

## 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:

- 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 the 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 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. The College of Education will deliver programs that attract, retain, and graduate high quality professionals.**

### **Critical Success Factors:**

- increase by 2 per year over the next 5 years the number of partnerships with K-12 education, community colleges and other post-secondary institutions, businesses, governmental agencies
- within the next five years increase by 10% the number of total awarded doctoral, specialist, masters, and bachelor degrees in program areas central to the mission of the College
- increase private donor support of scholarships, fellowships, and academic programs by 10% each year over the prior year's goal
- increase the retention and graduation rates of incoming freshmen and transfer students by 1% annually
- attain and maintain accreditation by appropriate program accreditation agencies
- graduate students who are nationally competitive for positions related to their degree programs
- increase funding of graduate research assistantships by 10% annually over the next five years
- increase by 10% each year over the next five years proposals submitted for external funding for research
- implement within five years a plan for achieving salary parity
- acquire, update, and maintain appropriate physical facilities, supplies and equipment for quality teaching, research, clinical and outreach activities

### **Objectives:**

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

### **Strategies:**

- 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 three 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 professional experience are consistent with engaging in teaching, research, scholarship, and outreach.

**Strategies:**

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

**Objective 1.3:** Maintain program accreditations.

**Strategies:**

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

**Objective 1.4:** Strengthen infrastructure to support research, teaching, outreach and professional development activities.

**Strategies:**

- 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 1.5:** 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 1.6:** 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 1.7:** Increase external funding to support the mission of the College.

**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 1.8:** 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 1.9:** Focus efforts to help undergraduate and graduate students receive scholarships, arrange internships, participate in extracurricular activities, and obtain professional employment.

**Strategies:**

- Develop student development mission for undergraduate education that promotes professional development from admission through graduation.
- 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 Two. The College of Education will facilitate success for students, faculty and staff by promoting a culture that:**

- respects diversity;
- cultivates collaboration;
- ensures academic freedom;
- fosters College identity; 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
- use technology (web presence) to 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 faculty governance structure within one year
- increase the number of students from culturally diverse backgrounds by an average of 3% annually over the next five years
- increase the number of faculty and staff from culturally diverse backgrounds by an average of 2% annually over the next five years

**Objectives:**

**Objective 2.1:** Recruit and retain faculty and students 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 2.2:** 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.

**Objective 2.3:** 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 annually, 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 2.4:** Review and appropriately revise the College Faculty Governance Structure.

**Strategies:**

- Use existing structure chairpersons as conveners for faculty sessions which will result in a revised structure.
- Review Appointment, Reappointment, Promotion, and Tenure documents annually, and revise as needed, to reward faculty leadership.



**Goal Three. 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
- faculty and students in each school will initiate at least one new research and/or outreach activity annually that addresses the needs of constituents
- increase alternative course/program delivery by 2% annually
- increase professional development opportunities through additional financial support of 5% annually

**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. The College of Education will use university and college resources to effectively support its teaching, research, and outreach missions.**

**Critical Success Factors:**

- increase Stillwater faculty full time equivalency from 80 to 95 in 5 years
- increase OSU-Tulsa faculty full time equivalency from 7 to 20 in 5 years
- focus support for faculty professional development to increase research and funded projects from 1 million to 1.5 million in 5 years
- faculty salaries will achieve parity with peer institutions
- competitive graduate student stipends will be available
- increase the dollar amount of endowed student scholarships from \$102,300 to \$125,000 in 5 years
- increase private donor contributions by 10% each year over prior year's goal
- increase the number of College Associates by 10% each year for the next five years
- update/upgrade in a three year rotation our state of the art instructional and research facilities
- generate approximately \$100,000 yearly in net resources needed to support our outreach activities

***Objectives:***

**Objective 4.1:** 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 4.2:** Increase the number of full-time faculty and staff to support program enrollment.

**Strategies:**

- Add positions to programs that have demonstrated need because of growth.
- Add positions to programs that have been targeted as focus areas.

**Objective 4.3:** 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.

**Objective 4.4:** 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.