

**OKLAHOMA STATE UNIVERSITY – STILLWATER  
COLLEGE OF EDUCATION**

**Mission**

The College of Education, a community of scholars, prepares and develops professionals who facilitate life long learning and enrich quality of life for individuals in diverse settings. The college leads in the generation of knowledge in our professional areas and advances professional development through teaching, research, and outreach. .

**Vision**

The College of Education will become one of the recognized leaders for education-related academic programs in the United States, and will contribute significantly to the educational and career accomplishments of Oklahoma's people.

To accomplish this, the College of Education will:

- Be a recognized leader in the higher education community;
- Be a model of a culturally diverse, intellectually stimulating and dynamic community;
- Advance knowledge and practice through creative and critical inquiry;
- Educate students to be lifelong learners, intellectually and ethically prepared to serve and lead in an increasingly complex, global society;
- Be a model for collaboration and cooperation;
- Meaningfully engage constituents through advocacy and outreach;
- Be recognized for the generation of knowledge through research;
- Be a champion for innovation and leadership in teaching and learning;
- Be the college of choice for those who aspire to careers in our professional areas of study; and
- Provide leadership to improve the quality of life in the State of Oklahoma.

**Core Values**

**Excellence** -We seek excellence in all our endeavors, and we are committed to continuous improvement.

**Intellectual Freedom** – We believe in ethical and scholarly questioning in an environment that respects the rights of all to freely pursue knowledge.

**Integrity** – We are committed to the principles of truth and honesty, and we will be equitable, ethical, and professional.

**Service** – We believe that serving others through outreach is a noble and worthy endeavor.

**Diversity** – We respect others and value diversity of opinions, freedom of expression, and other ethnic and cultural backgrounds.

**Stewardship of Resources** – We are dedicated to the efficient and effective use of resources. We accept the responsibility of the public's trust, are efficient and effective stewards of our resources and are accountable for our actions.

**Collaboration** – We believe that collaborative relationships in which all participants have a voice enrich the academic and professional environment.

## Goals, Critical Success Factors, Objectives, and Strategies

### Goal One. Academic Excellence - Create and uphold high standards of excellence in instruction and research.

#### Critical Success Factors:

- All current, program accreditations by appropriate accrediting agencies maintained and one new accreditation accomplished
- A 10% increase in proposals submitted for external research funding
- Student/Faculty ratio – 18:1
- Number of internet-based academic programs – 2
- Number of technology-facilitated courses – 33%
- Graduates reporting in alumni surveys that their COE academic programs prepared them well for their careers – 80%
- Successful Regent's Program Reviews of our undergraduate and graduate programs.

#### Objectives:

**Objective 1.1:** Conduct ongoing assessment that provides for continuous improvement for each undergraduate and graduate program.

#### Strategies:

- Design and implement a college-wide assessment plan.
- Initiate and maintain a data gathering system to support each program's continuous improvement process.
- Review and appropriately revise undergraduate and graduate programs on a five year continuing rotation.
- Provide support staff for program evaluation processes to avoid reallocating faculty resources from teaching and research efforts.

**Objective 1.2:** Hire and retain faculty whose professional preparation and experience support and promote excellence in teaching, research, scholarship, and outreach.

#### Strategies:

- Secure resources to support faculty research, teaching, outreach, and professional development.
- Develop a salary plan to achieve parity with peer institutions.
- Increase funding through existing resources and private donations to support graduate research assistantships.
- Streamline administrative and service duties of faculty to allow greater efforts devoted to research.
- Develop plans for interested faculty to shift a percentage of assigned duties from teaching to research.
- Implement a new faculty orientation program with a focus on excellence.

- Reallocate unencumbered salary resources annually based on programmatic needs
- Allocate additional faculty lines based on programmatic needs.

**Objective 1.3:** Develop and implement structures that facilitate collaborative teaching, research and outreach efforts across disciplines, programs, and schools.

**Strategies:**

- Increase funding to support collaborative research annually.
- Review Appointment, Reappointment, Promotion, and Tenure documents, and revise as needed, to reward collaborative research, teaching, scholarly, and outreach activities.
- Establish mechanisms for identifying faculty across the College and University with similar teaching, research and outreach interests.
- Promote communication between and among faculty regarding research and outreach interests.

**Objective 1.4:** Attain new and maintain current program accreditations.

**Strategies:**

- Allocate resources to support the program accreditation process.
- Review resources allocated to accredited programs to ensure compliance with accreditation standards.

**Objective 1.5:** Strengthen infrastructure to support research, teaching, outreach and professional development activities.

**Strategies:**

- Acquire, update, and maintain appropriate physical facilities, supplies and equipment for quality teaching, research, clinical and outreach activities
- Enhance technological competence of faculty to allow for alternative inquiry, instructional, and professional development delivery methods.
- Assess college and faculty needs and interests regarding research, teaching, outreach, and professional development.
- Provide professional development activities for faculty based on data from needs assessment.
- Plan, offer, and evaluate colloquia and seminars on topics identified as appropriate.

**Objective 1.6:** Increase external funding to support academic excellence.

**Strategies:**

- Offer professional development opportunities to enhance faculty expertise in grant writing.
- Increase the usefulness of the College research website to be of help to faculty for proposal development.
- Strengthen procedures for alerting faculty to grant and development opportunities.
- Develop improved procedures for identifying funding sources for research grants.
- Increase funding for faculty to attend off-campus proposal development workshops.

**Objective 1.7:** Increase the number of full-time faculty and staff to support program enrollment.

**Strategies:**

- Add positions to programs that have demonstrated current need or need due to growth.
- Add positions to programs that have been targeted as focus areas.

**Objective 1.8:** Provide funding to support state-of-the-art instructional facilities and resources.

**Strategies:**

- Establish college-wide technology advisory committee.
- Work collaboratively with the Student Technology Fee Committee to ensure that instructional needs are addressed.
- Increase availability of technology to support teaching, research, and outreach responsibilities of faculty and staff.

**Goal Two. Student Success and Development – Recruit, retain, and graduate students in a supportive environment that engenders excellence, prepares them for careers, fosters personal growth, encourages scholarship, and promotes service and ethical leadership.**

**Critical Success Factors**

- Increase enrollment in undergraduate programs by 3%
- Increase enrollment in graduate programs by 5%
- Increase by 10% the number of total awarded doctoral, specialist, masters, and bachelor degrees.
- Increase the retention and graduation rates of incoming freshmen and transfer students by 1% annually
- Graduates in positions related to their degree programs – 60%
- Increase funding of graduate research assistantships annually equal to or higher than inflation.
- Increase private donor support of scholarships, fellowships, and academic programs by 10% each year.

**Objective 2.1:** Attract highly qualified undergraduate and graduate students.

**Strategies:**

- Increase efforts to recruit targeted populations at strategic sites.
- Offer competitive scholarship and fellowship support for undergraduate and graduate students.
- Pursue increased private donor support for scholarships and fellowships.
- Develop and implement efforts to coordinate graduate student scholarship and assistantship awards with admissions and recruitment.
- Develop coordinated web presence for recruitment of undergraduate and graduate students.
- Develop coordinated printed materials for recruitment of undergraduate and graduate students.
- Devote specific staff resources to undergraduate and graduate recruitment.

**Objective 2.2:** Retain highly qualified undergraduate and graduate students.

**Strategies:**

- Compile and analyze data regarding barriers and hurdles to degree completion.
- Based on data analysis, eliminate unnecessary barriers and hurdles and identify methods to assist students.
- Provide students with transfer specialist academic counseling.
- Coordinate efforts to support highly successful undergraduate and graduate students with scholarships and assistantships.

**Objective 2.3:** Focus efforts to help undergraduate and graduate students receive scholarships, arrange internships, participate in extracurricular activities, and obtain professional employment.

**Strategies:**

- Promote professional development for students.
- Establish list serves for all undergraduate and graduate students to promote more effective and consistent communication about opportunities.
- Develop web-based listing of resources and opportunities for student development.

- Develop College-wide orientation program for new graduate students.

**Goal Three. Engagement and Outreach - The College of Education will improve quality of life and expand economic development through teaching, research, and outreach activities.**

**Critical Success Factors:**

- have regionally and nationally recognized programs
- advisory constituent groups meet once each semester to provide data for program review and revision
- initiate at least one new research and/or outreach activity annually that addresses the needs of constituents
- increase alternative course/program delivery by 2%
- increase professional development opportunities through additional financial support by 5%
- increase by 2, the number of partnerships with K-12 education, community colleges and other post-secondary institutions, businesses, governmental agencies

**Objectives:**

**Objective 3.1:** Strengthen and formalize communication mechanisms with constituent groups.

**Strategies:**

- Establish and convene program advisory councils that include representatives of constituents.
- Use constituent input in all program deliberations.
- Use technology to facilitate communication with constituent groups.

**Objective 3.2:** Examine and modify current course structures and alternative methods of course delivery to increasingly respond to constituent needs.

**Strategies:**

- Develop new degree programs, specialized degree program options, and certificate programs based on evidence of need that are consistent with and central to the College's mission.
- Strengthen and expand the presence of programs in metropolitan areas.
- Develop long range plan for the delivery of existing programs and addition of other programs that are central to the College's mission.
- Examine and appropriately modify program structures, program delivery methods, and scheduling issues.
- Develop alternative methods of course and program delivery to meet needs of new constituents.

**Objective 3.3:** Offer mentoring and other professional development opportunities for faculty and staff to assist in responding to constituent needs.

**Strategies:**

- Establish mentoring program to facilitate untenured faculty members' research agendas and grant applications.
- Assess faculty and staff needs and interests regarding professional development.
- Provide professional development activities for faculty and staff based on data from needs assessment.

- Evaluate professional development activities identified as appropriate and revise as needed.
- Enhance technological competence of faculty and staff to allow for alternative professional development delivery methods.

**Objective 3.4:** Increase our understanding, involvement and impact with rural communities including their economies and quality of life.

**Strategies:**

- Partner with faculty from other colleges at OSU to improve our understanding of the relationship of the common school to the rural community and other aspects of rural life.
- With rural school systems, the state vocational system and other OSU faculty brainstorm possible structures for an experimental school in which student learning can be increased through the use of technology and constructive teaching methods.

Explore non-school based organization (i.e., health care, airports and parks) partners and the roles they play in the development of rural communities and economies.

**Goal Four. Diversity - Cultivate a supportive environment for students, faculty and staff that** respects diversity, promotes collaboration, ensures academic freedom, fosters college identity for all of our citizens, and engages responsibly in governing its own destiny.

**Critical Success Factors:**

- offer diverse educational opportunities designed by and for the purpose of recruiting and retaining diverse students, staff, and faculty
- cultivate student, faculty and constituent collaboration through collaborative program design and implementation
- consistently communicate program and College identity
- facilitate success by increasing participation by undergraduate students, graduate students and faculty in collaborative research teams annually
- create a new shared governance structure
- increase the number of diverse students by 3%
- increase the number of diverse faculty and staff by 3%

**Objectives:**

**Objective 4.1:** Recruit and retain students, faculty and staff who reflect the increasingly diverse populations at state, national, and international levels.

**Strategies:**

- Develop recruitment and retention plans to increase diversity of undergraduate students, graduate students, faculty and staff.
- Target recruits from culturally diverse backgrounds for undergraduate and graduate programs.
- Increase annual scholarship awards to \$125,000.
- Target recruits from culturally diverse backgrounds for faculty and staff positions prior to degree completion.

**Objective 4.2:** Provide professional development activities that promote knowledge of diverse perspectives.

**Strategies:**

- Offer 2 speakers or training experiences on cultural diversity annually for faculty and staff.

- Offer 2 speakers or training experiences regarding diverse perspectives for undergraduate and graduate students annually.

**Goal Five. Human Resources – Recruit, retain, and develop an outstanding faculty and staff for work in a collegial environment where varied contributions are recognized.**

**Critical Success Factors:**

- % retention of tenured and tenure-track faculty - 85%
- Total number of tenure-track faculty - 110
- Faculty salaries equal to peer group comparison
- % of ranked faculty that are tenured – 67% (10% increase)
- % of faculty on sabbaticals/fellowships each year - 5%
- % of staff in human resources leadership and skill development programs - 25%
- Annual reviews of all administrators, faculty, and staff tied to the strategic plan

**Objectives:**

**Objective 5.1** Promote recruitment and retention of a diverse and high quality faculty, staff, and student workforce.

**Strategies:**

- Provide college mentoring programs for faculty
- Encourage faculty to participate in university mentoring programs.
- Expand recognition and reward programs for outstanding faculty and staff in the college.
- Increase funding for professional development for faculty and career advancement training for staff.
- Support the university's efforts to develop an effective appraisal and performance evaluation process.
- Provide competitive staff salaries and benefits.
- Increase the student workforce in the college with federal workstudy students.

**Objective 5.2** Make progress toward parity in faculty salaries with other Big-12 universities.

**Strategies:**

- Identify faculty at all ranks whose salaries are significantly below those at peer institutions
- Support the university's efforts to develop a plan to achieve salary parity with peer institutions, in addition to filling vacant faculty positions, and increasing the size of the faculty.

**Objective 5.3** Develop policies and procedures for communicating with faculty, staff, and students in a dynamic changing environment.

**Strategies:**

- Include faculty and staff in development and revision of policies and procedures
- Place electronic campus calendars in strategic locations to increase awareness about campus activities and events.
- Regularly hold college-wide meetings to discuss key college issues.

- Provide training for policies/procedures that are essential components of operations in the three schools.
- Encourage participation in mandatory university orientations and other programs that address legal issues.
- Create special opportunities to bring faculty, staff, and administrators in the college together for discussion of institutional priorities and needs.
- Establish new forms of community and shared governance in the college.
- Assess the climate of the College to guide continued process improvement.

**Goal Six. Enhance and Leverage Resources - Manage financial and physical resources to achieve strategically targeted goals.**

**Critical Success Factors**

- % of annual alumni giving - 10%
- Stillwater faculty full time - 96
- OSU-Tulsa faculty full time equivalency from 7 to 14
- Increase research and funded projects from \$1 million to \$1.5 million
- Faculty salaries at parity with peer institutions
- Increase graduate assistantships and stipends
- Amount of endowed student scholarships awarded from \$102,300 to \$125,000 in 5 years
- Private donor contributions increased by 10%
- Number of College Associates increased by 10%

**Objectives:**

**Objective 6.1:** Increase private donor support to address identified faculty, student and programmatic needs.

**Strategies:**

- Work with faculty to develop proposals for submission to private foundations.
- Cultivate additional prospective donors by expanding the College's Associates Group.
- Increase the number of major gift prospects through prospect research and the number of contacts and solicitations as monitored by the OSU Foundation.

**Objective 6.2:** Generate dollars through outreach activities which can support activities important to the mission of the college.

**Strategies:**

- Develop collaboratives to serve professional development needs throughout the state and region.
- Increase the number of credit offerings.
- Increase the number of non-credit offerings

**Objective 6.3** Maximize and diversify resource streams and provide the resources needed to support programs and services.

**Strategies:**

- Develop a long-range college plan to optimize the mix of private gifts and external grants from federal, state, and private sources.
- Establish college priorities for the university's comprehensive fundraising campaign.
- Significantly increase the college's gifts and grants to enhance academic programs.
- Provide support and training for faculty to increase their competitiveness and success in obtaining funding from a wider range of state and federal agencies, foundations, and other private sources.

**Objective 6.4** Engage in partnership arrangements that enhance the college's capacity to serve students and stakeholders, and build

alliances within Oklahoma, as well as other states and nations.

**Strategies:**

- Develop partnerships with other educational institutions, public schools, community, state, and federal agencies.
- Build alliances with universities in other countries to provide college courses and programs to students abroad.

**Objective 6.5** Create an accountability and performance-based college that is capable of rapid response to situations and opportunities.

**Strategies:**

- Ensure that programs in every school verify student learning and assessment outcomes.
- Ensure an ongoing focus on strategic planning in the college.
- Identify persons responsible for overseeing key college functions.
- Periodically evaluate all college committees for effectiveness and develop methods of communicating their work to the larger college.

**Objective 6.6** Efficiently use human, information, financial, natural and other resources, consistent with the priorities expressed in the strategic plan, and with a proper balance between short-term and long-term needs.

**Strategies:**

- Reduce duplication and redundancy of operations.
- Ensure that operating budgets include sufficient funds to maintain competitiveness in faculty, outreach/extension, and staff salaries and benefits.
- Ensure that there are adequate funds within the college adequate to support implementation of the strategic plan.

**Goal Seven. Image/Pride/Recognition - Promote an image for the College that reflects our values and pride in our accomplishments.**

**Critical Success Factors:**

- A College of Education Achievements database
- % student satisfaction with the College - 90%
- A plan developed for marketing College programs
- % of faculty holding offices in professional national/international organizations - 10%
- % of staff and administration holding offices in professional organizations - 10%
- % faculty who are fellows or similarly recognized in national organizations or institutions - 20%
- Academic programs accredited by national professional organizations – 50%

**Objectives:**

**Objective 7.1:** Increase efforts to build relationships with alumni and friends of the College and strengthen the public image of the College.

**Strategies:**

- Develop comprehensive plan to update College web pages within one year.
- Develop efficient and effective process for keeping web pages current.
- Review and revise all program description materials annually.
- Publish and distribute three newsletters each year to faculty, friends, and alumni of the College.
- Review and appropriately revise all web pages annually.
- Purposively promote the accomplishments of COE faculty, students and staff.

- Expand COE Associates program.

**Objective 7.2** Present a clear and consistent image for the College that is reflective of a Big-12 state university.

**Strategies:**

- Develop a marketing plan for all academic programs and services in the College.
- Establish an effective and integrated website for all College schools, administrative, and service units.

**Objective 7.2** Effectively promote and celebrate individual, program, school and College accomplishments.

**Strategies:**

- Develop effective strategies to identify outstanding accomplishments.
- Create a database of faculty expertise in the College that can be provided to the university or the media upon request.
- Recognize achievements of faculty, staff, and students.

**Objective 7.3** Cultivate a positive and effective relationship with the OSU Foundation and the OSU Alumni Association.

**Strategies:**

- Enhance pride in the College of Education and OSU through celebrative events.
- Encourage faculty and staff participation in events.
- Collaborate with the OSU-Tulsa campus to promote participation in COE celebrative activities held there as well as here in Stillwater.