

# COLLEGE OF BUSINESS ADMINISTRATION

## Mission

The College of Business Administration, with internationally recognized areas of excellence and innovation, serves its stakeholders through its role as a professional college in Oklahoma's land grant university.

## Vision

The College of Business Administration will be recognized as being among the top land grant business schools in the nation.

## 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 pursue knowledge freely.

**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 cultural 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 undergraduate programs to recruit, retain, and graduate students prepared for personal growth and leadership in their chosen careers.**

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

- Increase undergraduate scholarships in the Scholar Leader program to 15 per year.
- Develop honors program visibility.
- Develop measurable learning outcomes for each program and degree
- Respond to annual assessment of undergraduate programs
- Increase the number of students participating in internships to 100 each year
- Increase the percent of students with jobs at graduation from 28% to 50%
- Recognize and reward undergraduate instructional excellence
- Add one staff member from ethnic minority group
- Consider at least one ethnic minority faculty candidate each year

***Objectives:***

**Objective 1.1:** Review undergraduate programs each year.

Strategies:

- Conduct and respond to annual assessment of undergraduate programs.
- Develop desired learning outcomes and vehicles for assessment.

**Objective 1.2:** Attract higher quality students as measured by entering credentials.

Strategies:

- Evaluate admission standards.
- Increase number and value of scholarships.

**Objective 1.3:** Improve placement and internship opportunities and increase starting salaries of graduates.

Strategies:

- Develop position and hire coordinator of internships.
- Increase number of organizations that recruit on-campus.
- Participate in career fairs.

**Objective 1.4:** Increase professional development activities.

Strategies:

- Conduct resume critique sessions.
- Organize and conduct mock interview opportunities.
- Develop negotiation skills sessions.

**Objective 1.5:** Improve quality of instruction.

Strategies:

- Encourage and recognize/reward outstanding undergraduate instruction.

**Goal Two: Increase quality and reputation of Masters of Business Administration program.**

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

- Average Graduate Management Admissions Test score of entering class of 625
- Average years of work experience of entering class of 4 years
- Assistantship stipend of \$400 per month
- Number of assistantships increased to 40
- Entering class size for Stillwater campus of 40 students
- Restructured Master of Business Administration program curriculum and delivery mode
- Enhanced professional development component for Master of Business Administration program
- Attract 25 firms to Stillwater campus to recruit
- Participation by all Stillwater campus students in professional development activities
- Place 20% of the graduating class outside the region
- Have 70% of graduates with accepted employment at the time of graduation
- Average starting salary of graduating class of \$60,000

***Objectives:***

**Objective 2.1:** Increase average Graduate Management Admissions Test scores of students entering the Master of Business Administration program through admissions process.

Strategies:

- Aggressively recruit students with high Graduate Management Admissions Test scores using direct contact and marketing efforts in Oklahoma and surrounding states.
- Offer competitive assistantship stipends.
- Increase the number of assistantships.
- Increase selectivity of admitted students while maintaining enrollment.
- Offer Graduate Management Admissions Test preparation course in Stillwater.

**Objective 2.2:** Increase number of fee waivers and scholarships/fellowships.

Strategies:

- Secure additional fee waivers for Master of Business Administration students.
- Secure \$25,000/year in scholarship/fellowship support.

**Objective 2.3:** Improve placement and starting salaries of Master of Business Administration program graduates.

Strategies:

- Increase *national* placements to enhance placement rate and starting salaries.
- Enhance professional development activities for students.
- Increase the number of firms recruiting on campus.
- Increase the number of internships.

**Objective 2.4:** Increase diversity of the Master of Business Administration student body.

Strategies:

- Aggressively recruit a diverse student body using direct contact and marketing efforts in Oklahoma and surrounding states.

**Objective 2.5:** Assure Master of Business Administration curriculum and program activities are current.

Strategies:

- Benchmark leading Master of Business Administration programs and revise the Master of Business Administration curriculum and delivery mode as required.
- Enhance professional development activities to increase marketability of graduates.

**Goal Three: Improve the Ph.D. and specialized masters programs.**

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

- Ph.D. applicant pool of five qualified candidates for every open position
- Ph.D. stipend equal to average in peer schools per year and the university providing additional full tuition waivers
- Placement of one-half of academic Ph.D. graduates at peer universities
- Research presentations at professional conferences: At least one presentation made by three-fourths of the graduates from the doctoral programs
- Research publications in refereed journals: At least one publication by one quarter of the graduates of the doctoral programs
- Increase the national prominence of specialized masters programs

***Objectives:***

**Objective 3.1:** Improve the quality of the Ph.D. programs.

Strategies:

- Increase Graduate Management Admissions Test/Graduate Record Examination scores of entering class to 650/1250.
- Increase fellowship funding.
- Maintain appropriate balance between active research faculty and the number of doctoral students.
- Encourage completion of dissertation within five years of entering program.
- Place at least 50% of each graduating class at peer institutions.
- Request that the university provide selective full tuition waivers.
- Increase proportion of research assignments relative to teaching assignments.
- Provide research funds for data collection and travel to at least one conference to make presentations for 75% Ph.D. students.
- Ensure that graduate teaching associates making satisfactory proposals are provided one full year of release time for research over a four-year appointment period.
- Work to achieve a progress rate where at least half of the students complete the Ph.D. program in five years.
- Recruit and maintain program size that is commensurate with the research-active faculty in the department.

**Objective 3.2: Improve the quality of students in the specialized masters programs.**

Strategies:

- Aggressively recruit students with high Graduate Management Admissions Test/Graduate Record Examinations scores using direct contact and marketing efforts in Oklahoma and surrounding states.
- Offer competitive assistantship stipends.
- Increase selectivity of admitted students while retaining enrollment.

**Goal Four: Enhance national/international recognition of the faculty.**

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

- Increase the average annual number of refereed journal publications to 65
- Increase the average annual number of journal publications that meet Dean's Award criteria to 5
- Increase the average annual level of extramurally funded research to \$750,000
- Average annual number of national professional organization officers of 6
- Average annual number of journal editorships of 6
- Increase number of endowed faculty positions to 27

**Objective 4.1:** Increase funded research and journal publications.

Strategies:

- Pay submission fees for journal submissions.
- Provide release time for faculty active in journal publication.
- Provide research awards for top journal publication.
- Provide summer support for faculty active in journal publication.
- Share Facility 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.

**Objective 4.2:** Enable and encourage professional organization leadership.

Strategies:

- Provide space, administrative support, and travel funding for those who are selected for offices and/or editorial positions in national professional organizations.
- Reward scholarly paper presentations at each discipline's "premier," national professional meetings through departmental maintenance budgets.
- Encourage, support, and reward involvement in professional organizations.

**Objective 4.3:** Increase number of endowed faculty positions.

Strategies:

- Increase the number of endowed chairs/professorships.
- Assure endowed chairs/professorships are awarded to faculty with national visibility.



**Objective 4.4:** Recruit and retain outstanding faculty.

Strategies:

- Pay market benefit package for new hires.
- Create a diverse pool for new hires.
- Try to maintain salary parity with peer institutions.

**Goal Five: Enhance special College of Business Administration programs to achieve recognition and serve important constituencies.**

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

- Create new centers or units to act as a focal point for national prominence in a specific curriculum and/or research area
- Develop program initiatives that bring national recognition to the college
- Support growth of college programs at Oklahoma State University-Tulsa to enhance College of Business Administration presence in Tulsa and the state

**Objectives:**

**Objective 5.1:** Serve authorized programs at Oklahoma State University-Tulsa depending on faculty resources and student demand and monitor opportunities for additional program offerings at the undergraduate and graduate levels.

Strategies:

- Offer new programs when authorized.
- Grow faculty cohort based at Oklahoma State University-Tulsa to support program growth.
- Evaluate masters programs offered in Tulsa to assure they are meeting the needs of the business community.

**Objective 5.2:** Revitalize Center for Entrepreneurship and Economic Development to serve as the focal point for enhancing economic development in the region.

Strategies:

- Annually conduct the Entrepreneurship Oklahoma professional development program.
- Annually support 10 or more major student projects for high-growth-potential entrepreneurs and major venture capitalists.
- Develop additional undergraduate entrepreneurship classes with the goal of creating an entrepreneurship concentration in the Management major and/or Master of Business Administration program.
- Assist faculty by offering help in incorporating entrepreneurship into existing classes, securing guest speakers, and providing project contacts.
- Support entrepreneurial research by seeking funding opportunities for projects.

**Objective 5.3:** Create a Center for Social and Services Marketing to establish a national reputation through addressing such public policy issues as healthy living and quality of life.

Strategies:

- Support the development of proposals for external funding investigating social marketing issues.
- Deepen and expand relationships with Oklahoma public, private, and nongovernmental organizations that are highly involved with social and services marketing.
- Gain national visibility by co-sponsoring selected national meetings that attract the academic leaders in the social/services marketing domain.

**Objective 5.4:** Develop additional discipline areas of excellence based upon partnerships and collaborations with other academic units and/or business and industry.

Strategies:

- Encourage departments to leverage areas of strength.
- Secure funding to support excellence in specific program initiatives.
- Develop or maintain special conferences/events that bring centers or institutes national recognition.

**Goal Six: Increase external and stakeholder recognition.**

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

- Increase number of faculty from two to four in leadership roles in state and regional agency activities
- Increase communication with alumni by from one to two times per year
- Increase top level executive education programs from one to three

***Objectives:***

**Objective 6.1:** Participate in state and regional economic development.

Strategies:

- Join other colleges in new product development efforts.
- Revitalize the Center for Entrepreneurship and Economic Development.
- Support state and regional planning initiatives with research and policy analysis impacting economic development and quality of life in Oklahoma.

**Objective 6.2:** Build reputation through outreach by Center for Executive and Professional Development.

Strategies:

- Deliver professional development programs for high-level managers.
- Develop and deliver custom programs to Oklahoma organizations.
- Deliver public programs to increase workforce skills.

**Objective 6.3:** Continue and enhance the integrated marketing plan for the college to enhance the college image and reputation.

Strategies:

- Communicate with key audiences regarding vision, goals, activities, and accomplishments of the College of Business Administration.
- Assure consistent look of all College of Business Administration and departmental communications.
- Conduct a study of the College of Business Administration brand and develop a branding initiative based upon the results.

**Goal Seven: Obtain external funding to enhance excellence.**

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

- Increase external gifts to college to \$2 million per year
- Secure funding to endow college and build new building
- Generate additional funds through Center for Executive and Professional Development programs

**Objectives:**

**Objective 7.1:** Increase external gifts to college.

Strategies:

- Develop new donors through research on alumni holding significant positions in industry.
- Create specific appeals to alumni with special connections to the College of Business Administration such as graduate fellowships to master's graduates.
- Develop partnerships with industry sectors to support specific academic and programmatic initiatives.

**Objective 7.2:** Secure funding to support college programs, endow college, and build new building.

Strategies:

- Continue to publicize through the marketing plan the College of Business Administration vision and successes to create recognition and pride among alumni and potential donors.
- Cultivate ten potential donors through personal visits each year.

**Objective 7.3:** Convert Center for Executive and Professional Development unit to profit center.

Strategies:

- Evaluate each non-credit program for contribution to mission and cost coverage.
- Develop new, high-profile executive programs to support and expand existing programs.