strategy 1

Be a world-class academic health system through education, research, and patient-centered care

Featured Tactics:

- ❖ Attract and support world-class talent to advance biomedical discoveries, innovation, and healthcare practices for all Oklahomans, aligned with the performance benchmarks of the leading academic health systems in the nation.
 - Achieve Blue Ridge Institute Ranking of Top 75.
 - Achieve Blue Ridge Institute Ranking for the College of Medicine of Top 50.
 - Achieve National Cancer Institute (NCI) Comprehensive Cancer Center status for the Stephenson Cancer Center.
 - Achieve membership for the Harold Hamm Diabetes Center in the Diabetes Centers Program of the National Institutes of Diabetes and Digestive and Kidney Diseases (NIDDK).
 - Achieve top quartile of Vizient Quality and Accountability rankings for OU Health's adult, children's, oncology, and ambulatory service lines.
 - Achieve a CMS Stars rating of 4 stars for OU Health (OU Medical Center).
- ❖ Leverage expertise across all campuses in areas like fundamental science, bioengineering, and the social determinants of health to foster collaboration and advance the quality and impact of OU's health-related education, research, patient-centered care, services, and outcomes.

Strategy 2

Provide best-in-class healthcare statewide, including providing care available nowhere else in Oklahoma

Featured Tactics:

- ❖ Expand the presence of OU Health statewide to provide research-driven, highly specialized care that is only available through an academic health system to all of Oklahoma.
- ❖ Ensure that OU Health provides consistent, evidence-based, high-quality care regardless of the patient's ability to pay.
- ❖ Collaborate with OU Health on population-level wellness initiatives in addition to individual healthcare services — to support the well-being of the people who live, learn, work, and play on each of OU campuses.
- ❖ Reduce cancer mortality in Oklahoma by 10% by markedly increasing access to clinical trials and cancer screening through the expansion of the Stephenson Cancer Center statewide.
- ❖ Increase lung and breast cancer screening volume by 25% and use mobile cancer screening to increase access to cancer screening in rural communities and tribal nations.
- ❖ Implement a plan by the Harold Hamm Diabetes Center to reduce the cardiovascular complications and deaths from diabetes in Oklahoma by 30% over five years.
- ❖ Virtualize and scale care while leveraging generative AI and other emerging technologies and analytic capabilities across the healthcare enterprise.
- ❖ Implement a teleneurology consultation service for all of Oklahoma, including telestroke services.
- ❖ Be a leading member in the NIH-funded national stroke network.

Strategy 3

Meet Oklahoma’s healthcare workforce needs with the urgency it demands

Featured Tactics:

- ❖ Evaluate the current and future needs of Oklahoma’s healthcare workforce and use this data to drive appropriate program expansion to meet OU’s responsibility as the lead provider of healthcare workforce development in the state.
- ❖ Implement novel curricula, including a three-year M.D. curriculum, a one-year accelerated BSN, and others, that will attract and prepare students, residents, and fellows for 21st-century challenges in healthcare.
- ❖ Be the lead provider in Oklahoma for the education of biomedical and public health research scientists.
- ❖ Increase philanthropic support for stipends and scholarships for graduate students in biomedical and health-related research programs.
- ❖ Increase the use of online education to deliver health professional education, emphasizing the “upskilling” of the existing workforce and employer-guided learning.
- ❖ Be the premier provider in the state of continuing education and career development for health professionals and health research scientists.
- ❖ Grow the pipeline and expand capacity in programs at the K-12 and undergraduate levels to drive increased enrollment in health professional, public health, and biomedical research programs.

Strategy 4

Focus investments in strategic research areas to improve Oklahoma’s health and that of the world

Featured Tactics:

- ❖ Achieve \$30 million annually in research funding from the National Cancer Institute.
- ❖ Establish a Neuroscience Center and obtain a lead gift to name the center.
- ❖ Recruit 150 new research faculty and use “cluster hiring” to drive research growth and excellence in the areas of cancer, diabetes and vascular diseases, and neuroscience.
- ❖ Increase the number of R25, T32, K08, K23, and other training grants to develop independent research scientists and future faculty.
- ❖ Use seed and bridge grants to strengthen and increase collaborative efforts across OU campuses to increase “team science” grants that advance cutting-edge health research.
- ❖ Enhance community-engaged research to address social determinants of health, healthcare access, health outcomes, and health policy.

Strategy 5

Translate research into practice to improve the quality of care and health outcomes

Featured Tactics:

- ❖ Double the number of patients enrolled in clinical trials in the next five years.
- ❖ Strengthen the Oklahoma Clinical and Translational Science Institute (OCTSI) to support doubling the number of investigator-initiated clinical trial design, conduct, analysis, and reporting.
- ❖ Strengthen the infrastructure to support doubling the number of industry-sponsored clinical trials of cutting-edge drugs and medical devices.
- ❖ Recruit 50 new faculty with expertise in clinical trials and clinical-translational research.
- ❖ Increase by 30% the number of high-impact publications (impact factor >10) of research that drives changes in clinical practice and improves health outcomes.

Pillars of Excellence

5 / Shape the Future through Discovery, Creativity, and Innovation

Strategies & Tactics for Success:

Strategy 1

Achieve AAU peer benchmarks in research and creative activity

Featured Tactics:

- ❖ Foster an enterprise wide commitment to reach AAU peer benchmarks in research expenditures and faculty achievement and recognition.
- ❖ Dedicate resources to hire transformational talent to elevate the institution's profile and impact.
- ❖ Expand the role of the Vice President for Research and Partnerships to unite research across campuses and drive growth and innovation.
- ❖ Generate new resources and opportunities through public and private partnerships and advancement initiatives designed to support OU's strategic research priorities.
- ❖ Create transparent, shared goals and expectations aligned with OU's ambitions and implement strong incentives and mechanisms of accountability to ensure progress. Reward faculty who lift OU's research profile.

Strategy 2

Confront grand challenges with convergent research

Featured Tactics:

- ❖ Invest in OU's research verticals and cross-cutting foundations to achieve recognized global excellence in areas of institutional strength and affirmed priority, such as: energy, environment, weather, health, aerospace and defense, artificial intelligence, and community and societal well-being.
- ❖ Facilitate cross-campus collaboration to build a transformative health research ecosystem, leveraging OU's biomedical, clinical, and community-based research strengths.
- ❖ Build OU's capacity as a world-leading center for solving global energy and environmental challenges and foster collaboration between researchers with expertise in fundamental, technical, and social-behavioral domains.
- ❖ Position Oklahoma to be a player in the ongoing revolution in computational fields such as artificial intelligence, pursuing an ambitious university strategy that leverages existing assets and identifies strategic opportunities across campus and beyond.
- ❖ Leverage the Data Institute for Societal Challenges (DISC) and the Center for Creativity and Authenticity in AI Cultural Production on convergent research teams with data science and AI/ML expertise and resources, along with leading scholars focused on AI's ethical, social, and cultural dimensions.
- ❖ Support collaborative research projects and interdisciplinary funding opportunities to address grand societal challenges that draw on creative and cultural expertise and scholars from arts, humanities, and social sciences.

Strategy 3

Think big

Featured Tactics:

- ❖ Invest in high-risk, high-payoff big ideas from multidisciplinary faculty teams and with enhanced financial incentives for faculty research excellence.
- ❖ Create a President's Moonshot program to generate energy, collaboration, and investment around areas of strategic cross-cutting opportunity.
- ❖ Support the VPRP Big Idea Challenge program and make it a recurring event every two years.
- ❖ Strengthen the Office of Innovation and Corporate Partnerships to translate big ideas and discoveries into Oklahoma's economic growth through patents, licensing, technology commercialization, and start-up creation.

Strategy 4

Develop the world-class infrastructure necessary to compete at the level of top public universities

Featured Tactics:

- ❖ Significantly increase the scale and performance of OU's high-performance research computing capabilities and develop a hybrid model of on-premise and cloud-based services for computational science and AI/ML and data science computing needs. Create a secure (CUI) computing environment that is robust and easily accessible to faculty, students, and staff.
- ❖ Raise capital and establish state-of-the-art research facilities and cores in critical areas, such as nanofabrication, materials characterization, advanced manufacturing, transportation, data science and AI/ML, life sciences, and biotechnology.
- ❖ Support and expand research facilities in areas of OU strength where growth depends on new infrastructure such as atmospheric science and meteorology, radar, and innovation at the intersection of technology, the humanities, and the arts.

Strategy 5

Empower researchers

Featured Tactics:

- ❖ Optimize administrative support for research, scholarly, and creative activity to minimize the administrative burden on faculty while ensuring compliance with federal and state regulations.
- ❖ Appropriately resource and staff both pre-award and post-award services to ensure seamless, timely, and compliant execution of the university's research and creative activity mission.
- ❖ Implement user-friendly processes and software for grant submissions, reporting, and compliance tracking.