



COLLEGE OF Arts & Sciences

Strategic Plan 2015-2020

Mission Statement

Consistent with Oklahoma State University's land grant mission, the College of Arts & Sciences promotes distinction in teaching and student learning; fosters research, scholarship, and creative activities by faculty and students; and engages the entire university community, the people of Oklahoma, the nation and the world by advancing knowledge of science and the arts in an environment that encourages innovation. In carrying out its mission, the College maintains its commitment to academic freedom, academic responsibility, and diversity of expression, experience, and culture.

Vision Statement

The College of Arts & Sciences will be recognized as a center of interdisciplinary collaboration and imaginative, groundbreaking scholarship. The College will be a leading academic unit among land grant universities by fostering engaged student learning, pursuing innovative research, and translating our discoveries into accessible knowledge. Our graduates will be prepared to flourish both professionally and personally and to contribute to the well-being of an increasingly diverse, global, and connected society.

Purpose of this Strategic Plan

This plan is intended to:

- Identify goals for improvement that are within the college's purview to change;
- Provide guidance on the development of policy, budgeting, and other strategies for advancing these goals for the period of 2015-2020; and
- Provide latitude for departments, college committees, and other units to explore the most appropriate approach to meet these goals.

This plan *is not* intended to:

- Mandate actions that every department must take, as strategies may not be applicable to all units;
- List strategies that must be implemented to the exclusion of other possible courses of action; or
- State strategies or goals that cannot be achieved solely by actions within the college (*e.g.* tuition waivers for family members of OSU faculty).

Notes for Reading the Strategic Plan

- Strategies in **bold** font in this document have larger financial implications
- Each strategy is followed by parentheses that identify the individuals or units primarily responsible for implementing a proposed strategy
- Abbreviations used throughout strategic plan for:
 - ADRF= Associate Dean for Research & Facilities
 - ASFC= A&S Faculty Council
 - ASFF= A&S Faculty Fellow for Community Engagement
 - ASSC= A&S Student Council
 - ASWS= A&S Web Services
 - CAS= A&S Deans Office
 - Dept.= Several to all A&D departments
 - ISS= International Students & Scholars Office
 - OSC= A&S Office of Strategic Communications
 - OSUF= OSU Foundation
 - SSC= A&S Student Success Center
 - UAT= University Assessment and Testing Office

Goal 1: Increase the Quality, Quantity and Impact of Research and Scholarship

Strategy: Identify and support research areas in which A&S can be nationally competitive

- **Build upon existing areas of strength and identify and build areas of promise. (Dept., CAS)**
- **Provide A&S and inter-college seed grants for interdisciplinary research. (ADRF)**
- **Support faculty in creating long-term, sustainable, interdisciplinary research collaborations, possibly through the creation of Centers. (Dept., ADRF)**
- Showcase A&S research strengths in publicity materials and fundraising efforts to help attract additional extramural support. (CAS, OSC)
- Pursue targeted hiring (one faculty to clusters of faculty) in areas synergistic with existing A&S faculty scholarship. (Dept., CAS)
- Create policies to support joint appointments within A&S and among colleges and encourage their use. (CAS)

Strategy: Increase extramural funding and other financial support for research

- Change from a passive to an active approach in recruiting individuals to respond to RFPs. (Dept., CAS)
- Create workshops led by individuals who have had success in obtaining federal grants, contracts, or foundation grants. (CAS)
- Restructure the college's mentoring program to match assistant professors with nationally known research faculty; including mentors who may be external to OSU. (Dept., CAS)
- Increase number of grant submitted and awards that include full IDC. (Dept., CAS)

Strategy: Promote community engagement

- Clearly define community engaged scholarly activity and articulate how it is credited toward tenure/promotion. (Dept., ASFF, CAS)
- Create workshops to train faculty in community-engaged research. (ASFF)
- **Increase A&S funding and support for community engaged scholarship. (CAS)**
- Reward faculty for scholarship that aligns with the Carnegie Classification for Community Engagement. (Dept., CAS)
- Increase the visibility of community engagement activities. (CAS, ASFF, OSC)

Goal 2: Improve Student Learning and General Education

Strategy: Improve pedagogy

- Incentivize the use of new pedagogies and instructional styles through A&Ds and RPT. (Dept.)
- Restructure the college's mentoring program to match assistant professors with highly regarded teaching faculty. (Dept., CAS with ITLE)
- Train and mentor TAs, especially those teaching general education. (Dept., CAS with ITLE)
- Incentivize faculty to participate in ITLE training and the exploration of new pedagogies. (Dept., CAS with ITLE)
- **Improve classroom infrastructure through the incorporation of new technologies or classroom design and layout. (Dept., CAS, CAS with Provost's Office)**

Strategy: Develop a faculty culture supportive of assessment

- Educate faculty about the value of program assessment early in their teaching careers through introductory workshops or professional conferences. (CAS with UAT)
- Improve assessment of learning outcomes in both introductory and advanced courses. (Dept.)
- Make assessment feedback more constructive by including qualitative evaluations alongside quantitative evaluations. (Dept., CAS with UAT)

Strategy: Review and modernize undergraduate and graduate curricula

- Revise curricula to compete with aspirational programs (as defined by departments), with consideration of the career paths and the skills and knowledge students will need after graduation. (Dept.)
- Improve flexibility of general education to promote student mobility. (CAS)
- Review and modify course prerequisites to reflect best practices. (Dept.)
- Incorporate/encourage more interdisciplinary classes and fields of study. (CAS, Dept.)
- Use assessment results to improve and modernize courses and programs. (Dept.)
- Develop a schedule for regular updates to undergraduate and graduate curricula. (Dept., ASFC, CAS)
- Incorporate/encourage more service learning courses. (CAS, Dept.)

Strategy: Improve tutoring

- Coordinate the selection of LASSO tutors. (Dept., CAS with LASSO)
- **Incorporate new tutoring approaches into courses, such as supplemental instruction. (Dept.)**
- Publicize tutoring programs within departments. (Dept.)

Goal 3: Increase Diversity within the College

Strategy: Establish tangible and attainable goals for addressing diversity within the college

- Benchmark our profile in relation to peer institutions and other higher education institutions in Oklahoma and set goals for change. (CAS with Office of Institutional Diversity)
- Develop a comprehensive approach to increase diversity of candidate pools in faculty searches that can be modeled at the department level. (CAS with Office of Institutional Diversity, Dept.)
- When developing the focus area for faculty searches, create advertisements that attract a diverse candidate pool. (Dept., CAS)
- **When faculty searches have strong and diverse pools, departments may consider hiring a second candidate to increase diversity (the additional position representing a loan against future hires/lines for the department). (Dept., CAS)**

Strategy: Build an inclusive culture at Oklahoma State University

- For academic centers in the college which focus on diversity, ensure their missions include promoting dialogue on race-relations on campus. (CAS, Center for American Indian Studies, Center for Africana Studies, Gender and Women's Studies, Ethics Center)
- Establish relationships with institutions within the state including tribal institutions/tribal colleges to encourage students from underrepresented groups to transfer to OSU. (Dept., CAS, Center for American Indian Studies)
- Develop and strengthen relationships with HBCU's and other minority serving institutions within the United States for recruiting undergraduate and graduate students. (CAS with Office of Institutional Diversity)
- Increase and improve summer programs targeted to attract a diverse population of prospective students. (Dept., Outreach, CAS)

Goal 4: Increase retention, progression, and graduation rates in each undergraduate and graduate program

Strategy: Increase student engagement with their majors

- Invite and encourage incoming freshmen to meet as a group early in the fall semester with the advisor in their projected major(s). (CAS, Dept.)
- Increase undergraduate participation in departmental activities (e.g. seminars) and professional clubs and organizations. (Dept.)
- Increase student involvement in faculty research. (Dept.)
- Create and promote credit-bearing internships in all undergraduate programs. (Dept.)

Strategy: Reduce bottlenecks in progression

- Establish and enforce prerequisites based on best practices for gateway courses and courses with lower rates of student success. (Dept.)
- Offer courses required for the major often enough to meet the need, such as capstone courses twice per year or at least once per year on each campus. (Dept.)
- Offer courses online or during intersession to relieve identified bottlenecks. (Dept.)
- As bottleneck courses are identified, consider offering sections in a hybrid or online format to increase flexibility for students in building a complete schedule. (Dept., Outreach)
- Determine if bottlenecks can be best addressed through streamlining the curriculum, reordering the curriculum, or rotating faculty teaching the course. (Dept.)

Goal 5: Enhance Online Education

Strategy: Develop appropriate management structure and policies for online courses

- Use the OSU Online Education Steering Committee Report (June 2014) and other university documents as the basis for A&S's policy and instructional standards document. (ASFC, CAS)
- Modify the existing Director of Outreach position to provide leadership and facilitate development of a shared vision for outreach with Departments. (CAS)
- Develop and implement a better method of assessing online instruction. (CAS, UAT)
- Establish workload models and teaching expectations for online faculty and instructors. (Dept., CAS)
- Create a faculty advisory committee to support A&S Outreach in monitoring online course quality and assessment. (ASFC, CAS)

Strategy: Support the development of online courses

- Establish intellectual property and fair use policies for online course materials. (CAS with Library, Outreach, ASFC)
- Provide faculty with development opportunities through training and technological resources. (Outreach, CAS with ITLE)
- Ensure faculty have been trained in developing online courses before Outreach contracts them to develop a course. (Outreach)
- Examine and evaluate online degree options offered by peer institutions. (Dept., Outreach)
- Create a plan for course development to add fully online or hybrid degrees for appropriate programs in the college. (Dept., Outreach, CAS)

Goal 6: Increase International Programs and Opportunities

Strategy: Increase student interest and participation

- Cultivate a study abroad culture within the college by promoting existing and future programs. (Dept., CAS with International Studies)
- Encourage and promote foreign language learning. (Dept., CAS)
- Increasing offerings of short- and long-term study abroad courses. (Dept., Outreach)
- Encourage participation in external grant programs such as Fulbright. (Dept., CAS, SSC)
- Create and advertise reciprocal tuition agreements with institutions of higher education outside of the United States that specifically desire exchanges with A&S programs. (CAS with International Studies and ISS)

Strategy: Increase faculty interest and participation

- **Standardize compensation for the development and teaching of study abroad courses in line with other outreach instructional modalities. (ASFC, Outreach, CAS)**
- Encourage faculty to be affiliate members of School of International Studies. (Dept., CAS)
- Actively promote external RFPs to faculty for international research and teaching. (CAS)
- Encourage faculty to develop research and teaching connections abroad. (Dept., CAS)
- Improve coordination of offices such as Outreach and the Division of International Studies to reduce duplication of efforts and paperwork. (CAS, Outreach)

Strategy: Diversify and strengthen A&S international offerings

- Promote the development of short-term international courses that meet general education requirements. (Dept., CAS, Outreach)
- Explore developing 2+2 (undergraduate) and 1+1 (masters) programs for international students by partnering with universities abroad. (Dept., CAS)
- Create partnerships with organizations such as World Teach to provide opportunities for students. (Dept., CAS)
- Consider opening study abroad courses to alumni as a means of reaching enrollment goals for the course. (CAS, Outreach, OSUF)

Goal 7: Improve College and Department Morale

Strategy: Increase success in recruiting and retaining faculty

- Create unambiguous procedures for credit towards tenure for new hires. (ASFC, CAS)
- Institute an A&S policy that provides for optional pre-tenure reduction in teaching load with commensurate increase distributed among other department faculty. (ASFC, Dept., CAS)
- Create college and department RPT guidelines for both interdisciplinary and clinical faculty. (ASFC, Dept., CAS)

Strategy: Improve Long-term Stability of Faculty and Staff

- **Create professional development plans for staff that include promotional opportunities within the same unit. (Dept., CAS)**
- **Create and promote merit-based monetary awards that highlight faculty teaching and scholarly success. (ASFC, Dept., CAS)**
- **Provide financial and administrative support for faculty and staff to participate in professional development opportunities. (Dept., CAS)**
- Address workload discrepancies among faculty within and among departments through policy and appropriate use of A&Ds. (Dept., CAS)
- Conduct exit interviews with faculty and staff that resign from their positions to understand the factors leading to their departure. (Dept., CAS)

Goal 8: Improve External Communication and Visibility

Strategy: Improve communication with potential students

- Improve design and visual appeal of college and department webpages to focus on future students. (Dept., OSC, ASWS)
- Promote graduate and undergraduate student accomplishments. (Dept., OSC)
- Encourage the development of department recruitment letters to be sent out to prospective students, and update department brochures. (Dept., SSC)
- Utilize student ambassador volunteers or interns to assist with student recruitment. (CAS, SSC, ASSC)

Strategy: Improve communication with alumni

- Maintain consistent contact with alumni of individual departments through electronic newsletters. (Dept., CAS, OSC)
- Encourage social media communications at department levels particularly by current students. (Dept., OSC)
- Revise and/or expand the alumni awards issued by the college. (Dept., CAS, OSUF)
- Coordinate communications with the Alumni Association and the OSU Foundation. (OSC)

Strategy: Improve communication with legislators

- Work with OSU lobbying firm to present/promote selected A&S initiatives. (CAS)
- Regularly develop Orange Paper proposals. (CAS)
- Put legislators on lists for distribution of appropriate A&S written and electronic promotional material. (CAS, OSC)

Strategy: Improve communication with the public at large

- Offer public communication workshops for faculty and/or department heads. (CAS, OSC)
- Increase feedback on the quantity and quality of stories and other news submitted by departments to A&S Marketing & Communication. (OSC)
- Increase coverage of A&S and its departments on NPR and other highly visible media outlets. (Dept., CAS, OSC)