

## **Division of Academic Affairs**

### **Mission**

The Division of Academic Affairs maximizes the development of human talent by creating and fostering a supportive, challenging academic culture.

### **Vision**

The Division of Academic Affairs will be nationally recognized for providing academic experiences that are learner centered, scholarship based, globally oriented, service focused, and technologically facilitated.

### **Core Values**

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

**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.

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

**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. Learner Success - Produce graduates of intellectual depth and breadth, preparing them for careers and as citizens in a changing world, resulting from a supportive and challenging academic environment.**

### **Critical Success Factors/Assessments:**

- 75% of undergraduate academic programs offer field-based experiences in the discipline
- Increase freshman retention rate to 85% (83% for 2001 Cohort) and transfer retention rate to 80%
- Reduce the number of probationary students below 400 for the Fall semester; below 600 Spring semester
- Increase five-year undergraduate graduation rate to 60%
- 90% or better placement rate of graduates
- Pass rates on professional exams at or above the national average
- Reduce the Faculty/Student ratio to 19:1
- Every academic unit uses student learning outcomes to improve instruction.
- Increase by 5% annually the number of undergraduate classes taught by tenure track faculty
- Increase adequate classroom space by 375,000 square feet (Business, Murray, Life Sciences East, and a new classroom building)
- Increase to 50 the number of technology supported classroom learning environments by 2010

### **Objectives:**

**Objective 1.1:** Provide programs that enable students to smoothly transition into their career of choice.

### **Strategies:**

- Offer degree programs that lead to timely degree completion.
- Systematically review undergraduate degree programs to determine needed curricular modifications which meet the Oklahoma State Regents for Higher Education and OSU academic regulations for degree structures.
- Develop a user-friendly degree audit system.
- Establish interdisciplinary degree programs that prepare students for newly emerging career opportunities.
- Increase the number of courses and degree programs offered through flexible delivery methods.
- Expand collaboration between academic advisors and career counselors for optimal student development.
- Expand the number of academic programs that offer field-based experiences.
- Increase opportunities for student interactions with practicing professionals.

**Objective 1.2:** Provide a learning environment that enables student success.

Strategies:

- Create a professional development center for the enhancement of teaching and learning.
- Develop programs to assure that students experiencing academic difficulties will be provided appropriate academic assistance.
- Provide professional development opportunities to improve student development advisement.
- Implement retention strategies identified as effective.
- Develop educational partnerships with Oklahoma and regional community colleges that expand student access.
- Establish a comprehensive student support services center.
- Conduct periodic reviews of general education courses, criteria, and goals.
- Develop transition programs for transfer students.
- Incorporate the measurement of student learning outcomes in the program review process.
- Establish learning space needs (classrooms and laboratories) as an institutional priority in the facilities planning process.
- Identify, purchase, and install effective software for classroom scheduling needs.

**Goal Two. Diversity - Increase the awareness of geographic, social, and cultural differences by promoting an appreciation for diversity on campus and serving as a model for life in the global community.**

**Critical Success Factors/Assessments:**

- Increase the diversity of students to reflect the demographics of the State of Oklahoma
- Increase employment of underrepresented groups to 600 (currently 550)
- Increase diversity of faculty and staff to reflect demographics of the State of Oklahoma
- 10% of OSU graduates will have participated in an international experience
- Increase the number of international students to 2500 (currently 2168)
- Increase the number of international scholars to 5 per year (in-coming; includes Fulbrights)
- Increase the percent of international graduate students to 25% of the graduate student body (1500)
- Increase graduate enrollment to 25% of total enrollment
- Double the number of students completing area studies minors
- Increase the number of Fulbright scholars to 2 faculty and 2 students per year (out-going)

**Objectives:**

**Objective 2.1:** Increase the diversity of the university population.

Strategies:

- Seek partnerships that will enhance diversity, including tribal colleges and Historically Black Colleges and Universities.
- Implement programs to attract and retain faculty and staff from underrepresented groups.

**Objective 2.2:** Globalize the campus to emulate the world in which individuals live and work.

Strategies:

- Increase faculty and student involvement in study-abroad programs.
- Seek external funding to support students engaged in study-abroad programs.
- Identify funding to develop/expand student-abroad programs.
- Ensure university policies/procedures enhance the study-abroad experience and address crisis management.
- Develop programs attractive to an increasing number of international students.

**Objective 2.3:** Promote multi-culturism in academic offering.

Strategies:

- Market area studies minors more effectively.
- Review general education course offerings to assure inclusion of multicultural issues.
- Initiate and promote diversity in the curriculum.

**Goal Three. Academic Excellence - Create and uphold high standards of academic excellence by providing opportunities for research, effective instruction, innovative programs, and scholarly activities.**

**Critical Success Factors/Assessments:**

- Increase scholarly productivity in all areas as measured by discipline appropriate metrics
- 1 professional presentation per year per tenure track faculty member
- Increase research funding by \$10 Million for each of the next five years
- Increase ranked faculty FTE to 1,500, with no less than 1,200 tenure track faculty
- Up to 10% of total university faculty are identified as clinical professors
- Up to 10% of total university faculty are identified as research professors
- 5% of tenure faculty on sabbaticals/fellowships each year
- Increase freshman percentile rankings in the National Survey of Student Engagement to 60<sup>th</sup> in all areas; 50<sup>th</sup> for seniors
- Average of 6 students recognized per year in national or international scholarship competitions
- Increase completion of Honors College degrees to 55 per year
- Increase graduate stipends to peer average of discipline
- Increase the number of students competing for national scholarships to 100 annually
- Increase the average ACT score to 26

**Objectives:**

**Objective 3.1:** Initiate, support and reward the positive performance of faculty.

Strategies:

- Recruit nationally recognized scholars and junior faculty of the highest quality.
- Review tenure and promotion standards to ensure that standards promote and reward effective faculty performance.
- Provide professional development opportunities related to teaching, advising, research/scholarly activity, and outreach.
- Develop alternative (multiple) methods for the assessment of teaching effectiveness.

**Objective 3.2:** Provide an academic environment that supports the learning process.

Strategies:

- Establish and maintain technologically-current facilities (classrooms, laboratories, and workspaces).
- Expand library collection access and materials.
- Expand library holdings in serials, monographs, and electronic databases.
- Track library performance in the Association of Research Libraries rating categories.

- Develop and implement structures that facilitate and reward collaborations among and between faculty and staff.

**Objective 3.3:** Improve and publicize the academic excellence of our students.

Strategies:

- Increase number of students and faculty who participate in scholar development, Honors College, and undergraduate research opportunities.
- Increase undergraduate student participation in national and regional programs, conferences, and performances.
- Identify additional funding for undergraduate research/scholarly activity opportunities.

**Objective 3.4:** Improve the academic excellence of undergraduate and graduate programs.

Strategies:

- Enhance collaborative relationships among the Office of Scholar Development and Recognition, The Honors College, and academic units.
- Implement an effective five-year academic program review process for undergraduate and graduate programs.
- Enhance the quality of selected undergraduate and graduate academic programs.

**Goal Four. Cooperation & Collaboration - Build an environment in which communication, cooperation, and collaboration are valued and expected as part of the educational endeavor.**

**Critical Success Factors/Assessments:**

- Increase the number of graduate interdisciplinary programs to 25 (currently 18)
- Increase the number of undergraduate interdisciplinary programs to 20 (currently 15)
- Increase the number of higher education sector partnerships and transfer programs with each 2 year public institution
- Increase cooperative programs with other public institutions

**Objectives:**

**Objective 4.1:** Increase the number of interdisciplinary programs.

Strategies:

- Develop guidelines for effective operation of interdisciplinary programs.
- Identify faculty interested in establishing interdisciplinary centers.
- Examine the feasibility of joint academic appointments.

**Objective 4.2:** Initiate and participate in local, statewide, national, and international academic agreements.

Strategies:

- Develop articulation (transfer) agreements between OSU-Stillwater, OSU-Oklahoma City, OSU-Okmulgee, Northern Oklahoma College, Tulsa Community College, and other community colleges in Oklahoma.
- Develop cooperative agreements to offer programs with universities within and outside the United States.



**Goal Five. Pride & Recognition - Promote traditions and programs that will encourage pride and reflect the accomplishments, rich history, and image of Oklahoma State University.**

**Critical Success Factors/Assessments:**

- An average of 6 students recognized per year in national or international scholarship competitions
- Increase the number of annual representation/participation in the national arena of higher education policy making
- Increase the number of sabbatical visitors to 2 per year
- 5 National Academy members by 2010
- Increase the number of Fulbright awards to 2 students and 2 faculty annually
- Identify 1 program per college recognized for excellence by national rankings

**Objectives:**

**Objective 5.1:** Enhance the reputation of the university through scholarly recognition.

Strategies:

- Encourage faculty and advisers to nominate more students for state, regional, national and international competitions.
- Encourage faculty and administrators to nominate more faculty for state, regional, national, and international competitions.
- Recognize student, faculty and staff achievements.
- Work with marketing to develop a system to send timely publicity about scholarly achievements of faculty and students to OSU and statewide media.

**Objective 5.2:** Identify and promote selected programs/areas of excellence.

Strategies:

- Identify in each college areas of excellence to establish centers or institutes.
- Identify start-up funding to support centers/institutes that address emerging issues.

**Objective 5.3:** Maintain and strengthen university traditions.

Strategies:

- Involve faculty and staff in campus events and celebrations.

**Goal Six. Outreach & Service - Serve as a catalyst to provide opportunities that will meet the needs of a changing society and stimulate advancement in Oklahoma, the nation, and the world.**

**Critical Success Factors/Assessments:**

- 10% of faculty hold offices in professional national/international organizations
- 10% increase in contact hours with external groups through university or college outreach
- 75% of undergraduate academic programs offer field-based experiences in the discipline
- Degree programs delivered through distance learning will increase to more than 10 by 2010
- Offer 15% of course offerings through on-line access/distance learning modality

**Objectives:**

**Objective 6.1:** Expand the opportunities for educational access through multiple delivery modalities.

Strategies:

- Establish educational programs in locations throughout the state that have clearly defined educational needs.
- Improve the quality and increase the number of classes and degree programs offered through distance education and alternative delivery systems.

**Objective 6.2:** Expand and recognize the services offered by faculty, staff, and students.

Strategies:

- Strengthen programs that recognize the service and outreach efforts of faculty, staff, and students.