

DEPARTMENT OF MARKETING

Mission

The Department of Marketing advances marketing knowledge and practice via outstanding research, effective teaching, and service.

Vision

The Department of Marketing will be recognized as being one of the top 40 marketing departments in terms of scholarship while emphasizing a collaborative, and caring culture.

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: Enhance faculty reputation for scholarship (target: peer and aspiration marketing departments).

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

PUBLICATIONS

- Average 1 publication in *Journal of Marketing/Journal of Consumer Research/Journal of Marketing Research/Marketing Science* per year
- Average 7 publications in top-tier journals (field or general) per year
- Average 20 refereed publications a year that contribute to our goal (by augmenting the author's reputation for scholarship in her or his domain and/or supporting Ph.D. student development)
- Average 50% of the faculty authoring or co-authoring at least a top-tier publication per year

LEADERSHIP: HIGH QUALITY JOURNALS

- 50% of tenured faculty will serve on the editorial review board of a high quality journal (all of the time)

LEADERSHIP: NATIONAL ACADEMIC CONFERENCES

- Average 2 leadership positions of a national conference per year (chair, co-chair, track-chair, steering committee member, etc.)

LEADERSHIP: NATIONAL ORGANIZATIONS

- Average 1 leadership position a year

EXTERNAL FUNDING OPPORTUNITIES

- A Center for Social and Services Marketing will be created
- Endowed faculty position held by members of the marketing faculty
- Participate on grants and contracts averaging \$100,000 per year

Objectives:

Objective 1.1: Enhance research output.

Strategies:

- Set teaching loads so that research release time is consistent with research productivity (using peer institution norms).
- Provide summer support for faculty active in journal publication.
- Share Faculty and Administrative resources with individual faculty engaged in funded research.

- Utilize merit pay program to reward faculty active in research.
- Provide research assistants for faculty actively engaged in research.
- Increase emphasis on externally funded research by appropriate faculty.
- Reduce the advising burden bourn by active researchers.
- Develop partnerships with other Oklahoma State University departments that have shared research interests.

Objective 1.2: Enhance professional organization leadership.

Strategies:

- Request space, administrative support, and travel funding for those who are selected for offices and/or editorial positions in national professional organizations.
- Request support for scholarly paper presentations at each discipline's "premier" national professional meetings through departmental maintenance budgets.
- Encourage, support, and reward involvement in national professional organizations when consistent with the individual's stage of professional development.

Objective 1.3: Enhance named professorships.

Strategies:

- Work with the Dean to increase the number of endowed chairs/professorships designated for marketing faculty.
- Focus on more professorships instead of higher dollar chairs.
- Assure endowed chairs/professorships are awarded to faculty with national visibility.
- Make named professorships an integral part of proposed centers.
- Work to tie criteria for professorships to scholarship goals.

Objective 1.4: Create Center(s) of Excellence.

Strategies:

- Support faculty members who want to create a center.
- Create a Center for Social and Services Marketing.
- Develop partnerships with private and public organizations.

Objective 1.5: Secure adequate research support.

Strategies:

- Lobby the Dean for funds that can be used to support data collection, specialized software, travel, the costs associated with running journals, organizations, conferences, etc.
- Raise funds that can be used to support research.

- Recruit and retain outstanding faculty (see below).
- Develop partnerships with public and private organizations.
- Use Center for Social and Services Marketing as a platform for creating relationships.
- Use outreach programs to create partnerships with the Center that lead to research support.

Goal Two: Provide effective, efficient delivery of educational services to students and enhance student development.

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

PH.D. PROGRAM

- An average of .75 journal publications/acceptances (prior to leaving)
- An average of 1 presentations at a national meeting (while a student)
- At least one fellowship that supports a Ph.D. student

MASTER OF BUSINESS ADMINISTRATION PROGRAM

- 35 is the maximum number in courses
- Create “marketing specializations” taught by nationally recognized domain specific faculty (national recognition is an objective criteria)

UNDERGRADUATE PROGRAM

- In 100% of courses there is consistency between learning objectives, pedagogy, and class size
- Develop desired learning outcomes in response to College of Business Administration mandates
- Respond to College of Business Administration assessment of the undergraduate marketing program
- Work with career services and the college advisors to create and communicate to students course sequences that constitute a career path
- Expand the marketing-department internship program

Objectives:

Objective 2.1: Improve the quality of the Ph.D. program.

Strategies:

- Enhance faculty reputation for scholarship (see above).
- Meet success factors (it is a recursive relationship).
- Make research support for Ph.D. students an integral part of grants, contracts, and Center activities.
- Continue to grow the Zikmund Memorial Fund.
- Support efforts (at the college level) to offer competitive assistantships and research release time.

Objective 2.2: Support the College of Business Master of Business Administration objectives.

Strategies:

- Enhance faculty reputation (see above).

- Manage teaching loads and class sizes so that there is (at the very least) no disincentive for teaching in the Master of Business Administration program.
- Use the prominence of the Center for Social & Services Marketing to attract Master of Business Administration students with an interest in social/services marketing.
- Use the New Product Center to provide experiential learning opportunities.

Objective 2.3: Support the College of Business undergraduate education objectives.

Strategies:

- Participate in College of Business Administration assessment of undergraduate programs.
- Evaluate and respond to annual assessment.
- Continue faculty-Ph.D. student mentoring.
- Continue to encourage faculty to create cutting edge courses.
- Increase the use of professional advisors.
- Expand the marketing-internship program by linking with Center for Social and Services Marketing.
- Expand the marketing-internship program to the Tulsa campus.
- Continue to support the marketing club.
- Support college-level efforts to secure scholarships.

Objective 2.4: Create a reasonable balance between student demand and faculty resources.

Strategies:

- Continue to benchmark our class sizes relative to those at peer institutions.
- Hire more tenure track faculty or reduce class size.
- Continue to benchmark our number of graduates relative to those at both peer institutions and other Oklahoma State University departments.
- Hire more tenure track faculty or reduce the number of graduates.

Goal Three: Working with and for the business, public, and non-governmental organizations, contribute to, and be recognized for contributing to, the well being of the public through applied research, knowledge transfer, and intellectual/organizational leadership.

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

- Average 5 applied research projects for state/regional stakeholders
- Communication through and recognition by significant national business media outlets
- Average 20 knowledge-transfer presentations to private sector per year (this is outreach)
- Average 4 major knowledge-transfer at conferences/meeting per year (this is outreach)
- Two faculty members will play leader/expert role in significant state & national not-academic organizations (including government & not-for-profit)
- Positive media references
- External support (other than grants/contracts/participant payments)

Objectives:

Objective 3.1: Participate in state and regional economic development.

Strategies:

- Support the work of the Office of International Business Programs.
- Support the social/services marketing activities of regional (and national) private, public, and Non-Governmental Organizations thru the medium of the Center for Social and Services Marketing.
- Lobby higher administration to use a system of allocating externally generated funds that creates incentives (to the individual and unit for producing the funds).

Objective 3.2: Play a key role in improving the well being of the state and nation.

Strategies:

- Establish a Center for Social and Services Marketing.
- Expand the existing partnership with the State Department of Health.
- Develop extant relationships with national organizations, such as the Center for Disease Control and American Legacy.
- Use the proposed Center as a platform for creating partnerships with public and private organizations actively involved in social marketing (efforts to encourage people to take actions that help themselves or their environment).
- Use the center to support research and outreach efforts that focus on social marketing issues.

- Play a leadership role in bringing together the diverse mix of scholars throughout the Oklahoma State University system who are actively working in the health and environmental domains by presenting social marketing as an organizing umbrella construct.

Objective 3.2: Maintain an active outreach effort.

Strategies:

- Deliver professional development programs for high-level managers.
- Develop and deliver custom programs to Oklahoma organizations.
- Deliver public programs to increase workforce skills.
- Lobby higher administration to use a system of allocating externally generated funds that create incentives (to the individual and unit for producing the funds).

Objective 3.3: Augment our national reputation.

Strategies:

- Create and Promote Centers of Excellence (including the Center for Social and Services Marketing).
- Host national conferences in areas/on topics where one or more members of the department are national leaders.
- Deliver professional development and custom programs to national organizations.
- Lobby higher administration to use a system of allocating externally generated funds that create incentives (to the individual and unit for producing the funds).

Goal Four: Achieve academic excellence while maintaining a positive departmental culture that emphasizes collaboration, care for others, mutual respect, professional and personal self-actualization.

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

- Recruit and retain outstanding faculty members
- Each member of the department excels along dimensions that are critical to the department's success

Objectives:

Objective 4.1: Maintain our culture.

Strategies:

- Err on the side of openness and transparency.
- Allow and encourage all faculty members to have a say about all departmental matters.
- Manage by walking around and truly care and respect each and every person.
- Reinforce the message that our culture is our most valuable asset.
- Keep departmental functions casual and family friendly.
- Maintain portfolio approach to managing how faculty contribute to the department.

Objective 4.2: Be one faculty in two locations.

Strategies:

- Continue to have faculty housed in Tulsa teach one class a year in Stillwater (as long as Tulsa faculty say this works).
- Encourage faculty housed in different locations to work together.
- Communicate all internal information electronically.
- Schedule meetings to minimize travel costs.
- Hire the same type of people (in terms of scholarship) and hold them to the same publication standards, and provide them with comparable resources.
- Lobby to have the one-university two locations model retained at the system level.
- Lobby to make sure travel and work-site resources are adequate.

Goal Five: Retain and recruit outstanding faculty members.

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

- Outstanding faculty members do not leave
- New faculty members have outstanding potential
- A minimum of 4 new faculty members are hired for the Stillwater campus
- Faculty are hired for the Tulsa campus in accord with needs
- The department's student credit hour (number of majors, number of graduates) to tenured faculty member ratio is closer to the university median than the top

Objectives:

Objective 5.1: Compensate faculty on par with similarly productive faculty in other peer institution marketing departments.

Strategies:

- Support the efforts of higher administration to increase available funds.
- Lobby administration for additional funds for deserving faculty.
- Document faculty quality.
- Document salary inequity.
- Work with the Dean to create professorships.

Objective 5.2: Maintain a positive departmental culture (see goal 4).

Objective 5.3: Increase the number of tenure track faculty.

Strategies:

- Support the efforts of higher administration to increase available funds.
- Determine what actions might facilitate achieving this objective.
- Take these actions.

Goal Six: Leverage resources and partnerships.

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

- More professorships
- More externally funded research
- More partnerships with public and private organizations
- Active Center that facilitates partnerships
- More scholarships for students
- Faculty teaching in their research domains
- Portfolio approach to managing faculty
- Follow one faculty two location model
- Link Center to educational offerings
- Link Center to internship programs
- Link Center to outreach efforts

Objectives:

Objectives and strategies that support these success factors are discussed elsewhere.

Goal Seven: Increase diversity.

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

- Increase the number of minority and female candidates interviewed for faculty positions by 10%
- Increase the number of minority and females candidates for open Ph.D. student positions by 10%

Objectives:

Objective 7.1: Increase efforts to recruit of minority and female job candidates.

Strategies:

- Enhance the department's visibility amongst the pool of marketing Ph.D. students.
- Use the Center for Social and Services Marketing to both communicate sincerity of commitment to issues salient to minority applicant pool, and potential support for research investigating these issues (the issue-demographic association is positive but not overly strong).
- Work with the university to be able to offer competitive salaries and working conditions.
- Maintain a family-friendly culture.

Objective 7.2: Increase efforts to recruit of minority and female Ph.D. student candidates.

Strategies:

- Work with the Graduate College in their efforts to recruit minority applicants.
- Use the Center for Social and Services Marketing to both communicate sincerity of commitment to issues salient to minority applicant pool, and potential support for research investigating these issues (the issue-demographic association is positive but not overly strong).
- Work with the university to be able to offer competitive salaries and working conditions.
- Maintain a family-friendly culture.

Objective 7.3: Increase the number of minority students enrolled in the College of Business.

Strategies:

- Cooperate with College-level initiatives.
- Continue to aggressively expand marketing major offered on the Oklahoma State University-Tulsa campus.