

College of Arts & Sciences

GOALS

Academic Year 2008-2009

Key: 0 = Not begun, 1= Planning, 2=Underway, 3=Nearing completion, 4=Completed

Goal	Primary Responsibility for Implementation	Begin work toward goal	Targeted date for completion	Status of Progress towards goal as of:				
				6/01/08				
				0	1	2	3	4
1. Expand the amount of space for faculty and graduate students	Dean in cooperation with the President and Provost	7/99	ongoing			X		
2. Adequately fund the instructional costs of the College	Dean in cooperation with the Provost and Vice President for Administrative Affairs	7/99	ongoing			X		
3. Maintain the salaries of faculty and staff to competitive levels	Dean in cooperation with the President and Provost	6/01	ongoing			X		
4. Increase the number of faculty	Dean and Chair/Directors	8/97	ongoing			X		
5. Increase private giving to enhance college programs	Dean and Director of Development	8/95	ongoing			X		
6. Improve graduation rates	Dean, Assistant Dean and Chairs/Directors	1/02	ongoing			X		
7. Enhance the employability of A&S graduates	Dean and Director of Development and Outreach	6/04	ongoing			X		
<b>COMPLETED GOALS</b>								
Enhance faculty evaluation	Dean, Associate Deans and Chairs/Directors	8/98	ongoing					X
Develop an electronic policy and procedures manual	Assistants to the Dean	7/99	completed					X
Reorganize the college's committee structure	Associate Deans	7/99	completed					X
Improve student recruitment, advising, retention and satisfaction	Assistant Dean	8/97	completed					X
Provide adequate, permanent funding for general education	Dean and Provost	8/-97	completed					X
Develop and implement a plan to move the college to Ellison Hall	Dean	8/97	completed					X
Enhance the role of the college's Board of Visitors	Director of Development/Assistant Director of Outreach	7/99	completed					X
Increase student involvement in the governance of the college	Dean	5/96	completed					X
Enhance opportunities for interdisciplinary teaching and research	Dean, Associate Deans and Chairs/Directors	6/02	completed					X
Enhance the visibility and name recognition of the college among students, faculty, alumni and friends of the University, and the public at large	Dean	8/97	ongoing					X
Expand and enhance the technological capabilities of the college	Computing Advisory Committee	11/96	ongoing					X

Goal	Primary Responsibility for Implementation	Begin work toward goal	Targeted date for completion	Status of Progress towards goal as of:				
				6/01/08				
				0	1	2	3	4
Make training for leadership an integral part of the college's educational mission	Dean	7/99	ongoing					X
Increase both the number and quality of graduate students enrolled in programs in the college	Dean and Graduate Dean	5/00	ongoing					X
Increase the transparency of administrative processes	Dean, Associate Deans and Chairs/Directors	5/03	ongoing					X
Enhance the intellectual life of the college	Dean, Associate Deans, Assistant Director of Outreach	7/99	completed					X

**1. Expand the amount of space for faculty and graduate students.**

The college no longer has enough space to accomplish its missions. As this is being written (May 2008) we have approximately 9 new faculty scheduled to join us in Fall 2008 for whom we have no offices currently available. Many departments no longer have space in which to put new faculty or staff members and several have faculty in “temporary” offices located outside of the building that houses the department.

On the positive side, the completion of the remodeling of Old Science Hall in Fall 2008 will provide Film and Video Studies with expanded and much improved space for its faculty and staff, along with a dedicated and well-equipped classroom. The space in Kaufman Hall formerly occupied by KGOU has now been renovated to provide 11 additional offices, all of which have been allocated to faculty in Modern Languages, Classics and Letters and Sociology. The Department of Economics and the School of International and Area Studies have gained additional office space in Hester Hall and we have acquired several offices for administrative and research purposes in newly renovated space in Cross Center, an old student housing complex south of Lindsey. We continue to use 6 offices in Copeland Hall that had been vacated by the College of Journalism for faculty from History, Sociology, Modern Languages, Philosophy, and Religious Studies. The space in Carnegie Building currently occupied by University College will be renovated during Fall 2008 to become the new home of the Department of Classics and Letters. This will free up space in Kauffman Hall for use by Modern Languages and Sociology. Also in Fall 2008, African and African American Studies will be moving to space in the Physical Sciences Center currently occupied by Project Threshold, freeing up space in Ellison Hall for Native American Studies and the Dean’s Office. Phase III of the renovation of Nielsen Hall has begun and, when completed, will provide students in Physics and Astronomy with newly renovated and equipped laboratories. The Provost has committed half a floor of space in a soon-to-be renovated Cate Center dormitory number 4 that will provide 13 offices and a conference room to be used by the Department of Psychology. The Provost has also committed the first floor of Robertson Hall for use by Religious Studies and Women’s Studies after the Graduate College moves upstairs in the same building. Construction has also begun on the new Stephenson Life Sciences Research Building that will house new research and departmental office space for the Department of Chemistry and Biochemistry on the Research Campus. The latter project will free up huge amounts of space in the Chemistry Building, the Chemistry Annex and the Physical Sciences Center, that, when renovated, could provide other units in the college with the growth space they desperately need.

On the negative side, no University resources have been provided to renovate the space we have been given in Carnegie and Robertson, leaving the college to raise

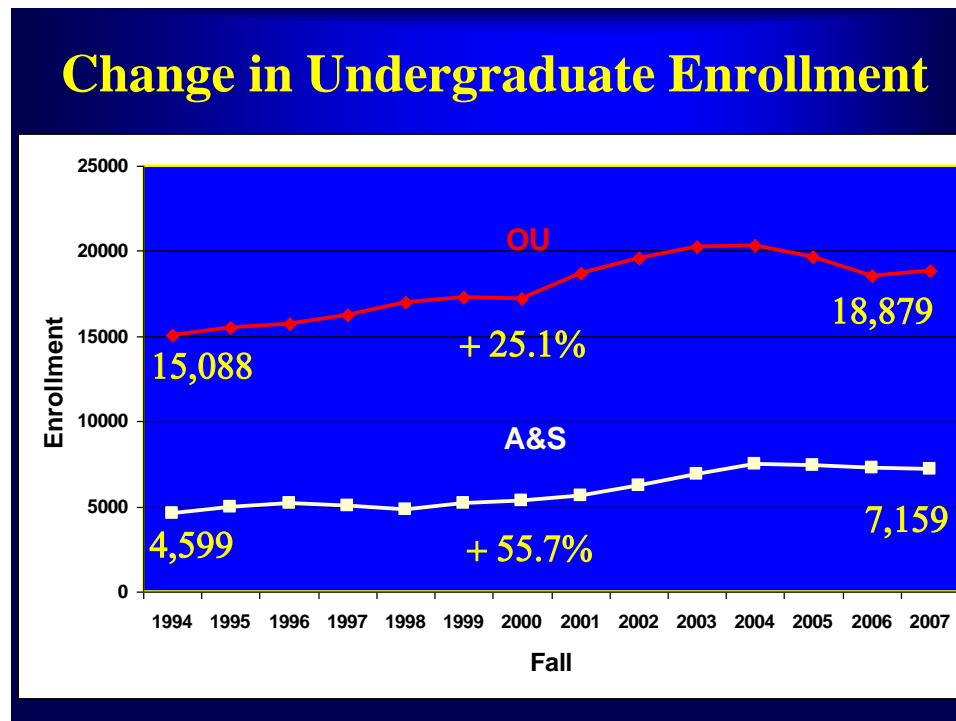
the necessary funds. Moreover, we continue to have short-term needs for temporary space until the various moves and renovations listed in the previous paragraph can be completed. Eventually, we need to be able to move two academic units out of Dale Hall Tower, move Sociology out of Kaufman Hall and provide adequate growth space for Native American Studies outside of Ellison Hall. Some or all of these needs may be addressable by renovation of vacated space in the old Chemistry Building, the Chemistry Annex, Physical Sciences Center, Carnegie Building and Copeland Hall. Some new construction may also be required.

The number of classrooms available for central scheduling has greatly increased with the completion of the new business and journalism buildings and further classrooms will be added when the new Student Learning Center is built. At the same time, the badly needed renovation of old classrooms through the Classroom Renovation Project has made significant progress.

We will continue to work with the President and Provost to find additional temporary and permanent space and to fund both renovation and new construction so that the college can continue to grow and improve our ability to serve our students.

## 2. Adequately fund the instructional costs of the College.

The rapid growth in undergraduate enrollment both at OU (25.1% increase between Fall 1994 and 2007) and in the college (55.7% increase between Fall



1994 and 2007) has put increasing pressure on the college to provide an adequate number of class sections to meet student demand. Because the college has inadequate funds to hire enough teachers to offer enough classes to meet student demand, we have come to rely on temporary instructional funds provided directly from the Vice President for Administrative and Executive Affairs. These funds cover the direct instructional costs (salaries and fringe benefits of the instructors) for classes that exceed the funds available in departmental budgets. The funds used come from tuition paid by the students enrolled in the classes and the college continues to manage cost so that tuition income exceeds costs. This approach has proven to be a good return on investment for the university, because the tuition income generated from the courses offered has exceeded the cost of instruction by several-fold.

For the past several years the college has been adding course sections as needed on a rolling basis to meet student demand. Beginning in FY 09, the college instead will be operating with a fixed budget of \$7,392,613, with an additional \$55,000 for every 45 additional freshmen beyond a base of 3900. We hope that this level of funding, which is less than the amount actually expended in FY08, will be adequate to meet student demand for the courses they need to graduate. In any event we will continue to work with the Vice President for Administrative and Executive Affairs and the Provost to monitor the situation.

### **3. Maintain the salaries of faculty and staff at competitive levels.**

This remains a critical goal for the college, both for the use of new funds as they become available and for redistribution of funds internally. We can only be as good as our people, and to keep our best faculty and staff we will need to continue to pay them competitive salaries, even if it means we have to have fewer of them. The salary programs for FY 05 and FY 06 helped us make significant progress toward addressing compression and inversion problems and raising salaries to levels closer to our peers and put us in a better position to retain our faculty. However, last year's 3% across the board salary increase, although appreciated, failed to help us move closer to parity with peers across ranks and disciplines. As salaries rise nationally it will remain an ongoing need to increase salaries in the college to keep from losing the ground we made up in the previous two years.

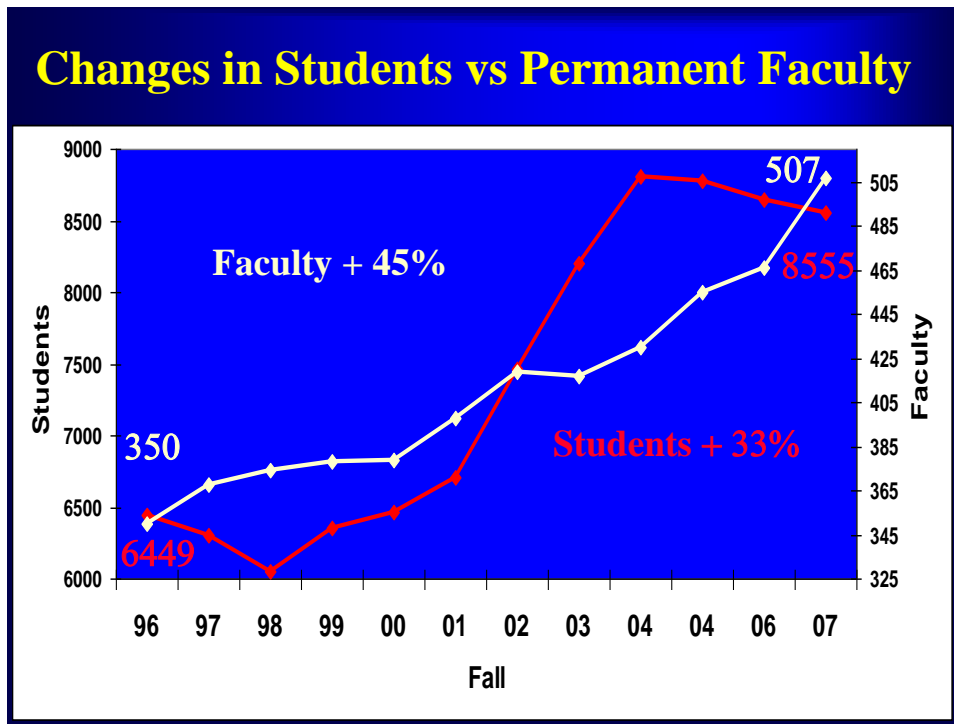
Staff in the college also received an average increase of 3% last year. However, in many departments, the salaries of vital staff continue to be lower than similar positions elsewhere at OU, leading to staff turnover through internal competition. We need to find ways to increase the salaries of key members of the staff or risk losing more of them in the future.

The rising cost of health care continues to erode people's income. For many of our staff last year, the increase in health care costs exceeded their salary increase,

resulting in a net loss of income. Too many of our staff members and an increasing number of our faculty members have been opting not to insure their spouse and dependents through OU, opting instead for cheaper plans available outside of the University. Changes in the past year appear to be slowing or reversing this trend, but high costs for health care may weaken our ability to compete with other institutions and employers for new hires.

**4. Increase the number of faculty.**

This is a continuing and obvious goal, and one toward which we have made significant progress. As a result of several years of progress in adding new faculty, the college reached a headcount of approximately 507 full-time faculty in Fall 2007, an increase of 45% since Fall 1996. This number includes 441 tenured and tenure-track faculty and 66 renewable term faculty. The combination of increased numbers of faculty members and decreasing numbers of students continued to improve the student-faculty ratio in the college.



However, we still have departments in which there are severe imbalances between the number of majors and the number of faculty and it remains a priority for the college to add additional tenure track faculty members to these departments.

**5. Increase private giving to enhance college programs.**

This is a continuing goal. Total private giving in FY 07 reached \$4,225,248, the second highest in the history of the college. FY07 marked the successful conclusion of a year and a half-long campaign to raise new private scholarships funds for the College. In all we raised \$2,496,000, exceeding the original goal of \$1.5 million by almost a million dollars. The funds allowed us to create 67 new endowed scholarships for A&S students. In 2006-2007 we awarded a total of 174 scholarships from the Dean's Office totaling \$242,000, an all time record. College-wide, we awarded over \$570,000 to 502 students.



To continue to grow the amount of private giving, we will need to expand our donor base to include more of our alumni as well as corporations. Indeed, expanding corporate giving to the college is critical to our being able to meet many of our goals. Another goal is to help departments start their own boards of visitors to help with fundraising.

#### 6. **Improve graduation rates.**

As part of the university's goal to increase the graduation rate of first-time entering freshmen to 60%, the college has taken a number of initiatives to increase the graduation rate of its sophomores to 75%. The most recent data, aggregated for Arts & Sciences sophomores who started as freshmen between 1998 and 2000, show that the College of Arts and Sciences had a sophomore graduation rate of 70.3%. This is the fifth highest among all undergraduate colleges on the Norman campus. The six-year graduation rate for students who were sophomores in 2000 and graduated from Arts and Sciences by 2006 was

66.2%, which was virtually unchanged from the 1999 cohort (66.3%), but significantly better than the 62.7% rate of the 1998 cohort. Therefore, we are seeing a steady improvement in graduation rates, but we are still short of our goal of 75%.

Initiatives implemented to improve graduation rates include: producing student-oriented brochures (*Graduate in 4* and *Staying on Track*) that promote the importance of graduating in four years and provide practical advice on how to do so; increasing the number of academic advisors; enhancing communication with and training of faculty advisors and ensuring that advising is part of the reward structure of the college; developing an on-line student handbook; implementing an on-line system for scheduling advising appointments; increasing the value of the college-level advising awards from \$500 to \$1000; using email to contact students who have not enrolled for a subsequent semester; and using email to encourage seniors to graduate. The college-wide Dean's Advisory Committee on Academic Advising, similar to PACAA, but at the college level, is in its ninth year of operation and will continue to be a source of advice to the dean on advising issues and a forum for interdepartmental communication.

## **7. Enhance the employability of A&S graduates.**

Over the past three years the college has made a concerted effort to encourage A&S students to become more proactive in planning for careers after graduation, and at the same time has worked with potential employers to make them aware of the value of hiring A&S graduates.

On the student side we have partnered with Career Services to pay the registration fee for all A&S students to register with Career Services and gain access to their services for career planning and job placement. In 2006-2007 we had 1765 students registered, compared with 1546 in 05-06 and 480 in 04-05, the year before we began offering free registration. We have increased enrollment in the A&S career planning class, taught by staff from OU Career Services, and increased the number of A&S students being interviewed for jobs by employers through Career Services. Career Services has also made changes in its career fairs to make them more attractive and accessible to A&S students.

On the employer side we have held workshops for employers and made presentations at various businesses. We have also published a booklet, now entering its fourth edition and funded by GEICO, our first corporate partner, aimed at both employers and students. The section for employers promotes the value to them of hiring A&S graduates, and the section for students provides guidance in career planning and finding a job. We have also added additional corporate partners who are helping to fund some A&S activities and are actively recruiting our students for internships and jobs. To help prepare our students better for employment, we have: created three new minors related to business and

non-profit studies; entered into a partnership with American Humanics, the nation's largest promoter of education for careers in the non-profit sector and established a student chapter of American Humanics at OU; and joined the Oklahoma Business Ethics Consortium. The affiliation with American Humanics and the Oklahoma Business Ethics Consortium will help expand the opportunities for our students to find both internships and jobs in the public and private sectors.