

BUILDING OUR FUTURE TOGETHER



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

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!



President Murray State College



BOARD OF REGENTS







Leslie Larsen



Adisha Chapman



Dillon Sparks



Suzie Brewster



Keith Gray



Dr. Gary Greene

TABLE OF CONTENTS

Strategic Timeline

4-5

Mission, Vision & Values

6

History

7

Campus Growth and Demographics

8-9

Strategies for Success

10-13

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

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.

SEPTEMBER 2021

Faculty and staff were asked to give additional feedback on our future plans.

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.

SEPTEMBER 2020

The academic departments created a digital analysis to identify strengths, weaknesses, opportunities and threats.

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.

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.

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.

SPRING FY 2025, 2026, 2027, 2028 The Strategic Plan goals will be incorporated into the annual budget for Murray State College.



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



Student Success and Learning



Quality Instruction and Programs



Service-Oriented Environment



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 collegelevel 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 llivestock 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





FACULTY BREAKDOWN

60 83 Full-Time Adjuct

STAFF BREAKDOWN

118 40 Full-Time Part-Time

*FY24 DATA



"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

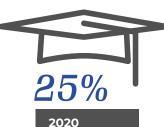
Murray State College Dean of Nursing Faculty Assembly Chair

30% 70%
Male Female

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

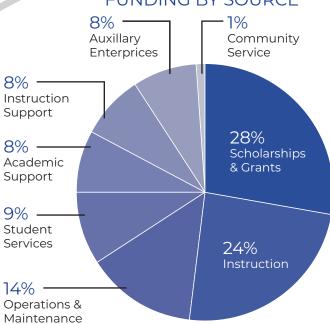


Campus enrollments are based on all students taking classes offered by that location and should never be summed.

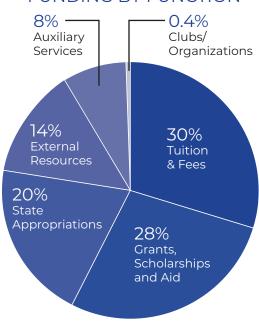
Southern Oklahoma Nursing Education Center (SONEC)

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.

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.

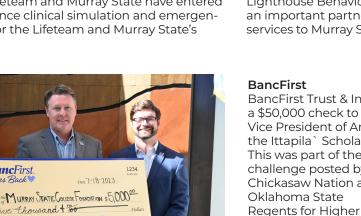


Air Evac

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.

BancFirst.

re thousand + 100



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.



Lighthouse

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

BancFirst

Education.

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 Climate Oklahoma State **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.



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.



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 Oka` The Water Institute at East Central University.

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



JCIA

Murray State College and the Johnston Couny 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.

ACADEMIC PARTNERSHIPS



Southern Tech

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



OU Nursina

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.



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 FALTYNPresident



BECKY HENTHORNVice President of
Academic and Student
Affairs



JUSTIN CELLUMVice President of
Business Affairs



GINGER COTHRANVice President of
Ardmore Campus



KANDY RUTLEDGE
Assistant Vice
President of Enrollment
Management



JORDYN FRAZIER
Assistant Vice President
of External Affairs



ROBYN PETERSONPublic Information
Officer





JASON WELTY
President



LANDREY HOWARDVice President



ISABELLA HARRISAssociate Vice President of Ardmore Campus



TRACEY HICKMANDean, Learning and
Student Success



AMY MCCAINDean, Online College



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



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



DAN MOOREDean, School of Health
Sciences



MALAIKA HORTON, RN Dean, School of Nursing



JORDAN HAYESSecretary



GAVIN COUCHTreasurer



SANDRA MOSLEYMedia Relations
Coordinator



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.

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



STRATEGY 1

STUDENT SUCCESS

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.

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



GOAL: 70%

Full-time retention rate.

Overall average in all gateway courses.



GOAL: 75%

Above in any gateway course.

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.

2.2 IDENTIFY,
DEVELOP AND
IMPLEMENT
INITIATIVES
TO PRODUCE
WORKFORCEREADY
GRADUATES.



GOAL: 300

Increase the number of graduates by 2028. TEACHING & LEARNING

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



GOAL: Eliminate disparate sources and systems on campus.

2.5 IDENTIFY, DEVELOP AND IMPLEMENT FULLY ONLINE DEGREE PROGRAMS.



GOAL: 20

Increase the number of programs by 2028.

2.4

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



GOAL: Develop and share microcredential information to the service area to increase the UpskillOK initiatives.

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.

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.

STRATEGY 3 BELONGING

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



GOAL: Establish access to behavioral healthcare on campus.

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 indentify atrisk students and refer them to the appropriate resources.

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.



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).

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 experimental learning opportunities each year.



GOAL: Total increase by 2028.

5.

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



GOAL: 10%



GOAL: 100%

Increase coverage by each year.

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.

STRATEGY 5

RESOURCES



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-BrogdonMurray State College Foundation Chair









