

## **SCHOOL OF ACCOUNTING**

### **Mission**

The School of Accounting is dedicated to excellence in accounting education by providing the highest quality instruction and curricula in all degree programs, useful and timely accounting research, and continuing education programs and other outreach activities.

### **Vision**

The School of Accounting will be recognized nationally as providing an outstanding accounting education in the undergraduate, graduate and doctoral programs.

### **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: Improve faculty research productivity & diversity.**

**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 to 2)
- Number of publications in the top journals on the Dean's research excellence award list (1 or 2 per year for the department)
- Number of conference presentations annually per faculty member (1 to 2)
- Number of invited presentations at university research colloquia (2 to 4 per year for the department)
- Percentage of faculty serving 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 accounting publications (50% of faculty)
- Ratio of research-active faculty to Ph.D. students (maximum ratio of 2 students per faculty member)
- Number of minority faculty in department

***Objectives:***

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

Strategies:

- Encourage faculty to publish in journals 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 accounting faculty only with individuals willing and able to produce research having a reasonable probability of acceptance by leading accounting journals.

**Objective 1.2:** Increase proportion of minority faculty.

Strategies:

- Target minority candidates when recruiting to fill faculty positions.
- Contact KPMG Ph.D. Project to identify minority candidates in doctoral programs nationwide.
- Hire qualified minority faculty for leadership positions within the department.
- Work on retaining minority faculty.

**Objective 1.3:** Continue emphasis on 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.
- Continue to provide full tuition waivers and summer support for Ph.D. students.

**Goal Two: Continuous improvement in undergraduate program.**

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

- Higher proportion of students with jobs at graduation
- Higher proportion of students placed in graduate study programs

***Objectives:***

**Objective 2.1:** Review the undergraduate program annually.

Strategies:

- Departmental curriculum committee to conduct annual review.
- Identify curriculum changes consistent with accounting career opportunities.
- Continuously assess the incorporation of critical student skills as identified by employers.
- Evaluate and respond to annual assessment.
- Encourage and support use of technology by students and instructors.

**Objective 2.2:** Improve the quality of instruction.

Strategies:

- Continue to coordinate and monitor the instruction provided by doctoral teaching assistants and adjunct instructors.
- Recognize and reward outstanding undergraduate instruction.
- Increase salaries to attract better doctoral teaching assistants and adjunct instructors.
- Upgrade classrooms to facilitate the use of technology.

**Objective 2.3:** Attract better students.

Strategies:

- Make students more aware of accounting educational and career opportunities at the sophomore level.
- Continue to actively recruit outstanding students in beginning courses to major in accounting.
- Staff entry-level courses with tenure-track faculty to the extent possible.
- Increase scholarships provided to accounting undergraduate majors.

**Objective 2.4:** Improve professional development activities.

Strategies:

- Encourage student participation in accounting and business student organizations.
- Encourage student organizations to continue expanding membership bases.
- Encourage student organizations to continue to expand their interaction with the business community.
- Reward faculty support of student organizations, particularly Beta Alpha Psi.

**Goal Three: Continuous improvement in Master of Science in Accounting program.**

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

- Entering class size for Stillwater campus (at least 40 students)
- Number and diversity of firms recruiting on Stillwater campus
- Number of students doing internships (40 percent)
- Number of students with jobs at graduation (90 percent)
- Average starting salary of graduates (\$50,000)
- Number of students with professional certification (75 per cent)

***Objectives:***

**Objective 3.1:** Enhance qualities of students entering Master of Science in Accounting program.

Strategies:

- Recruit students with high Graduate Management Admissions Test scores and high Grade Point Averages.
- Offer competitive assistantship stipends.
- Increase the number of assistantships awarded Master of Science students to 30.
- Increase availability and amount of scholarships awarded Master of Science students.
- Increase administrative assistance to develop web-based marketing program.

**Objective 3.2:** Enhance the Curriculum.

Strategies:

- Continuously review and revise the Master of Science program curriculum to keep it state-of-the-art and comparable to leading national programs. This will require resources for curriculum development.
- Develop areas of specialization in partnership with industry that will attract students and employers. A strong specialized program should result in national recognition and increased marketability of students. Possible specializations may be energy, forensic, or international accounting.
- Increase the number of students participating in internships.

**Objective 3.3:** Increase national recognition of the Master of Science Accounting program.

Strategies:

- Develop areas of specialization that will attract students and employers. A strong specialized program should result in national recognition and increased marketability of students. Possible specializations may be energy, forensic, or international accounting.

- Increase the number of students and faculty participating in internships outside Oklahoma.
- Increase faculty representation at national and regional academic and professional meetings.

**Objective 3.4:** Increase numbers of fee waivers and scholarships.

Strategies:

- Secure additional fee waivers for Master of Science Accounting students.
- Increase availability and amount of scholarships awarded to Master of Science students.

**Objective 3.5:** Improve placement and starting salaries of Master of Science in Accounting graduates.

Strategies:

- Increase the number of firms recruiting on campus.
- Increase the number of internships.
- Increase placements outside Oklahoma to enhance placement rate, starting salaries, and national recognition.

**Objective 3.6:** Increase diversity of the Master of Science Accounting student body.

Strategies:

- Recruit a diverse student body.
- Create more scholarships designated for minority students.

**Goal Four: Continuous improvement in Ph.D. Program.**

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

- Placement of internally funded Ph.D. graduates at AACSB-accredited comprehensive universities (80 percent)
- Research Presentations at professional conferences by doctoral students while in the program (At least one presentation by each doctoral student.)
- Research Publications in journals by internally funded doctoral students while in the program (80 percent)

**Objectives:**

**Objective 4.1:** Recognizing the *incremental resources* that it would take to provide the research support to achieve these goals, the following strategies are highly correlated with the likelihood of Ph.D. graduates achieving the primary outcomes.

Strategies:

- Pay Graduate Teaching/Research Assistant stipends at least equal to the average of peer institutions in the Big XII and elsewhere.
- Reimburse doctoral students for journal submission fees.
- Allow for financial support for up to five years.
- Provide full tuition (not including fees) waivers for doctoral teaching and research associates.
- Provide research funds for data collection and travel to at least one conference to make presentations.
- Continue to provide internally funded doctoral students making satisfactory progress at least two semesters of release time for research over a four-year appointment period.
- Achieve a *progress rate* where at least half of the students graduate in four years.
- Recruit *class sizes* that maintain a minimum size of 3 students per year taking doctoral seminars.
- Ensure that there is sufficient number of research active faculty capable of supervising doctoral dissertations.

**Goal Five: Further strengthening ties with constituents.**

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

- Level of interaction with alumni (4 events per year)
- Level of interaction with Advisory Board Members (at least 2 events per year)
- Level of interdisciplinary and intercampus partnerships
- Level of fundraising from alumni and friends (\$400,000 per year)
- Number of endowed faculty positions (increase from the current six)

**Objectives:**

**Objective 5.1:** Provide greater assistance with recruiting.

Strategies:

- Consult Advisory Board members to seek input on any improvements that might be made to the recruiting process.
- Provide more opportunities for interaction with students (a la Energy Night, Not-for-Profit Night).

**Objective 5.2:** Reward interdisciplinary and intercampus activities.

Strategies:

- Participate in research workshops of and with other departments and colleges.
- Recognize high quality interdisciplinary research for promotion and tenure.

**Objective 5.3:** Strengthen relations with alumni.

Strategies:

- Organize regular events with alumni at their workplace and on campus.
- Upgrade and regularly update website.
- Continue to publish newsletter.

**Objective 5.4:** Enhance fundraising for operations and endowments.

Strategies:

- Focus on organizations with concentrations of alumni for larger contributions.
- Educate students while on campus on how funds are used to assist students and enhance quality of programs.
- Continue to identify and cultivate possible donors for larger gifts and endowments.
- Follow up with existing commitments for endowments.