

ACADEMIC AFFAIRS

Mission

Academic Affairs provides strategic direction and operational support for instruction, learning, discovery, and intellectual growth at Oklahoma State University –Tulsa.

Vision

Oklahoma State University -Tulsa will be prized as the crown jewel of the city of Tulsa. By 2020, the 250-acre, 25 building campus will have 20,000 students enrolled in 100 OSU programs. Academic Affairs will:

- Champion Oklahoma State University's academic programs in Tulsa;
- Strengthen the existing partnership between OSU-Tulsa and OSU-Stillwater;
- Promote strong partnerships between various components of the OSU System, other higher education institutions, industry, and government organizations in Tulsa and northeastern Oklahoma;
- Facilitate outstanding teaching, research and scholarship;
- Help distinguish OSU-Tulsa as a center of research and discovery where academic freedom and a work-friendly environment inspire outstanding accomplishments; and
- Use cutting edge technology to deliver OSU courses, degree programs, and learning resources directly to students.

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 opinions, freedom of expression, and other ethnic and cultural backgrounds.

Stewardship of Resources - We are dedicated to the efficient and effective use of our 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. Academic Excellence – Create and uphold high standards of excellence in instruction and research.

Critical Success Factors:

- Implement higher transfer GPA requirements of 2.25 for incoming undergraduate students (consistent with OSU-Stillwater)
- NCA accreditation for OSU-Stillwater programs
- Accreditation of individual OSU program accreditations (e.g. AACSB, ABET, etc.)
- Hire 40 additional tenure-track resident faculty for a total of 82
- Develop state-of the-art computing laboratories
- 100 % of classrooms will be technology equipped
- Seamless access to 29,000 journals and 75 databases through the OSU-Tulsa and OSU-Stillwater libraries
- Develop world-class research laboratories in the ATRC
- 100,000 square feet of additional research space
- 5 grant proposals submitted annually
- OSU-Tulsa resident faculty will receive external grants of \$5.0 million per year
- 2 conference proceedings per year per faculty
- 1.5 referred publication per tenured faculty annually
- 4 endowed faculty positions

Objectives:

Objective 1.1: Implement higher transfer standards for incoming undergraduate students.

Strategies:

- Implement new admissions procedures requiring transfer GPA of 2.25.
- Educate academic advisors on new admissions standards.
- Educate TCC academic advisors on new admissions standards.
- Refer academically unprepared students to the Writing and Mathematics Resource Center.

Objective 1.2: Conform to national and regional accreditation standards set for OSU programs offered in Tulsa.

Strategies:

- Provide infrastructure (labs, software, etc.) required for programs offered at OSU-Tulsa.
- Monitor contact hour requirements for each program.

- Enforce admission requirements for each program.
- Hire 40 additional tenure-track faculty.

Objective 1.3: Develop an outstanding instructional environment.

Strategies:

- Develop state-of-the-art classrooms.
- Continually update multi-media infrastructure.
- Develop cutting edge laboratory facilities.
- Provide faculty and students access to necessary journals and publications.
- Reward faculty for excellence in teaching.

Objective 1.4: Develop an outstanding research infrastructure to enable OSU achieve its goal as one of the top 75 public research universities.

Strategies:

- Complete Advanced Technology Research Center focused on research on Advanced Materials and Composites.
- Develop state-of-the-art research facilities.
- Collaborate with Construction Management Advisor to build Advanced Technology Research Center on schedule and on budget.

Objective 1.5: Increase research productivity of OSU-Tulsa faculty to enable OSU reach its goal as one of the top 75 public research universities.

Strategies:

- Hire outstanding research faculty from nationally prominent research universities.
- Provide resources to facilitate scholarship and creative activities.
- Provide incentives and recognition for outstanding research.
- Provide incentives and resources for funded research.
- Encourage research with faculty at other universities.

Goal Two. Student Success and Development – Recruit, retain, and graduate students in a collegial environment that inspires excellence, prepares them for careers, promotes personal growth, fosters discovery of knowledge, and encourages leadership and service.

Critical Success Factors:

- Develop OSU-Tulsa Enrollment Management Plan by summer 2004
- 3500 full and part-time undergraduate students
- 1500 full and part-time graduate students
- 2000 transfer students from regional 2-year colleges
- 10% students admitted to graduate and professional schools
- Implement honors program at OSU-Tulsa
- Graduate 400 students per year (currently 200)
- 100 OSU degrees offered at OSU-Tulsa
- 3 OSU doctoral degrees offered at OSU-Tulsa
- 5% of students participating in an international experience
- OSU programming on local cable channel
- 100% undergraduate degrees articulated with TCC
- Financial aid consortium agreements with TCC, Langston, NEO A&M, and RSU
- 2+2 program articulations with TCC, Langston, NEO A&M, and RSU
- Graduation rate to mirror OSU-Stillwater graduation rate
- Distance delivery of 10% of classes
- Create Writing Center to better prepare students
- Create Mathematics Education Center to better prepare students

Objectives:

Objective 2.1: Improve educational access for students in northeastern Oklahoma.

Strategies:

- Introduce additional OSU degree programs in Tulsa.
- Create OSU track at TCC.
- Establish 2+2 partnerships with OSU-Okmulgee, RSU, and NEO A&M.
- Offer courses using distance-learning technologies.

Objective 2.2: Develop an enrollment management plan for graduate and undergraduate students.

Strategies:

- Create an Enrollment Management Council in collaboration with OSU-Stillwater.
- Create a 5-year enrollment management plan.
- Participate in system-wide enrollment management.

Objective 2.3: Provide students with opportunities to be academically successful.

Strategies:

- Establish Writing Center to assist students.
- Establish Mathematics Education Center to better prepare students.
- Provide professional academic advisors in all disciplines.
- Provide students access to counseling services.
- Provide students with a diversity of experiences including international experiences.

Objective 2.4: Improve retention through provision of seamless services.

Strategies:

- Provide one-stop admissions and enrollment.
- Provide seamless academic advising with OSU-Stillwater.
- Advising, admissions, and enrollment will be coordinated with recruiting, financial-aid, and career services.
- Offer classes in non-traditional format to serve non-traditional students.

Objective 2.5: Increase the number of students graduating from OSU-Tulsa.

Strategies:

- Increase the number of programs offered on the Tulsa campus.
- Provide at-risk students opportunities for remedial work.
- Monitor student progress to identify and assist with progress delays.

Objective 2.6: Increase the number of OSU degrees available on the Tulsa campus.

Strategies:

- Hire additional faculty to support additional programs.
- Collaborate with OSU-Stillwater to offer more programs and classes.
- Integrate wellness issues into the academic curriculum where appropriate.

Objective 2.7: Offer programs that enrich student experiences.

Strategies:

- Offer 5-7 study abroad programs.
- Encourage participation in professional organizations.
- Provide opportunities to participate in more demanding academic curricula.

Goal Three. Engagement and Outreach – Enhance the quality of life in Tulsa and northeastern Oklahoma by delivering programs and services that support Tulsa’s human, economic, and cultural development.

Critical Success Factors:

- Offer programs that focus on health and wellness
- Host Center for Poets and Writer’s Celebration of Books
- Host Chautauqua in partnership with TCC
- Participate in Tulsa Public School’s Adopt-a-School program
- Chief Academic Officer will serve on the board of at least 2 area civic organizations
- Academic Affairs directors will serve on the boards of area civic organizations

Objectives:

Objective 3.1: Offer OSU degrees consistent with the needs of the Tulsa community.

Strategies:

- Determine community needs through active involvement in the Tulsa Metro Chamber of Commerce.
- Conduct market research periodically to ascertain new needs.
- Collaborate with area community colleges to understand student demand patterns.

Objective 3.2: Be recognized as a patron of the arts in Tulsa.

Strategies:

- Broadcast *Writing Out Loud* throughout Oklahoma to the general public free of charge.
- Promote various literary initiatives as statewide events.

Objective 3.3: Assist area schools in their efforts to enhance academic excellence.

Strategies:

- Participate in Gear Up program.
- Participate in Raise the Grade program.

Objective 3.4: Assist local civic organizations by providing access to OSU and its resources.

Strategies:

- Chief Academic Officer will be active participant in local civic organizations.
- Academic Affairs directors will participate actively in local civic organizations.

Goal Four. Diversity – Achieve diversity and create an environment of respect for individuals.

Critical Success Factors:

- 35% women and minority faculty (currently 25%)
- Minority student enrollment to mirror Tulsa census data for minorities
- 400 international students enrolled at OSU-Tulsa (currently 200)
- Diversity training to all staff members

Objectives:

Objective 4.1: Increase the percentage of women and minority in faculty positions.

Strategies:

- Actively recruit minority candidates for faculty positions.
- Allocate more resources to recruit minority candidates.

Objective 4.2: Develop programs and services that enhance the retention of minority and international students.

Strategies:

- Establish minority and international student organizations to assist students socially.
- Recruit minority and international faculty who can serve as student mentors.
- Develop advisory expertise to recognize diverse student issues.

Objective 4.3: Increase the percentage of minority students at OSU-Tulsa.

Strategies:

- Actively promote OSU as a minority friendly organization.
- Allocate resources to specifically attract minority students.
- Involve minority faculty in the student recruitment process.
- Involve minority advisors in the student recruitment process.

Objective 4.4: Increase staff appreciation for and understanding of diversity.

Strategies:

- Provide training opportunities for all staff.
- Provide written material to staff and discuss at staff meetings.
- Celebrate major events and holidays important to minority communities.

Goal Five. Human resources - Recruit, retain, and develop an outstanding faculty and staff within a collegial atmosphere that recognizes diverse contributions.

Critical Success Factors:

- Mandatory annual performance reviews linked to the strategic plan
- 82 tenure-track resident faculty
- Directors prepared for Assistant Vice President positions in the OSU system or elsewhere
- Coordinators prepared for Associate Director (or similar) positions
- Staff prepared for Coordinator (or similar) positions
- Faculty salaries and benefits at parity with peer (Big 12) institutions
- Graduate Assistant stipends at par with Big 12 institutions
- Staff salaries at parity with peer campuses
- 1 professional development opportunity for staff annually
- 1 professional conference for faculty annually

Objectives:

Objective 5.1: Develop Academic Affairs directors and staff for higher-level positions.

Strategies:

- Encourage coordinators and managers to pursue educational opportunities.
- Work with coordinators and managers to adjust work schedules to allow them to enroll in courses at OSU.
- Encourage staff to participate in the Leadership Development Program and Advanced Leadership Development Program offered by OSU.
- Encourage staff to review conference opportunities to facilitate professional growth.

Objective 5.2: Recruit and retain outstanding faculty from nationally known programs.

Strategies:

- Pay nationally competitive salaries and benefits.
- Provide nationally competitive start-up packages.
- Provide resources and infrastructure necessary to attract new faculty.

Objective 5.3: Develop effective appraisal and performance evaluation system that links unit, staff, and faculty accomplishments to the strategic plan.

Strategies:

- Implement a faculty and staff committee to devise new appraisal form.
- Tie compensation and advancement to goals articulated in the strategic plan.

Objective 5.4: In concert with OSU-Stillwater, develop a plan for hiring additional faculty over the next five years to support program expansion.

Strategies:

- Work with College Deans to identify focus areas for Tulsa.
- Develop 5-year faculty requirement document.

Goal Six. Enhance and Leverage Resources – Increase financial and physical resources and leverage current financial and physical resources to achieve strategically targeted goals.

Critical Success Factors:

- All OSU-Tulsa resident faculty teaching classes in Stillwater
- 150 OSU-Stillwater resident faculty teaching classes in Tulsa
- 1000 OSU students jointly enrolled at OSU-Tulsa and OSU-Stillwater
- Common Student Information System (SIS)
- Share infrastructure for admissions, enrollment, international student services, library, and advising with OSU-Stillwater
- Share 75 databases and 29,000 electronic journals with other OSU System libraries

Objectives:

Objective 6.1: Share resources with OSU-Stillwater to better utilize state resources.

Strategies:

- Share resident faculty with OSU-Stillwater to allow both campuses to benefit from faculty expertise.
- Share student service resources with OSU-Stillwater.
- Share library resources with OSU System.
- Share student information with OSU-Stillwater to better manage student issues.

Goal Seven. Image, Pride, and Recognition – Communicate an image that reflects achievement and pride.

Critical Success Factors:

- Student satisfaction scores higher than the mean for peer institutions (Noel-Levitz Survey)
- 5000 students taking classes at OSU-Tulsa
- World-class research laboratories in the ATRC
- Nationally ranked programs in select areas

Objectives:

Objective 7.1: Increase awareness of programs and courses offered at OSU-Tulsa.

Strategies:

- Work with Department of Marketing and Public Relations to increase advertising in the Tulsa community.
- Coordinate recruiting/advising activities in the Tulsa community with Prospective Student Services and area high schools and community colleges.
- Host 1 graduate fair with Prospective Student Services each spring to promote graduate programs.

Objective 7.2: Develop a marketing initiative to promote the ATRC among internal and external constituents.

Strategies:

- Create a series of feature stories surrounding the specific technological and research initiatives that will be housed in the facility.
- Promote groundbreaking ceremony.
- Implement tours of the facility as it is being completed.
- Have a virtual tour of the facility to track its completion on the OSU-Tulsa web site.

Objective 7.3: Continually improve student satisfaction with programs and services.

Strategies:

- Identify student issues and concerns through on-going assessment.
- Incorporate “advising quality” survey in annual assessment of services.
- Analyze assessment data and provide timely solutions and needed services.

Goal Eight. Partnerships and Collaboration - Strengthen strategic partnerships with OSU-Stillwater and area institutions.

Critical Success Factors:

- Offer 100 degree programs
- 150 faculty teaching in Tulsa
- 50 faculty teaching in Stillwater
- 2000 transfer students per year from 2-year colleges
- Creation of an OSU academic track with TCC
- Offer M.B.A./D.O. joint degree
- Co-sponsor 1 arts event with TCC each year
- Co-sponsor a community-wide book club with TCC
- Offer 20 TCC classes on the OSU-Tulsa campus
- Stillwater/Tulsa Enrollment Management Council

Objectives:

Objective 8.1: Enhance partnership with TCC.

Strategies:

- Identify and offer TCC courses on the OSU-Tulsa campus.
- Implement joint application for TCC and OSU.
- Schedule OSU courses at TCC for the OSU/TCC academic track programs.
- Offer OSU classes on the TCC campus and vice-versa.
- Co-sponsor arts and humanities events with TCC.

Objective 8.2: Strengthen existing partnerships with OSU-Stillwater and OSU-CHS.

Strategies:

- Continue to share faculty with OSU-Stillwater.
- Promote OSU-Stillwater and OSU-CHS programs in the OSU-Tulsa class schedule.
- Educate academic advisors on programs on the OSU-Stillwater and OSU-CHS campuses.
- Share infrastructure for computing, library, and CIT with OSU-CHS.

Objective 8.3: OSU-Tulsa faculty will engage in collaborative research projects with faculty at other universities.

Strategies:

- Encourage OSU-Tulsa faculty to conduct collaborative, interdisciplinary research.

- Provide resources and recognition for joint research.
- Encourage faculty to submit joint research proposals for federal research dollars

