

COLLEGE OF ARTS AND SCIENCES

Mission

The College of Arts and Sciences at Oklahoma State University promotes the advancement and dissemination of knowledge central to a liberal education for all students; trains students in graduate and professional programs to be contributing members of their fields; fosters research, scholarship and creative activities by faculty; and serves the people of Oklahoma by enriching the cultural life of the state.

Vision

Faculty throughout the College of Arts and Sciences will achieve national and international stature in scholarly and creative activities, while the college will be recognized for outstanding teaching across all departments.

Core Values

Diversity – We respect others and value diversity of opinions, freedom of expression, and other ethnic and cultural backgrounds. We are committed to promoting greater diversity in the college.

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 is a noble and worthy endeavor.

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

Excellence – We seek excellence in all our endeavors, and we are committed to continuous improvement. We are committed to outstanding research, scholarly, and creative activity, and effective high-quality teaching.

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

Goals, Critical Success Factors, Objectives, and Strategies

Goal 1: Academic Excellence and Human Resources: Retention, promotion, and reward of outstanding faculty members.

Critical Success Factors:

- Outstanding faculty members do not leave for other universities.
- Faculty salaries are at least at the Big 12 average for the discipline and rank.
- Outstanding faculty members receive raises substantially above average raises.
- Mid-year raises are available for outstanding faculty members for purposes of retention.
- Funds have been raised to endow professorships and chairs.
- Increase publicity of accomplishments of outstanding faculty members.

Objectives:

Objective 1.1: Fund merit-based raise programs for faculty.

Strategies:

- Develop a comprehensive report of faculty salaries by discipline in peer institutions.
- Work with department heads and school directors to develop plans for addressing salary equity issues (such as salary compression). The plan should consider productivity, faculty rank, years of service, and market issues within the discipline.
- Create a special salary program for rewarding unique contributions to teaching and scholarship.
- Seek additional funds from central administration for a merit-based raise program.
- Develop an internal merit-based raise program to supplement central administration funds with funds generated from salary savings or other sources.

Objective 1.2: Develop an effective program for mentoring junior faculty members.

Strategies:

- Have departments assign each junior faculty member mentors from the tenured faculty to observe teaching, review research agendas, help locate publishing and presentation venues, and examine appraisal and development materials.
- Have departments establish a one-semester junior faculty research leave program.
- Have departments establish procedures to evaluate junior faculty who carry administrative responsibilities in addition to teaching, research, and service.
- Provide access to research and grant-writing workshops for junior faculty members.

Objective 1.3: Create more endowed professorships and chairs.

Strategies:

- Identify and solicit funds from foundations and individuals capable of and interested in supporting professorships and chairs.
- Identify departments and research areas for which endowed professorships and chairs will greatly improve the department's research.
- Identify possible sources of funds through cooperative activities with the OSU Foundation.
- Identify possible areas where positions could be endowed from OSHRE funds as cost-share for large-scale EPSCoR and other external grant programs.

Objective 1.4: Implementation of recognition program for outstanding faculty members.

Strategies:

- Survey departments and schools to identify faculty members outstanding in teaching, research, and/or service.
- Work with the public information office to publicize accomplishments of faculty and staff both within and outside the University.
- Identify those areas, such as service, outreach, and teaching, that are under-recognized by current awards and recognitions given by Arts and Sciences.
- Develop a college campus newsletter to recognize outstanding faculty activities within the college.
- Have departments establish a research semester course release program for outstanding faculty engaged in research and creative activities.
- Create a Faculty Member of the Month page on the college web site to feature the activities of outstanding faculty members to the public.

Objective 1.5: Create enhanced opportunities for research time for both junior and senior faculty members.

Strategies:

- Identify possible funding for summer salary programs for faculty members seeking to do research.
- Encourage departments to allow new faculty to have teaching release time.
- Encourage departments to allow new faculty to have service release time.
- Encourage departments to develop flexible workloads for faculty to allow faculty members who have exceeded department requirements in research to have release time in teaching and service and faculty members not meeting research expectations to fulfill increased teaching and service obligations.
- Encourage departmental plans for course banking enabling faculty to teach additional courses in advance of a research semester with no teaching responsibilities.
- Encourage faculty to participate in sabbatical leaves and provide modest departmental funding to assist departments with covering the classes of faculty on sabbatical leave.

Goal 2: Academic Excellence, Human Resources, and Leverage Resources: Enhanced support for research, scholarship, and creative activity.

Critical Success Factors:

- Successful hiring in disciplines requiring start-up funds.
- Increased numbers and visibility of outside speakers and performers.
- Increased research, scholarly, or creative activity tied to enhanced funding.
- Increase external funding annually college-wide.
- Increased number of sabbaticals.

Objectives:

Objective 2.1: Ensure sufficient start-up funds for research, scholarly, and creative activities.

Strategies:

- Identify funding sources to provide enhanced faculty travel support for junior tenure-track faculty during their first three years of service.
- Identify external grant sources that can be used to supplement internal funds for startup packages.
- Allow flexible time limits for expending startup funds.
- Advocate funding for major laboratory renovations from a central capital improvement fund rather than requiring new lab startups to cover most of these costs.

Objective 2.2: Provide enhanced professional development opportunities for faculty members.

Strategies:

- Develop a formal mentoring system for junior faculty by successful senior faculty in their departments.
- Develop a program to encourage successful senior faculty members to provide feedback to junior faculty by reading and critiquing grant proposals and manuscripts before submission.
- Establish a research colloquium where representatives of federal granting agencies are invited on a regular basis to speak to faculty on needs and priorities of their agencies.
- Investigate opportunities to collaborate with the College of Education to develop annual or twice-per-year professional development workshops.
- Coordinate with Arts and Sciences faculty to host annual or twice-per-year seminars on topics including pedagogy, maintaining and renewing scholarship across an academic career, transitions in an academic career, administrative roles in academia, working with diverse students, etc.
- Develop program for development of leadership and administrative skills in faculty who may be interested in moving into administrative positions.

Objective 2.3: Provide additional funding for seminar speakers and for special lectures and artistic events.

Strategies:

- Identify and seek funds from foundations and individuals capable of and interested in funding special college events.
- Aid faculty members and departments in creating formal lecture series, artistic series, and seminar speakers supported by one-time and endowed funds.
- Establish a seminar and lecture series to bring minority and women academic role models to campus.
- Work to secure extramural funding for a college speakers fund.
- Develop a speaker fund that would be applied to by departments and programs to bring lectures and programming to campus.
- Support joint ventures between departments, programs, colleges, and student organizations to bring national scholars to campus.

Objective 2.4: Provide planning and support for professional meetings and conferences.

Strategies:

- Assist academic units with comprehensive planning and logistical support for professional meetings and conferences, using Arts and Sciences Outreach.
- Maintain close contacts with venue personnel throughout the area to ably negotiate and manage logistical issues, using Arts and Sciences Outreach staff.
- Assist in planning and implementing marketing strategies as needed, using Arts and Sciences Outreach.
- Utilize OSU-Tulsa conference facilities for professional meetings and conferences.
- Encourage OSU Foundation and other extramural funding sources to sponsor professional meetings and conferences.

Objective 2.5: Provide planning and support for arts outreach.

Strategies:

- Extend the extension concept to community arts outreach by providing arts management services to communities throughout the state.
- Develop an Arts Information Coordinator and office within the college to promote arts events throughout the community, region, and the state.
- Develop the infrastructure necessary to support arts touring programs to serve underserved populations in the state.
- Have Arts and Sciences Outreach work closely with arts and humanities departments and provide planning and logistical assistance with outreach programs.
- Have Arts and Sciences Outreach seek funding, both internal and external, to support programming opportunities, particularly those to underserved populations.

- Have Arts and Sciences Outreach assist departments and faculty in assessing the effectiveness of delivered programs.

Objective 2.6: Provide support and maintenance for campus artistic activities.

Strategies:

- Develop a unified approach to arts fundraising among arts programs.
- Develop staff support for arts event promotions activities to enhance public awareness and income generation for arts events.
- Increase campus and college awareness of arts events and activities through college-supported arts calendars, newsletters, and other promotional materials.
- Secure arts information marquees for the arts quadrant of campus.
- Develop a foundation campaign to obtain money to improve the facilities for studio art and music and theatrical performance.
- Establish “artist-in-residence” programs in art, music, and theatre.
- Increase number of music performance faculty so that tenure-track faculty members cover all instruments.
- Establish a permanent OSU string quartet and a permanent OSU woodwind quintet staffed by permanent, tenure-track music performance faculty.
- Develop increased and improved practice facilities for art, music, and theatre students.

Objective 2.7: Seek increased external sources of funding for programs that promote excellence in research and creative activities.

Strategies:

- Encourage departments to establish research committees that explore needs and seek new funding opportunities from external sources.
- Encourage departments to meet with Arts and Sciences Research Support Services to discuss the needs and funding opportunities from external funding sources.
- Fund faculty training programs for the effective development of grant proposals to external agencies.
- Bring in speakers from external funding agencies to present current funding programs at their agencies.
- Coordinate the use of Arts and Sciences research funds and seed funds from the Vice President for Research for development of proposals in new programs.

Goal 3: Student Development: Increased quality and diversity of graduate students.

Critical Success Factors:

- Teaching assistantship stipends and benefits are at least at the Big 12 average for the discipline.
- Departments are successful at recruiting and retaining a significant portion of their best applicants.
- The quality and quantity of graduate students increase.
- Increase funding for graduate fellowships.
- Minority graduate applications increase.

Objectives:

Objective 3.1: Fund graduate assistantships at a competitive level.

Strategies:

- Work with the OSU Foundation to help develop graduate fellowships and scholarships in order to free up more assistantship funds.
- Survey Big 12 institutions to obtain up-to-date information on competitive stipend levels.
- Work with the Graduate College to coordinate assistantships with tuition waiver packages.
- Encourage faculty members to include graduate stipends, tuition, and other support in their research projects.
- Create Arts and Sciences research grants and stipends for graduate students.

Objective 3.2: Create more endowed graduate scholarships.

Strategies:

- Identify and solicit funds from foundations and individuals capable of and interested in supporting graduate students.
- Identify departments and research areas for which endowed graduate scholarships will enhance the department's research.
- Develop assistantships particularly targeted towards the enhancement of scholarship or teaching in the area of diversity.
- Create college assistantships that provide administrative training.

Objective 3.3: Publicize accomplishments of outstanding graduate students.

Strategies:

- Provide an on-line template by which departments can easily send news on graduate student accomplishments to various Arts and Sciences and OSU publications and web sites.
- Include a longer section on graduate student accomplishments in the Arts and Sciences magazine.
- Produce a publication highlighting graduate student publications, grants, and service activities.
- Regularly provide articles highlighting graduate student achievements for distribution in the local newspaper and on the OSU and Arts and Sciences websites under "Headlines."
- Incorporate in publicity a section profiling or highlighting achievements of graduate students at OSU-Tulsa.
- Establish Arts and Sciences graduate student teaching awards, with nominations from departments and entries adjudicated by a faculty committee with a student representative.
- Establish an Arts and Sciences prize for a publication by a graduate student, with nominations from departments and entries adjudicated by a faculty committee with a student representative.
- Provide an opportunity to recognize 1 or 2 Arts and Sciences graduate students' accomplishments at convocation.
- Encourage departments to provide a colloquium series that includes graduate student research presentations.

Objective 3.4: Develop and advance programs to recruit and retain minority graduate students.

Strategies:

- Develop a coordinated program for posting graduate assistantship opportunities on minority list-serves.
- Provide funding for departments to make recruiting trips to colleges serving under-represented minorities.
- Provide financial support to departments and programs with specific recruitment and retention programs designed to aid minority, nontraditional, low income, first generation, and women graduate students.
- Develop graduate assistantship funds for minority, nontraditional, low income, first generation, and women graduate students.
- Develop a small seed grant program for support of the scholarship of minority, nontraditional, low income, first generation, and women graduate students.
- Develop incentive funds to reward departments and programs that successfully recruit and retain minority, nontraditional, low income, first generation, and women graduate students.
- Develop a travel fund to allow travel related to scholarship for minority, nontraditional, low income, first generation, and women graduate students.

- Develop a speaker fund to showcase scholarship of successful minority, nontraditional, low income, first generation, and women professionals to serve as role models for current graduate students.
- Develop high visibility materials for the college and faculty to share with students outside of the university that highlight the college's commitment to students, including minority, nontraditional, low income, first generation, and women professionals to serve as role models for current students.
- Facilitate growth of academic programs related to diversity issues on campus, e.g., African American Studies, Hispanic Studies, Women's Studies, Native American Studies, to show commitment of the university to the academic study of these populations.

Goal 4: Student Development: Increased quality and diversity of undergraduate students.

Critical Success Factors:

- The quality and quantity of undergraduate students increases.
- Research by undergraduates increases.
- Number of students earning national and international awards increases.
- Increased fundraising for undergraduate scholarships.
- Increased percentage of graduates going to graduate or professional schools.
- Increased percentage of minority graduates.
- Increased percentage of graduates having successful job placements or professional placements.

Objectives:

Objective 4.1: Create more endowed undergraduate scholarships.

Strategies:

- Identify and solicit funds from foundations and individuals capable of and interested in supporting undergraduate students.
- Identify departments and research areas for which endowed undergraduate scholarships will greatly improve the department's undergraduate research.
- Develop undergraduate scholarships targeted towards the enhancement of scholarship or study in the area of diversity.

Objective 4.2: Develop and advance programs for undergraduate research.

Strategies:

- Provide a small-grants program to help defer the cost of supplies for students taking independent study in research laboratories.
- Work with the OSU Foundation to increase the number and diversity of undergraduate research fellowships similar to the Wentz and Niblack fellowships.
- Encourage independent research as course options within degree programs, including a senior thesis.
- Develop a workshop for science faculty who are interested in developing a proposal for NSF's *Research Experiences for Undergraduates* program.
- Promote Wentz Undergraduate Research through press releases. Recognize the student and faculty member team responsible for the outstanding Wentz project in the college each year.
- Use college IDC funds to support undergraduate research assistantships. The success of this program would be measured according to the number of publications, presentations, and/or juried exhibits or performances that involve the undergraduate student.

- Coordinate with current OSU programs (e.g., the graduate school student research symposium) and develop new venues for presentation of undergraduate research.
- Promote and support the presentation of undergraduate research at regional and national meetings.
- Insure that minority and women students are recruited into these programs.

Objective 4.3: Publicize accomplishments of outstanding undergraduate students.

Strategies:

- Utilize OSU printed and electronic media to communicate accomplishments including scholarships, awards, and special recognitions among current and former students, faculty, staff, alumni, and donors.
- Utilize external printed, electronic, and broadcast media to communicate undergraduate accomplishments to the local community as well as state, regional, and national audiences as appropriate.
- Coordinate campus events to highlight student accomplishments and to publicize such opportunities for students.
- Insure that successes of minority and women students are highlighted in developed materials.

Objective 4.4: Institutionalize a system for tracking recent graduates.

Strategies:

- Compile data regarding post-graduation plans for graduating seniors via Grad Tracker surveys distributed in key locations on campus each semester.
- Compile data regarding current status of recent graduates via e-mail notices with invitations to complete a web-based survey.
- Coordinate with the alumni office and assessment office regarding status of recent Arts and Sciences graduates.
- Promote life-long OSU e-mail addresses for alumni.

Objective 4.5: Enhanced student academic and career advisement.

Strategies:

- Maintain adequate numbers of well-qualified and well-trained advisors in each academic unit and college student services office.
- Enhance advisor development and training to include strategies for consistent delivery of developmental advising and integrated career and academic planning.
- Enhance integration of academic and career planning via structured components of Freshman Orientation classes and junior/senior level job search strategies course.
- Encourage departmental career and professional development courses.

Objective 4.6: Develop and advance programs to recruit and retain minority students.

Strategies:

- Provide financial support to departments and programs with specific recruitment and retention programs designed to aid minority, nontraditional, low income, first generation, and women students.
- Develop incentive funds to reward departments and programs that successfully recruit and retain minority, nontraditional, low income, first generation, and women students.
- Develop a travel fund to allow travel related to scholarship for minority, nontraditional, low income, first generation, and women students.
- Develop a speaker fund to showcase scholarship of successful minority, nontraditional, low income, first generation, and women professionals to serve as role models for current students.
- Develop high visibility materials for the college and faculty to share with students outside of the university that highlight the college's commitment to students, including minority, nontraditional, low income, first generation, and women professionals to serve as role models for current students.
- Facilitate growth of academic programs related to diversity issues on campus, e.g., African American Studies, Hispanic Studies, Women's Studies, Native American Studies, to show commitment of the university to academic study of these populations.

**Goal 5: Academic Excellence, Economic Development, and Leverage Resources:
Expansion and renovation of physical facilities for instruction, research, and creative activities.**

Critical Success Factors:

- All research laboratories have suitable spaces.
- All instructional laboratories have appropriate facilities.
- All classrooms have technology appropriate and available for their instructional uses.
- Concert halls have suitable lighting and sound equipment.
- All faculty members have appropriate office space.

Objectives:

Objective 5.1: Provision of effective laboratory facilities for research and instruction.

Strategies:

- Apply classroom fee funds to modernize teaching laboratories including equipping them with audiovisual and technological potential similar to lecture facilities.
- Review all laboratories for teaching and research to ensure they meet minimal safety requirements and develop a fund to upgrade them in these areas if they do not.
- Work with the OSU Foundation to develop a campaign to obtain funds to refurbish research laboratories to state-of-the-art levels.
- Establish a working group of faculty and college research support personnel to identify and develop proposals for grants to improve and enhance research laboratories.
- Provide matching funds whenever possible and needed to support research laboratory enhancement grant applications.
- Encourage and support applications from the college for inclusion in the state applications to the various federal EPSCoR programs.
- Work with departmental space committees and other appropriate university entities to identify, prioritize, and meet needs for required laboratory facilities for research and instruction within the college.
- Advocate renovation of current buildings in disrepair and coordinate with Physical Plant actions taken to achieve this goal.

Objective 5.2: Maintain, support, and continuously improve state-of-the-art classrooms.

Strategies:

- Provide leadership in obtaining classroom fee monies for improvement of classrooms utilized by the college and its departments.
- Provide all classrooms with the university's standard level of audiovisual technology.

- Encourage university architects to adopt a standard classroom design to standardize seating, audiovisual technology facilities, and other teaching aids.
- Work with central administration to obtain funding for a second classroom building.
- Develop a long-range plan for the upgrade and maintenance of Arts and Sciences multimedia.
- Solicit proposals from faculty for innovative classroom applications of technology that can be funded through the Student Technology Fee.

Objective 5.3: Maintain, support, and continuously improve artistic performance and instructional spaces.

Strategies:

- Work with central administration and departments to identify needs for additional classrooms equipped with multimedia equipment to allow for multimedia instruction for all courses.
- Work with central administration more closely to obtain more Student Technology Fee funds for Arts and Sciences departments that provide university-wide services (e.g., Music).
- Work with Arts and Sciences Technical Services to provide departments with assigned technicians to help to proactively identify technological problems.
- Develop and fund maintenance accounts to provide regular source of funding for equipment and system repairs and improvements.
- Develop funding strategy for upgrading performance and instructional spaces in the Seretean Center for the Performing Arts.
- Develop a long-range equipment replacement and improvement plan for performing arts facilities' equipment and systems.
- Work with campus architects to create suitable visual enhancements to focus public awareness of arts activities in Bartlett Hall and the Seretean Center for the Performing Arts.
- Develop increased and improved practice facilities for art, music, and theatre students.

Objective 5.4: Provide appropriate office space for faculty members.

Strategies:

- Identify those departments that have their faculties housed in different buildings and work to consolidate those offices.
- Work with departments in developing a long-range plan that will address office space needs as faculty growth continues.

Objective 5.5: Support, publicize, and encourage use of scientific multi-user facilities available to the broader community.

Strategies:

- Facilitate and support college projects' inclusion in state applications for multi-user facilities in various EPSCoR applications.
- Provide space for such facilities in support of EPSCoR and other applications for multi-user facilities by members of the college faculty.
- Provide all new faculty with information in the form of a presentation during orientation and a written brochure that outlines the services available and location of all multi-user facilities on campus including those housed in other colleges.
- Provide assistance in funding maintenance contracts for equipment in multi-user facilities.

Goal 6: Academic Excellence, Human Resources, and Diversity: Expansion of number and diversity of tenure-track faculty.**Critical Success Factors:**

- Increased numbers of tenure-track faculty members.
- Greater percentage of courses taught by tenure-track faculty.
- Increased numbers of minority tenure-track faculty members.
- Increased numbers of women faculty members in under-represented disciplines.
- Proportion of successful tenure bids for minority and women faculty members is comparable to that of non-minority and men faculty members.
- Creation of special mentoring and professional development programs for minority and women faculty members.

Objectives:**Objective 6.1:** Convert temporary faculty positions into tenure-track positions.

Strategies:

- Reassess budgetary priorities to emphasize tenure-track positions, connecting tenure-track positions to the recruitment of top undergraduate and graduate students and the university's prominence as a research institution.
- Analyze long-term teaching needs and research priorities to determine departments and positions suitable for conversion from temporary to tenure-track.
- Identify funding sources to pay for the additional cost of meeting teaching needs using tenure-track rather than temporary faculty members.

Objective 6.2: Expand the college instructional budget to allow additional tenure-track hires.

Strategies:

- Identify sources of funding for tenure-track lines.
- Seek additional funding for tenure-track hires from central administration in order to meet increased student enrollments.
- Seek additional funding for tenure-track hires from central administration in order to increase faculty research productivity.
- Seek additional funding for tenure-track hires from central administration in order to maintain appropriate student/faculty ratios.

Objective 6.3: Vigorously recruit minority and women faculty members.

Strategies:

- Develop a coordinated program for posting graduate assistantship opportunities on minority list-serves.

- Provide funding for departments to make recruiting trips to colleges serving under-represented minorities.
- Assiduously scrutinize hiring practices to ensure that minority and women applicants receive fair and affirmative consideration.
- Ensure that hiring for faculty positions draws from a broad and diverse pool of applicants.
- Establish a minority and women incentive fund for purposes of recruitment and retention of underrepresented, minority, and women faculty in tenure-track positions.
- Utilize all databases, professional societies, and maintain close contact with other Ph.D. granting institutions to identify minority and women faculty who could be recruited for tenure-track positions.
- Establish a recruitment fund to allow programs to actively recruit minority and women faculty (including programs to bring faculty on campus for one-year positions prior to the availability of a tenure-track position opening).
- Provide financial support to departments and programs with specific recruitment and retention programs designed to aid minority, nontraditional, low income, first generation, and women faculty.
- Develop a small seed grant program for support of the scholarship of minority, nontraditional, low income, first generation, and women faculty.
- Develop incentive funds to reward departments and programs that successfully recruit and retain minority, nontraditional, low income, first generation, and women faculty.
- Develop a travel fund to allow travel related to scholarship for minority, nontraditional, low income, first generation, and women faculty.
- Develop a speaker fund to showcase scholarship of successful minority, nontraditional, low income, first generation, and women professionals to serve as role models for current faculty.
- Develop high visibility materials for the college and faculty to share with students and faculty outside of the university that highlight the college's commitment to faculty and students, including minority, nontraditional, low income, first generation, and women.
- Facilitate growth of academic programs related to diversity issues on campus, e.g., African American Studies, Hispanic Studies, Women's Studies, Native American Studies, to show commitment of the university to academic study of these populations.

Objective 6.4: Create special mentoring and professional development programs for minority and women faculty members.

Strategies:

- Coordinate a supplemental mentoring program and/or monthly group meetings for minority and women faculty.
- Establish annual meetings with minority and women faculty on the tenure track to discuss progress and impediments to success.

- Investigate opportunities to collaborate with the College of Education to develop annual or twice-per-year professional development workshops specifically for minority and women faculty.
- Coordinate with Arts and Sciences faculty to host annual or twice-per-year seminars on topics including pedagogy, maintaining and renewing scholarship across an academic career, transitions in an academic career, administrative roles in academia, working with diverse students, etc.
- Develop a program for the development of leadership and administrative skills in minority and women faculty who may be interested in moving into administrative positions.
- Develop an incentive system to reward faculty for enhancing the curriculum to reflect the changing demographic in the academic community.
- Create a competitive fund for faculty to provide summer support to revise courses to include diversity.
- Develop a curriculum workshop to assist faculty in the revision of coursework to reflect diversity issues.
- Create a competitive fund for faculty to provide summer salary to do scholarly work related to diversity or to revise courses to include more diversity.

Objective 6.5: Create an environment encouraging and friendly to minority and women faculty members.

Strategies:

- Invite and encourage minority and women faculty to participate in college committees and to serve as college representatives to university committees so that they may work with other faculty to enhance an environment of respect for all individuals.
- Increase community awareness of issues of diversity through annual programs on issues of relevance for minorities and women.
- Create a competitive fund for faculty to provide summer salary to do scholarly work related to diversity or to revise courses to include more diversity.
- Facilitate growth of academic programs related to diversity issues on campus, e.g., African American Studies, Hispanic Studies, Women's Studies, Native American Studies, to show commitment of the university to academic study of these populations.
- Develop mentoring and social networking opportunities for minority and women faculty to facilitate integration into the academic community.
- Advocate for enhancement of the campus climate for minority and women faculty (e.g., with regard to child care, eldercare, flexible work schedules, affirmative action, etc.).

Objective 6.6: Recognize accomplishments of outstanding minority and women faculty members.

Strategies:

- Insure that successes of minority and women graduate students are highlighted in developed materials and publicity.

Goal 7: Human Resources: Retention, promotion, and reward of outstanding staff.**Critical Success Factors:**

- Outstanding staff members do not leave for jobs outside the college.
- Staff salaries reflect salaries of comparable positions in the region.
- Outstanding staff members receive raises substantially above average raises.
- Mid-year raises are available for outstanding staff members for purposes of retention.
- Increase publicity of accomplishments of outstanding staff members.

Objectives:**Objective 7.1:** Fund merit-based raise programs for staff.

Strategies:

- Consider the possibilities of internal raise programs with funds generated from salary savings and other sources.
- Seek funds from central administration to provide a merit-based raise program.
- Provide flexible funds for staff raises to ensure that staff members in small departments are able to receive raises that reflect merit.

Objective 7.2: Develop an effective program for mentoring junior staff members.

Strategies:

- Encourage staff to create a training plan through the development programs through Human Resources.
- Encourage departments to allow staff to take OSU classes.
- Hold periodic meetings with college staff to encourage interaction and support from others within the college.
- Establish a system of linkages between support staff with similar responsibilities and needs within the college.
- Coordinate a supplemental mentoring program and/or monthly group meetings for minority and women staff.
- Investigate opportunities to collaborate with Human Resources to develop annual or twice-per-year professional development workshops specifically for minority and women staff.
- Develop a program for development of leadership and administrative skills in minority and women staff who may be interested in moving into higher administrative positions.

Objective 7.3: Implementation of recognition program for outstanding staff members.

Strategies:

- Recognize outstanding employees in the college with monetary and non-monetary awards.
- Insure that successes of staff are highlighted in developed materials.

Objective 7.4: Systematically improve job titles and description process.

Strategies:

- Work with Human Resources to implement career paths as positions are established.
- Periodically review position questionnaires for accuracy.
- Assist Human Resources with the University Broadband System to make it fully functional.
- Assist departments in understanding both the system of job titles and effective ways to help support their staff members.

Goal 8: Academic Excellence, Student Development, and Leverage Resources: Support of innovative and interdisciplinary programs and pedagogy.**Critical Success Factors:**

- Creation of interdisciplinary majors.
- Appropriate academic acknowledgement of faculty members primarily working in innovative or interdisciplinary programs.
- External recognition and support of innovative pedagogies.
- Seeking external funds from public and private sources to support interdisciplinary programs.

Objectives:**Objective 8.1:** Further develop and support the American Studies Program.

Strategies:

- Provide 25% to 50%-time administrative support.
- Provide Director with course release for one course per year.
- Consider inclusion of Director in Department Heads meetings.
- Formalize American Studies Bylaws to establish structure and responsibilities of Director, Associate or Assistant Director, Core Faculty, and Affiliated Faculty.
- Work with the Dean and Department Heads to formalize and coordinate involvement of faculty serving on American Studies Steering Committee and Executive Committee.
- Work with the Dean, OSU-Tulsa, and Department Heads to coordinate hiring of affiliated faculty at OSU-Tulsa.
- Work with the Dean and OSU Foundation to generate monies and endowments for American Studies scholarships.
- Develop a 5-10 year plan for a joint-M.A. program in American Studies and Public History at OSU-Tulsa.

Objective 8.2: Further develop and support the Women's Studies Program.

Strategies:

- Facilitate offerings of coursework within the Women's Studies Program, including both the introduction and theories classes and new offerings.
- Investigate the interest in developing a major in Women's Studies.
- Provide annual administrative support (in the form of course release) for the directorship of the program.
- Provide monetary maintenance support for the activities of the program.
- Establish a seminar and lecture series to bring individuals studying women, especially women of color, and issues of diversity to campus to serve as academic role models.

- Secure extramural support for the Women's Studies Program.
- Develop a speaker fund that would be applied to by the Women's Studies Program, as well as other programs focused on issues of diversity, to bring lectures and programming to campus.
- Support joint ventures between departments, programs, colleges, and student organizations to bring national scholars to campus.
- Explore benefits of developing a Women's Institute on campus to coordinate scholarship and teaching related to gender and to house a women's center.
- Develop high visibility materials for the college and faculty to share with students that highlight the program as well as the college's commitment to students, including minority, nontraditional, low income, first generation, and women.

Objective 8.3: Develop a clear system of academic recognition and rewards for faculty members primarily working in innovative or interdisciplinary programs, including the tenure and promotion.

Strategies:

- Develop a robust tenure policy for faculty members with split assignments.
- Develop guidelines for annual appraisal and development reviews of faculty contributing to interdisciplinary programs.
- Develop guidelines for tenure and promotion reviews of faculty contributing to interdisciplinary programs, especially in administrative positions.

Objective 8.4: Develop and support supplemental and flexible modes of instruction through Arts and Sciences Outreach.

Strategies:

- Monitor enrollment trends in all Arts and Sciences supplemental course offerings.
- Closely coordinate between Arts and Sciences Outreach, Associate Dean for Instruction, and academic departments to provide flexible mode course offerings to meet demand.
- Administer course approval, process salary information, and student evaluations through Arts and Sciences Outreach.

Objective 8.5: Develop, support, and maintain increased offering in on-line instruction through Arts and Sciences Outreach.

Strategies:

- Facilitate the development of on-line courses that serve as models for other faculty in the college.
- Develop a comprehensive web page to promote and disseminate on-line courses.
- Increase funding available for students to assist with on-line course development.
- Assess the need and demand for courses to be delivered electronically.

- Develop on-line courses in cooperation with academic department heads.
- Provide pedagogical and technical assistance to faculty developers via the Web Development and Design Team.
- Work to identify the most effective and efficient means of marketing our on-line courses.
- Maintain involvement in continuing education professional organizations to stay abreast of the latest trends and learn from the experiences of peers at other institutions.

Objective 8.6: Develop, support, and increase opportunities for international educational experiences via Arts and Sciences Outreach.

Strategies:

- Provide planning, marketing, and logistical assistance to support existing international programs.
- Develop and implement marketing strategies and provide all necessary logistical assistance.
- Assist academic units in communicating program successes to the OSU and broader community.

Objective 8.7: Support departments and centers promoting innovative pedagogies.

Strategies:

- Have departments develop flexible load adjustments so that faculty may team-teach interdisciplinary courses.
- Have established interdisciplinary programs regularly publish a schedule of cross-listed and recommended courses.
- Adjust OSU policy so that special sections of multi-sectioned courses may more easily use distinct texts.
- Provide grant-writing workshops for grants involving pedagogical innovation.
- Highlight pedagogical innovations in the Arts and Sciences magazine.
- Establish a college committee to identify and collect information from faculty regarding potential research groups that would each include members of different departments.
- Establish a web site whereby information about ongoing projects, announcements, and questions may be exchanged among members of that research group.
- Earmark funds to create a competitive program for supporting innovative pedagogy.
- Formally recognize Arts and Sciences faculty each year who are awarded extramural funding to develop instructional resources.
- Encourage faculty in departments to team-teach courses that cross disciplinary boundaries.
- Develop an incentive system to reward faculty for enhancing curriculum to reflect the changing demographic in the academic community.

- Create a competitive fund for faculty to provide summer support to revise courses to include diversity.
- Develop a curriculum workshop to assist faculty in the revision of coursework to reflect diversity issues.
- Develop a speaker fund that would bring lectures and programming to campus focused on pedagogy.
- Support joint ventures between departments, programs, colleges, and student organizations to bring national scholars on pedagogy to campus.
- Seek extramural funds to enhance and teach pedagogical practices within the college.

Objective 8.8: Create endowed professorships and chairs in interdisciplinary areas.

Strategies:

- Identify and solicit funds from foundations and individuals capable of and interested in supporting professorships and chairs in interdisciplinary areas.
- Identify interdisciplinary areas for which endowed professorships and chairs will greatly improve these areas in terms of research and teaching.
- As endowed professorships and chairs are in the process of development and established, insure the inclusion of scholarly focus on diversity and gender issues and insure the consideration of minorities and women for hiring.

Objective 8.9: Further develop and support the inclusion of topics related to diversity into the college curriculum.

Strategies:

- Further develop and support the African American Studies Program, the Hispanic Studies Program, the Native American Studies Program, and the Women's Studies Program.
- Establish a diversity requirement for a degree in Arts and Sciences to show commitment of the college to academic study of varied populations.
- Develop an incentive system to reward faculty for enhancing curriculum to reflect the changing demographics in the academic community.
- Create a competitive fund for faculty to provide summer support to revise courses to include diversity.
- Develop a curriculum workshop to assist faculty in the revision of coursework to reflect diversity issues.

Goal 9: Image/Pride/Recognition: Communicate college achievements.

Critical Success Factors:

- Increase media exposure of achievements of faculty and students.
- Increase publicity of accomplishments of outstanding faculty members.
- Increase publicity of accomplishments of outstanding staff members
- Increase planning, support, and publicity for departmental newsletters and alumni communication.
- Increase publicity of OSU-Tulsa achievements.

Objectives:

Objective 9.1: Individual faculty achievements will be communicated to other faculty, the university, alumni, and the region.

Strategies:

- Work through the public information office to develop a web-based reporting system to notify the office of noteworthy faculty achievements to be publicized through local, regional, and national media.
- Develop and implement a college newsletter for distribution electronically to faculty and staff.
- Identify outstanding faculty members for in-depth interviews through the public information office, and subsequent publicity through local, regional, and national media.
- Initiate annual Media Day to which local and regional media would be invited to see the activities of the college.

Objective 9.2: Individual student achievements will be communicated to other faculty, the university, alumni, and the region.

Strategies:

- Work through the public information office to develop a web-based reporting system to notify the office of noteworthy student achievements to be publicized through local, regional, and national media.
- Secure a standing billboard in the Student Union to regularly announce individual student achievements.
- Work to feature students more prominently in the college magazine.

Objective 9.3: Departmental achievements will be communicated to other faculty, the university, alumni, and the region.

Strategies:

- Work through the public information office to develop a web-based reporting system to notify the office of noteworthy departmental achievements to be publicized through local, regional, and national media.
- Develop and implement a college newsletter for distribution electronically to faculty and staff.
- Assist departments in the development of standardized format newsletters to communicate more effectively with their alumni, donors, and publics.
- Develop a formal speaker bureau from Arts and Sciences faculty with particular expertise and publicize the availability of faculty to speak and serve as a resource for media.

Objective 9.4: Faculty members will be aware of the achievements of outstanding faculty members and students in other disciplines.

Strategies:

- Work through the public information office to develop a web-based reporting system to notify the office of noteworthy faculty achievements to be publicized through local, regional, and national media.
- Develop and implement a college newsletter for distribution electronically to faculty and staff.
- Designate an office through which reports of noteworthy achievements within the college can be centrally collected, researched, and distributed.

Objective 9.5: The university as a whole will be aware of the achievements of outstanding faculty members, students, and departments in Arts and Sciences disciplines.

Strategies:

- Develop and maintain regular meetings with all Arts and Sciences faculty during which noteworthy achievements will be recognized.
- Develop and implement a college newsletter for distribution electronically to faculty and staff.
- Identify and promote the accomplishments of one faculty member per month through local, regional, and national media.

Objective 9.6: Increase presence of faculty and students at national and international scholarly venues.

Strategies:

- Increase funding for travel to national and international conferences for faculty and students through a college-wide competition.
- Pool resources through the Office of Research to encourage and facilitate attendance at international conferences.

- Concentrate efforts to attract regional and national conferences on the campus at Stillwater and Tulsa.
- Promote and reward the involvement of Arts and Sciences faculty in the organizational committees of regional, national, and international scholarly meetings.
- Identify internal and external sources of funding for faculty and student attendance at national and international scholarly meetings.
- Promote effective use of Arts and Sciences research support for faculty participation at national and international scholarly meetings.

Goal 10: Economic Development and Leverage Resources: Growth in programs and faculty at OSU-Tulsa.**Critical Success Factors:**

- Greatly increased SCH at OSU-Tulsa.
- Increased major headcount at OSU-Tulsa.
- Departmental 5-year plans accepted by OSU-Tulsa.
- Increased number of Tulsa Community College transfer students.

Objectives:

Objective 10.1: Considerably increase the number and variety of course offerings at OSU-Tulsa.

Strategies:

- Facilitate an aggressive research agenda to determine which programs are in greatest demand in Tulsa.
- Encourage departments to extend new course offerings in Tulsa, particularly in areas that will support general public interest.
- Encourage the development of nontraditional course scheduling, including weekend and intersession courses.
- Actively work to invite national and international speakers to the Tulsa campus in conjunction with regional and national meetings.
- Using departmental 5-year plans, create a college 5-year plan for Tulsa that identifies priorities for new faculty hires and program expansion.
- Create a task force of OSU-Stillwater and OSU-Tulsa faculty and Arts and Sciences department heads to identify courses that would benefit emerging degree programs.
- Insure that coursework addressing issues of diversity are available at both the Stillwater and Tulsa campus.

Objective 10.2: Develop and offer majors in selected Arts and Sciences disciplines at OSU-Tulsa.

Strategies:

- Initiate more direct communication with the Regents and legislature to encourage funding to support programs at OSU-Tulsa. Hold at least one meeting between the Dean and members of the Regents.
- Initiate discussion with officials at Langston University on programs to complement their current offerings in Tulsa.
- Investigate possible adjustments to the articulation agreements with Tulsa Community College that would allow Arts and Sciences to offer select lower division courses at OSU-Tulsa.
- Meet with OSU-Tulsa advisors to identify degree programs that are in high demand.

Objective 10.3: Develop and offer courses and majors in lab-based disciplines.

Strategies:

- Initiate long-term planning with officials at OSU-Tulsa to provide adequate lab facilities for new programs.
- Pursue developmental funding from private sources for additional lab facilities in Tulsa, with naming opportunities.
- Concentrate on the development of cooperative lab facilities to accommodate multiple disciplines at OSU-Tulsa.
- Identify funding to establish labs for biological science courses. Work closely with the College of Osteopathic Medicine to identify courses needed to support COM programs.

Objective 10.4: Increase awareness of majors and course offerings at OSU-Tulsa.

Strategies:

- Increase publicity of OSU-Tulsa programs, faculty, and students through an aggressive public relations campaign in local, regional, and national media.
- Increase external and internal communications through advertising more regularly in print and broadcast vehicles.
- Devote resources necessary to support a more visible presence at Tulsa Community College, as well as other feeder schools in the region.
- Arts and Sciences departments offering programs at OSU-Tulsa will add materials promoting Tulsa degrees to their departmental web page.
- Representatives from Arts and Sciences degree programs will visit TCC classrooms to discuss degree programs.
- Host an informal luncheon with TCC faculty in Arts and Sciences disciplinary programs represented at OSU-Tulsa.
- Create a TCC e-mail list to improve communication among OSU and TCC faculty.
- Print and display posters on the TCC campus that highlight Arts and Sciences degree programs.

Objective 10.5: Leverage academic resources and course offerings by coordination between OSU-Stillwater, OSU-Tulsa, and TCC.

Strategies:

- Initiate a series of multi-disciplinary meetings within the college to identify program areas that might be combined in course offerings at OSU-Tulsa.
- Initiate annual meetings with Tulsa Community College administration to identify program areas in demand in Tulsa.
- Explore the potential to offer more distance learning courses from Stillwater directed both to OSU-Tulsa and Tulsa Community College students.

- Departments will send representative to meet with Tulsa Community College administrators and faculty to identify methods that improve the transition from Tulsa Community College into OSU-Tulsa programs and strengthen 2+2 plans.
- Work closely with the Library administration to ensure suitable library holding and availability at OSU-Tulsa.

Goal 11: Outreach: Knowledge created or discovered by the college is shared and interpreted by integrating scholarship, creative activities, and service in outreach and engagement.

Critical Success Factors:

- Constituents look to us for the delivery, interpretation, and application of knowledge as life-long learners.
- Select faculty are actively involved in extending the college through a wide array of outreach programs and activities.
- Students participate in international educational experiences and gain valuable insight into the responsibilities of good citizens in a complex world.
- Academic and professional meetings link faculty and professional constituents and are frequently facilitated by our Outreach staff.
- Need and demand for non-traditional delivery (intersession or condensed format) of curriculum is assessed on an ongoing basis.
- Faculty and students regularly deliver arts and humanities programs and performances in underserved areas.
- Outreach works with departments to assess needs and demands for curriculum via electronic delivery.
- Outreach assesses K-12 needs and demands and offers supplemental courses as appropriate.

Objectives:

Objective 11.1: Accomplishments of the college are regularly disseminated to targeted segments of our constituents.

Strategies:

- Departments are encouraged to regularly communicate their achievements to alumni and other constituents (including the college, university, and community).
- The Arts and Sciences college web page contains a few links describing outstanding achievements in the college (updated monthly).
- Provide a link on the Arts and Sciences web site to sign up for monthly e-newsletters.

Objective 11.2: Outreach unit works with departments and faculty in developing and delivering credit and non-credit programs.

Strategies:

- Outreach staff communicates regularly with departments and participating faculty.
- Outreach assists departments in assessing quality of programming delivered via Outreach.
- Outreach works with departments to assess need/demand and propose new programs.

Objective 11.3: Outreach unit places a high priority on supporting existing international programs and aggressively works to expand international opportunities for students, faculty and other constituents.

Strategies:

- Outreach works with faculty to develop marketing timeline.
- Outreach works with faculty to implement marketing strategies.
- Outreach works with OSU Study Abroad and the School of International Studies to assess viability of new and proposed programs.
- Outreach assists the academic or sponsoring unit to communicate achievements and successes to the OSU and broader community.

Objective 11.4: Outreach is a viable partner with faculty and departments in organizing and hosting 3 to 5 professional meetings annually.

Strategies:

- Outreach works closely with departments and faculty members to develop and implement appropriate budget.
- Outreach maintains close contacts with meeting venues and personnel to ably manage logistics and budget for meetings and conferences.
- Outreach works closely with departments and faculty to develop and implement marketing strategy.

Objective 11.5: Outreach assesses demand for non-traditional format courses and works with departments to annually exceed the established SCH baseline.

Strategies:

- Outreach monitors student enrollment patterns and advises departments of student demands and needs.
- Outreach administers approval and salary processes for condensed format courses, minimizing time required by departments and college staff.

Objective 11.6: Outreach provides support for cultural enrichment programming (arts/humanities) to underserved populations and seeks funding to increase opportunities.

Strategies:

- Outreach seeks funding to support programming opportunities.
- Outreach administers and provides logistical support as funding supports enrichment programming to those with few opportunities.
- Outreach works with departments and faculty members to assess the effectiveness of delivered programs.

Objective 11.7: Outreach provides technical and pedagogical guidance to faculty developing courses for electronic or online delivery.

Strategies:

- Outreach assesses the needs and demand for courses via on-line or electronic delivery.
- Outreach in close cooperation with department heads identifies and recruits faculty to develop courses for on-line or electronic delivery.
- Outreach offers pedagogical and technical assistance to faculty developers via our Web Development and Design Team.

Objective 11.8: Outreach develops and delivers distance education courses to underserved areas in Oklahoma and beyond as determined by need and demand.

Strategies:

- Outreach assesses needs and demand, especially in rural Oklahoma, for language and advanced mathematics courses.
- Outreach works with faculty and staff developers to develop and deliver exceptional K-12 courses via the Internet.
- Outreach actively seeks grant funding to attain this goal.
- Outreach effectively markets our course materials and increases enrollments 25% within 5 years.