

## DEPARTMENT OF MANAGEMENT

### Mission

The Department of Management creates and disseminates knowledge in the field of business management by conducting cutting edge research, educating and empowering students, and engaging in economic development activities.

### Vision

The Department of Management will be a world-class provider of management research and education.

### 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 others ethnic and culture 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.

**Collegiality** – We embrace a culture of mutual respect, caring and positive interaction.

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

**Goal One: Increase scholarly activity and faculty recognition.**

**Critical Success Factors (measures of the degree of success over the next 5 years):**

- Number of publications annually in peer reviewed journals per faculty member (1-2)
- Number of publications annually by departmental faculty in journals found on the Dean's research excellence award list (2 per year for the department)
- Number of conference presentations annually per faculty member (1-2)
- Number of invited presentations at universities, businesses, and civic organizations annually (2-4 per year for the department)
- Percentage of faculty serving on committees and in leadership positions (including journal editorships) for national, international, and highly regarded regional professional organizations (10-15%)
- Percentage of faculty serving on editorial boards and as ad hoc reviewers for leading management publications (50% of faculty)
- Doctoral student authored/coauthored publications and presentations (50% of doctoral students having national presentation annually and 1 peer reviewed publication per student at graduation)
- Doctoral student placements at AACSB accredited comprehensive universities (50% of graduates)
- Ratio of research-active faculty to Ph.D. students (maximum ratio of 2 students per faculty member)
- Number of outreach programs produced each year (3 to 5 for department)

***Objectives:***

**Objective 1.1:** Increase departmental research output and quality.

Strategies:

- Encourage faculty to publish in journals found on the Dean's research excellence award list and in other A-level journals.
- Provide course releases for faculty publishing in leading journals.
- Provide financial support in the summer for research-active faculty.
- Allow innovative teaching schedules that foster research productivity (i.e., shifts in teaching load from 2-2 to 3-1 or 3-0-1).
- Provide resources to support logistical costs associated with research activity.
- Build on synergies with the Ph.D. program as noted in Objective 1.2.
- Initiate monthly "Brown Bag Sessions" where departmental faculty and doctoral students are given a specific forum for sharing research ideas.

- Grow our faculty only with individuals willing and able to produce research having a reasonable probability of acceptance by leading management journals.

**Objective 1.2:** Enhance Ph.D. program including productivity and placement of students.

Strategies:

- Enhance Ph.D. student recruiting efforts by identifying high Graduate Management Admissions Test students and increasing marketing activities directed toward research-oriented candidates.
- Implement a mentoring program for first-year Ph.D. students by assigning each a faculty mentor and a senior Ph.D. student mentor.
- Include entering Ph.D. students on faculty research projects.
- Initiate socialization panels for new Ph.D. students focusing on research, teaching, and Ph.D. program success.
- Reduce teaching demands placed on Ph.D. students both in terms of loads and preps by providing 2 years of research assistantships.
- Secure funds to provide full tuition waivers and summer support for Ph.D. students.
- Provide substantial support to Ph.D. students for attending key professional meetings.

**Objective 1.3:** Increase faculty involvement in prominent professional organizations.

Strategies:

- Provide course releases for faculty serving in leadership and service roles (including journal editorships and editorial boards) in prominent professional organizations.
- Provide travel funding and support staff as necessary for those serving in such roles.

**Objective 1.4:** Increase faculty involvement in the business community.

Strategies:

- Encourage faculty to develop and deliver outreach programs.
- Support faculty executive education initiatives.
- Support faculty who are involved in practitioner organizations.
- Establish an advisory board for the Center for Entrepreneurship and Economic Development.

**Objective 1.5:** Improve the public's awareness of Management Department activities.

Strategies:

- Work with college's communication staff to publicize faculty and student accomplishments.
- Update departmental web page.

- Publicize the Center for Entrepreneurship and Economic Development's accomplishments.

**Goal Two: Increase department's contribution to the college's teaching mission.**

**Critical Success Factors (measures of the degree of success over the next 5 years):**

- Number of courses offered to masters students (8-10, distributed roughly equally between Stillwater and Tulsa campuses)
- Number of classes offered at Oklahoma State University-Tulsa (12-15)
- Number of tenured or tenure-track management faculty in Stillwater and Oklahoma State University-Tulsa
- Number of undergraduate management majors (5 to 10% growth per year)
- Placement rate of undergraduate majors (70% at time of graduation)
- Teaching evaluations of departmental faculty, doctoral students, and adjuncts (continue to exceed College of Business Administration norms)
- Prepare students for their futures and careers (focus curriculum on developing important life and career skills)
- Management majors reflect the diversity of the state/region

***Objectives:***

**Objective 2.1:** Increase department's involvement in college's Master of Business Administration program.

Strategies:

- Recognize and reward faculty for excellence in teaching Master of Business Administration courses.
- Continue to offer core classes as needed.
- Offer at least 3-4 management electives every year in Stillwater.
- Offer at least 3 management electives every year in Tulsa.

**Objective 2.2:** Increase department's involvement on the Tulsa campus.

Strategies:

- Over the next 5 years, work with Oklahoma State University-Tulsa's administration to hire at least 1 additional management faculty member each year.
- Until sufficient faculty are in place in Tulsa, continue to hire quality adjuncts to teach classes at Oklahoma State University-Tulsa.
- Work with Oklahoma State University-Tulsa's administration to establish the Oklahoma State University management major as an official offering at the Tulsa campus.
- Continue to offer management-related courses in Tulsa to support College of Business Administration majors and programs at the undergraduate and graduate levels.

**Objective 2.3:** Enhance department's undergraduate program.

Strategies:

- Increase the number and quality of management majors in the College of Business Administration by offering meaningful classes and increasing student recruitment efforts.
- Add 1.5 faculty/year to reduce class sizes, enhance course quality, and expand our course offerings.
- Recognize and reward faculty for excellence in undergraduate teaching.
- Establish a departmental curriculum committee and update the undergraduate curriculum as needed.
- Publicize our major with student groups which represent women and minorities.
- Alter curriculum to ensure classes reflect important career enhancing skills.
- Investigate the viability of adding new specializations (e.g., entrepreneurship, sports management, etc.).

**Objective 2.4:** Enhance student development.

Strategies:

- Work with Oklahoma State University and College of Business Administration Career Services to expand the number of companies recruiting management majors for internships and jobs.
- Work with the college's International Programs coordinator to help find study abroad opportunities for management majors that enable them to develop cultural awareness.
- Support student groups affiliated with the management department to make sure management majors are developing their leadership skills through participation in officer and committee assignments.

**Goal Three: Increase and better leverage resources available to the department.**

**Critical Success Factors (measures of the degree of success over the next 5 years):**

- Funds secured from outside sources (\$20,000 per year in addition to chairs and professorships noted below)
- Collaborations among management department faculty, doctoral students, and individuals outside the department (minimum of 50% of research projects coauthored)
- Number of professorships and chairs in the department (1 new of each in next 5 years)
- Number of scholarships available to majors (20% growth per year)
- Funded research (minimum of 2 grant requests written per year and \$30,000 per year received)
- Be recognized by the State and the citizens of Oklahoma as catalyst for economic development (Center activities assist the creation of new jobs for the state)

**Objectives:**

**Objective 3.1:** Increase fundraising activities by visiting alumni and interested constituents.

Strategies:

- Work with the college's development staff to identify and contact alumni who may be in a position to donate funds to the department.
- Identify and contact organizations and individuals that may be in a position to donate to the department for research funding, professorships, chairs, scholarships, and other departmental needs.

**Objective 3.2:** Determine research-oriented synergies among our department's faculty and doctoral students and between our department's faculty and those in other departments.

Strategies:

- Encourage collaborative research among departmental faculty, doctoral students, and others outside the department.
- Initiate monthly "Brown Bag Sessions" where departmental faculty and doctoral students are given a specific forum for sharing research ideas.
- Invite faculty from other departments to such sessions.
- Explore research synergies with other departments on campus.
- Use the Center as a means to facilitate inter-disciplinary research.

**Objective 3.3:** Increase the reputation of the Center for Entrepreneurship and Economic Development.

Strategies:

- Secure additional funding from outside sources to support Center activities.

- Develop and implement clinical programs providing Oklahoma State University and Oklahoma businesses with assistance in technology commercialization, business development, and venture capital.
- Develop and implement executive education programming targeted to high potential Oklahoma entrepreneurs.

**Objective 3.4:** Increase funded research.

Strategies:

- Recognize grant-writing in appraisal and development and promotion and tenure process.
- Participate in interdisciplinary grant-writing efforts.

**Objective 3.5:** Create the Institute for Organizational Leadership.

Strategies:

- Secure sufficient funding to establish the Institute (1-2 million dollars).
- Create research synergies within the department and with other interested individuals, departments, and agencies.
- Sponsor leadership development that spurs on economic development.
- Encourage student leadership development through course work and other professional development activities.

**Goal Four: Recruit, retain, and better reward key departmental faculty.**

**Critical Success Factors (measures of the degree of success over the next 5 years):**

- High levels of organizational commitment as evidenced by no greater than 10% turnover per year
- Equitable compensation compared to management departments in Big XXII
- Equitable research and professional development funding for activities consistent with the department's goals
- Number of new faculty lines secured (1.5 per year including both Stillwater and Tulsa campuses)
- Actively recruit a diverse pool of applicants for faculty and doctoral student positions

**Objective 4.1:** Compensate faculty on par with similarly productive faculty in other Big-12 management departments.

Strategies:

- Lobby administration for increased compensation for deserving faculty.
- Conduct salary study at least every 2 years.
- Carefully channel funds to faculty making greatest contribution to departmental success.
- Track departmental research productivity relative to internal and external peers.
- Track departmental teaching quality relative to internal peers (and to external peers as data become available).

**Objective 4.2:** Increase collegiality and positive culture within the department.

Strategies:

- Encourage coauthorship on research projects.
- Encourage more professional and informal interactions among faculty and between faculty and doctoral students.
- Support and encourage attending professional meetings and seminars.
- Recruit new faculty that are a strong fit with our culture and values.

**Objective 4.3:** Tie faculty performance assessments, as well as promotion and tenure decisions, to the individual's contribution to the department's fulfillment of its mission.

Strategies:

- Revisit appraisal and development process every 2 years to tie it to strategic plan.
- Revisit promotion and tenure documents and process every 2 years to tie them to strategic plan.

**Objective 4.4:** Recruit outstanding, diverse departmental faculty members and doctoral students who fit with our strategic goals.

Strategies:

- Recruit (send letters of inquiry, mail out job postings, etc.) job candidates that have demonstrated research and teaching excellence using the placement services of our professional organizations.
- When recruiting for Oklahoma State University-Tulsa positions, focus on candidates who have interests in either entrepreneurship or leadership.
- Ensure that we secure a diverse pool of candidates when recruiting for new positions, re-advertise positions in appropriate media, if a diverse applicant pool is not achieved.
- Work with the administration to secure needed additional faculty lines for both Stillwater and Tulsa.