

## **THE COLLEGE OF HUMAN ENVIRONMENTAL SCIENCES**

### **Mission**

The **College of Human Environmental Sciences** advances and applies knowledge of the interaction of people with their environments to develop effective professionals, engaged citizens, and visionary leaders who promote the physical, social, and economic well-being of people.

### **Vision**

The College of Human Environmental Sciences will become internationally recognized for its discovery of knowledge and for preparing generations of professionals who advance the quality of life.

### **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 is a noble and worthy endeavor.

**Diversity** – We respect others and value diversity of opinion, 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 and are accountable for our actions.

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

**Goal One: Create a collegial environment for students that encourages excellence, prepares for professional careers, enriches personal growth, fosters discovery of knowledge, and promotes leadership development.**

### **Critical Success Factors:**

- Increase Stillwater faculty FTE from 59 to 69
- Increase OSU-Tulsa faculty FTE from 2 to 6
- Increase non-tenure track faculty FTE to 9
- Average ACT of 25 for entering freshmen.
- Average GPA of 2.5 for transfer students
- Enrollment of 400 undergraduate students in Hotel and Restaurant Administration
- Maintain undergraduate Stillwater enrollments in nutritional sciences, early childhood education, child and family services, interior design, and apparel design and production, merchandising
- Increase ratio of graduate to undergraduate students to 20% graduates
- 200 OSU-Tulsa majors
- Freshmen retention rate of 90%
- Graduation rate of 70%
- Transfer student graduation rate of 65%
- 69 full-time Ph.D. students

### ***Objectives:***

**Objective 1.1:** Recruit and retain outstanding undergraduate and graduate students from diverse backgrounds.

#### Strategies

- Diversify the student body with 300 undergraduate minority students and 35 graduate minority students.
- Award \$500,000 in annual scholarships.

**Objective 1.2:** Strengthen student's educational, leadership and professional experiences.

Strategies

- Expand international internship/study abroad opportunities from 7 to 15.
- Increase scholarship support for internships and study abroad from \$33,475 to \$50,000.
- Increase student participation in professional meetings from 15% to 40%.
- Continue offering and developing relevant educational leadership activities (i.e., Leadership Symposium, The Link, writing mentor, Ambassadors, Student Council).
- Upgrade core courses.
- Maintain current accreditations for various academic programs.

**Objective 1.3:** Enhance learning through discovery and application of new knowledge.

Strategies

- Increase undergraduate research opportunities by establishing scholarship/stipends support for research to \$20,000 per year.
- Insure each graduate student graduates with grant seeking experience.
- Continue and review doctoral competencies and procedures.

**Objective 1.4:** Use educational technology to enhance distance education opportunities.

Strategies

- Develop and deliver an on-line gerontology certificate
- Grow Family Financial Planning GPIDEA participation at OSU from 11 to 18
- Grow Gerontology GPIDEA participation at OSU from 1 to 10
- Explore Merchandising GPIDEA course
- Link students with practicing professionals using video conferencing technology to at least 45 per year
- Use technology to increase participation in advisory board and associate meetings

**Objective 1.5:** Increase collaboration with professional and industry partners for effective engagement.

Strategies

- Implement and/or maintain functioning industry/professional advisory boards for each department and Gerontology Institute .
- Increase corporate, professional partners in nutrition, apparel design, interior design, merchandising, early childhood education, hotel and restaurant management.

**Objective 1.6:** Enhance physical infrastructure in order to provide an environment that enhances the instructional experience.

Strategies

- Acquire 50,000 sq. ft. of new or renovated space to accommodate growth.
- Add additional nutritional sciences laboratories as new faculty are hired.
- Renovate Taylor's Dining Laboratory.
- Renovate Interior Design Senior Studio.
- Renovate State Room Grille into Rancher's Club.
- Design/build Children's Institute building at OSU-Tulsa.
- Identify space and establish a Coding and Research Laboratory.
- Upgrade computer laboratory in HES 202.
- Enhance graduate assistants' office spaces.
- Add one new 50+ station computer lab.
- Identify and renovate office space for new faculty.
- Increase space for Gerontology Institute.
- Renovate/reconfigure Early Childhood Education Teaching/Learning Center [including Resource Room and Classrooms].
- Update Lighting & Technology Laboratory.

**Goal Two: Develop a learning environment for faculty and staff that fosters creativity and problem solving through the discovery, dissemination and application of knowledge.**

**Critical Success Factors:**

- Increase number of faculty with extramural funding to 50%
- Increase number of faculty who provide peer/jury review service (i.e., journal editors/review panels, etc.)
- Increase average number of refereed publications/juried exhibits to an average of at least 1-2 per year.

**Objectives:**

**Objective 2.1:** Strengthen and develop human resources as they relate to scientific, outreach and instructional capabilities.

Strategies

- Increase number of tenure-track resident faculty from 54 to 69 to meet instructional needs and to provide greater opportunity for scientific and outreach endeavors.
- Continue “Faculty Scholars” program for new faculty with expectation of at least one proposal submitted per participant during 1st two years.
- Continue to offer two faculty in-service programs per year identified through faculty input.
- Achieve travel support for all faculty to attend professional meetings.
- Increase number of non-tenure research faculty from 2 to 10.
- Increase number of non-tenure teaching faculty from 4 to 8.
- Increase diversity of faculty from 12 to 15.
- Increase diversity of staff from 1 to 5.

**Objective 2.2:** Increase knowledge discovery.

Strategies

- Provide opportunities [and encourage participation] for professional development related to grantsmanship at least every other year.
- Achieve and maintain a 2/2 teaching load for all tenure-track faculty participating in externally funded projects.
- Pursue changes within university scheduling structure (through OSU Faculty Council) to consider changing course schedules to allow faculty to have larger blocks of time to pursue scholarship endeavors
- Increase number of faculty and staff with specific expertise to contribute to research productivity of the college.
- Increase college graduate assistantship stipend to a minimum of \$12,000 per year.
- Increase graduate scholarships/fellowships/assistantships from 85 to 125.

- Develop procedures to promote and encourage graduate students to complete graduate theses, creative components and dissertations appropriate for refereed/juried dissemination.

**Objective 2.3:** Encourage holistic development of faculty.

Strategies

- At least one faculty per year will take a sabbatical leave.
- At least two faculty per year will take a Big 12 Fellowship or other short sabbatical.
- Achieve ongoing extramural support for faculty development from 0 to \$40,000.
- Establish mentoring program for development of associate professors to full professors.

**Objective 2.4:** Enhance staff members' professional competencies.

Strategies

- Develop staff professional development program.
- Increase percentage of staff attending on-campus professional development opportunities, with a goal of 75% of staff attending at least one opportunity per year.

**Objective 2.5:** Continuously develop an environment that encourages optimal productivity.

Strategies

- Continue to acknowledge outstanding performance through various awards (Outstanding Staff, Outstanding Advisor, Regents Distinguished Teaching Award, Regents Distinguished Research Award, Marguerite Scruggs Research Award, etc.).
- Streamline procedures to eliminate duplication of effort (and where appropriate carry that information forward to the University level) [e.g., publication requests, catalog copy, schedules, curricular requests, etc.].
- Achieve an advising plan that reduces stress on faculty time.
- Continuously involve faculty in planning (through Faculty Advisory Council, Academic Affairs Committee, Technology Committee, Graduate Council, etc.).

**Goal Three: Generate resources in support of mission through sponsored programs, fundraising, and engagement with the broader community.**

**Critical Success Factors:**

- Increase endowments from \$4.7 million to \$5.8 million
- Increase private gifts by 30% annually
- Maintain an annual 12% increase in support of research focus areas
- Increase generated income from teaching laboratories from \$1.1 million to \$2 million

**Objectives:**

**Objective 3.1:** Continue to strengthen image and public recognition.

Strategies

- Continually monitor and modify marketing/communications plan to achieve ongoing connections with alumni and friends.
- Increase visibility by enhancing College magazine and explore options with OSU Today; maintaining photo updates, displays, etc; identifying, writing and disseminating appropriate and timely stories.
- Update recruitment materials annually.
- Submit three publications annually for awards/recognitions at the state, regional and national level.
- Upgrade, evaluate and maintain current website.
- Develop a method of retention and access for college/departmental press clippings, publications, and photo library for optimal use of information/materials.

**Objective 3.2:** Increase extramural support.

Strategies

- All non-tenure track research faculty and all tenure-track faculty will seek external funds to support their scholarship programs.
- Increase number of non-tenure track research professors through extramural funding.

**Objective 3.3:** Increase private support through development.

Strategies

- Continue to expand the number of first time donors to the College through Senior Legacy, Direct Mail and Telemarketing Programs.
- Expand the number of *Associates*-level Donors from 170 to 258. This represents a 10% increase each year for five years.

- Increase the number and level of involvement of corporate donors by initiating a corporate gift club and by continuing to work with College and Departmental Advisory Boards.
- Increase the number of major gift prospects through prospect research and the number of contacts and solicitations as monitored by the OSU Foundation.

**Objective 3.4:** Continue to strengthen alumni, friends, and community involvement.

Strategies

- Expand Alumni & Associate involvement through Speaker Series, Career Horizons, Salmon Professorship, and other avenues.
- Increase and maintain *Associates* program.
- Develop strategies to better educate students on involvement as alums upon graduation.

**Goal Four: Strengthen community engagement for the enhancement of human & economic impact.**

**Critical Success Factors:**

- Develop tracking method for economic impact/quality of life impact related to College programs (i.e., early childhood education, marriage & family therapy, Oklahoma Marriage Initiative, Gerontology outreach, Tulsa Public Schools, jobs created, etc.)
- Two patents will be established
- Increase private/corporate partnerships from 116 to 225
- Increase economic related contracts with the public and private sector by 20%

**Objectives:**

**Objective 4.1:** Increase partnerships with industry constituents to develop human capital and further enhance economic development/technology transfer.

Strategies

- Reorganize and restructure College outreach function.
- Reposition current aging-related outreach into the Gerontology Institute including reassigning staffing to this focus.
- Develop new partnerships for gerontology outreach.
- Continue to develop outreach partnerships related to early childhood education (Tulsa Public Schools, Stillwater Public Schools).
- Develop the implement model classroom/best practices outreach function for the Early Childhood Center for Teaching and Learning at OSU.
- Pursue new outreach programming related to nutritional science research on obesity; develop partnerships in support of this venture.
- Explore developing a research/outreach center related to functional foods in nutritional sciences.
- Continue working with private partners in the design and development of functional clothing.
- Increase research/outreach partnerships in developing tourism in the State and region.