

**VISION:** Ogden College of Science & Engineering is a community of creative and critical thinkers achieving local to global impact.

**MISSION:** The mission of Ogden College of Science & Engineering is to empower individuals to become leaders through academic achievement, global connections, and engagement in research, education, and service.

**STRATEGIC GOALS AND OBJECTIVES:**

Relevant institutional strategic plan goals and objectives are indicated as S: Our Students, H: Our Hill, and C: Our Community.

<b>Goal 1. Recruit, support, and graduate a committed, diverse, and growing cadre of students.</b>		<b>S</b>
Objectives:	1.1. Define and market a distinctive Ogden brand emphasizing opportunities for students to be engaged in research and applied scholarship.	S.2
	1.2. Develop and implement a college-level recruitment plan at both the undergraduate and graduate levels.	S.2
	1.3. Support student persistence and progress towards timely degree completion.	S.3
<b>Goal 2. Offer a portfolio of contemporary and relevant academic programs and courses built on an engaged learning framework.</b>		<b>S,H,C</b>
Objectives:	2.1. Facilitate applied learning and other high-impact practices in college courses and programs.	S.5,H.3
	2.2. Develop academic programs in appropriate content areas and for specific targeted groups of students.	S.2,C.3
	2.3. Promote evidence-based assessment and best practice to enhance teaching productivity and student success.	S.5,H.3
<b>Goal 3. Advance student-centered research and creative activities across the college.</b>		<b>S,H,C</b>
Objectives:	3.1. Increase the faculty incentive to conduct student-centered research and creativity.	S.5,C.1
	3.2. Expand the scope of student-centered research and creative activities.	S.5,H.4,C.1
	3.3. Advance graduate education.	H.4,C.1,C.3
<b>Goal 4. Establish and maintain strong interactions with the community to meet the needs of students and serve the region.</b>		<b>C</b>
Objectives:	4.1. Achieve successful collaborations with business and industry partners.	C.1, C.4,C.6
	4.2. Promote lifelong learning in and understanding of STEM-related topics.	C.3,C.4, C.6
	4.3. Leverage faculty and student expertise to improve quality of life in the region.	C.1, C.4
<b>Goal 5. Establish and maintain a physical, fiscal, and personnel infrastructure to execute the strategic plan.</b>		<b>H</b>
Objectives:	5.1. Maximize potential to generate and reinvest revenue to support strategic priorities.	H.1,H.2
	5.2. Recruit and support a diverse faculty and staff as needed to fulfill the college mission.	H.3,H.4
	5.3. Use physical, fiscal, and personnel resources efficiently and effectively.	H.2

**METRICS AND STRATEGIES:**

Metrics contributing directly to institutional accountability measures are indicated as A: CPE Strategic Agenda, D: Institutional Diversity Plan, P: Performance-Based Funding Model, R: RAMP Budget Model, and S: SACSCOC.

Primary level of oversight/decision-making/accountability for strategies are indicated as 1: Dean’s Office, 2: College Leadership Team, 3: College-Level Committee, 4: Department Head/Committee, and 5: Program.

**Goal 1. Recruit, support, and graduate a committed, diverse, and growing cadre of students.**

<b>Objective 1.1. Define and market a distinctive Ogden brand emphasizing opportunities for students to be engaged in research and applied scholarship.</b>		
Metrics:	1.1.a. Increased number of applicants among key demographics and programs.	
	1.1.b. Increased yield rate (percentage of admitted students who enroll) into college programs.	
Strategies:	1.1.1. Define the characteristics of an Ogden student and degree.	3
	1.1.2. Develop a college-wide communications process and template to reach out to students expressing interest in OCSE programs.	3
	1.1.3. Establish a college-level web council to promote Ogden branding across college and departmental websites.	3
	1.1.4. Collaborate with the Graduate School to develop a focused communication and recruiting strategy for college graduate programs.	1,5
<b>Objective 1.2. Develop and implement a college-level recruitment plan at both the undergraduate and graduate levels.</b>		
Metrics:	1.2.a. Increased number of students enrolled in degree programs within the college.	R
	1.2.b. Increased diversity of the student population within the college (disaggregate by URM category).	D
Strategies:	1.2.1. Work with Admissions to implement a College Showcase component to campus tours for students interested in OCSE programs.	1,3
	1.2.2. Work with Educational Talent Search and other campus groups to share information on college programs to interested students.	1,3
	1.2.3. Establish ongoing connections with and professional development opportunities for high school counselors and science teachers.	2,3
<b>Objective 1.3. Support student persistence and progress towards timely degree completion.</b>		
Metrics:	1.3.a. Increased first-year retention rate of Ogden students (disaggregate by URM, Pell-eligibility status).	P
	1.3.b. Increased number of Ogden students meeting 30/60/90-hour progression thresholds.	A,D,P,R
Strategies:	1.3.1. Implement living-learning and/or learning communities for each meta-major within the college and for commuter students.	1
	1.3.2. Adopt a college-wide commitment to and recommendations for monitoring attendance as a contributor to student success.	2,3
	1.3.3. Ensure that all introductory courses incorporate at least one meaningful assessment prior to the fifth week.	4
	1.3.4. Develop and implement an intervention plan for majors at-risk after the first semester.	3,4
	1.3.5. Establish cooperative agreements with faculty at key KCTCS feeder campuses to ensure quality and transferability of courses.	5
	1.3.6. Identify majors courses that are barriers to degree progression and establish alternative degree options for each.	5
	1.3.7. Work with ACDC to clearly define roles and responsibilities for centralized and faculty-centered advising.	1,4
	1.3.8. Provide regular training and professional development for faculty on advising and student support.	1

**Goal 2. Offer a portfolio of contemporary and relevant academic programs and courses built on an engaged learning framework.**

<b>Objective 2.1. Facilitate applied learning and other high-impact practices in college courses and programs.</b>		
Metrics:	2.1.a. Increased percentage of baccalaureate graduates completing credit-bearing independent research experiences.	
	2.1.b. Increased percentage of baccalaureate graduates completing credit-bearing internships or co-ops.	A
Strategies:	2.1.1. Create additional active learning classroom spaces throughout the college.	1,3
	2.1.2. Coordinate and promote student awareness of professional opportunities as undergraduates.	4,5
	2.1.3. Extend focus on study abroad and global connections as a high-impact practice.	1,4
	2.1.4. Emphasize development of writing and reasoning skills throughout students' program of study.	4,5
	2.1.5. Focus on and provide professional development for at least one high-impact teaching and learning strategy each year.	1
<b>Objective 2.2. Develop academic programs in appropriate content areas and for specific targeted groups of students.</b>		
Metrics:	2.2.a. Increased number of graduates from college programs (disaggregate by URM, Pell-eligibility status).	
	2.2.b. Increased number of program credentials earned by students with majors outside the college.	A,D,P,R
Strategies:	2.2.1. Incorporate CAPE findings with regional/national workforce data to identify program areas ripe for development.	5
	2.2.2. Build connections with programs in other colleges to encourage cross-enrollment where appropriate and beneficial for students.	1,5
	2.2.3. Develop a limited number of skills-based certificate programs that complement majors from other colleges.	1,4,5
	2.2.4. Develop distance-learning programs targeted at specific workforce needs.	4,5
<b>Objective 2.3. Promote evidence-based assessment and best practice to enhance teaching productivity and student success.</b>		
Metrics:	2.3.a. Increased earned student credit hour production in college courses.	P,R
	2.3.b. Increased student learning and performance in academic programs and key high-enrollment courses.	S
Strategies:	2.3.1. Ensure teaching approaches in Colonnade courses are aligned to support student learning outcomes and their assessment.	4
	2.3.2. Use scheduling analytics data to match Colonnade course offerings to student demand and enrollment patterns.	1,2,4,5
	2.3.3. Conduct regular, periodic quality assurance assessment of Colonnade-approved courses and modify courses as necessary.	4
	2.3.4. Ensure that dual-credit offerings and experiences are appropriate and of comparable quality to regular course sections.	4

**Goal 3. Advance research and creative activities across the college.**

<b>Objective 3.1. Increase the faculty incentive to conduct externally-funded research and creative activities.</b>		
Metrics:	3.1.a. Increased scholarly activity (grant and contract submissions, peer-reviewed publications, other scholarly products).	
	3.1.b. Increased extramural funding (disaggregate by NSF HERD research and development expenditures).	A,R
Strategies:	3.1.1. Develop a mechanism to incorporate research mentorship into the base teaching load.	4
	3.1.2. Encourage differential workload agreements in assignment and evaluation of faculty effort in teaching, research, and service.	1,4
	3.1.3. Develop a mechanism to capture number of peer-reviewed publications and other scholarly products by faculty and students.	2
<b>Objective 3.2. Expand the scope of student-centered research and creative activities.</b>		
Metrics:	3.2.a. Increased percentage of baccalaureate graduates completing independent research culminating in a presentation.	A
	3.2.b. Increased number of undergraduate and graduate student coauthors on peer-reviewed publications.	
Strategies:	3.3.1. Develop a mechanism to increase student awareness of and access to student research opportunities and funding sources.	5
	3.2.2. Ensure that review of academic programs includes assessment of research opportunities and productivity.	5
<b>Objective 3.3. Enhance graduate education.</b>		
Metrics:	3.3.a. Increased enrollment in college graduate programs (disaggregate by URM status).	D
	3.3.b. Increased number of graduate degrees from college programs (disaggregate by master's-with-thesis).	A
Strategies:	3.3.1. Explore the value of professional science master's program[s] within the college.	3
	3.3.2. Explore opportunities for professional practice doctoral programs within the college.	3
	3.3.3. Encourage faculty to include funding for graduate assistantships in external grant and contract proposals.	4

**Goal 4. Establish and maintain strong interactions with the community to meet the needs of students and serve the region.**

<b>Objective 4.1. Achieve successful collaborations with business and industry partners.</b>		
Metrics:	4.1.a. Increased external applied research dollars received from community/industry sources.	A
	4.1.b. Increased number of faculty/staff collaborations with regional partners.	
Strategies:	4.1.1. Utilize alumni and employers on advisory boards to ensure align relevant programs and research assets align with regional needs.	1,4,5
	4.1.2. Emphasize hiring of faculty with industry experience where appropriate to the discipline.	4
	4.1.3. Support consulting and exchange programs for faculty with regional industry partners.	4
	4.1.4. Create a mechanism for providing scholarships to students who take unpaid internships.	1
<b>Objective 4.2. Promote lifelong learning in and understanding of STEM-related topics.</b>		
Metrics:	4.2.a. Increased number of faculty participating in Society for Lifelong Learning (SLL) or Lifelong Learning (LL) programs.	
	4.2.b. Increased number of community participants in STEM-related SLL and LL programs.	
Strategies:	4.2.1. Work with SLL to offer STEM-related seminars and workshops to the community in support of lifelong learning.	4
	4.2.2. Work with LL via DELO to offer continuing education and professional development opportunities in STEM disciplines.	4
	4.2.3. Emphasize the importance of lifelong learning to students.	4,5
	4.2.4. Include service to the community as a performance indicator on annual evaluations and tenure and promotion documents.	4
<b>Objective 4.3. Leverage faculty and student expertise to improve quality of life in the region.</b>		
Metrics:	4.3.a. Increased number of faculty-community partnerships and initiatives fostering quality of life improvements.	
	4.3.b. Increased external dollars received in support of quality of life improvements in the region.	
Strategies:	4.3.1. Appoint external advisory board members with expertise in regional quality of life needs (e.g., medicine, education).	1,4,5
	4.3.2. Support interdisciplinary, cross-college collaborations that focus on quality of life.	1,3
	4.3.3. Leverage WKU connections to form stronger collaborations with regional entities focused on quality of life (e.g., hospitals, schools).	1,4
	4.3.4. Provide matching dollars for external funds that support quality of life improvements.	1,4

**Goal 5. Establish and maintain a physical, fiscal, and personnel infrastructure to execute the strategic plan.**

<b>Objective 5.1. Maximize potential to generate and reinvest revenue to support strategic priorities.</b>		
Metrics:	5.1.a. Increased college revenue from all sources.	R
	5.1.b. Increased dollars allocated to strategic priorities.	
Strategies:	5.1.1. Make as much of the college budget readily available to college faculty and staff as is feasible.	1
	5.1.2. Develop and regularly re-assess priorities for high-return projects and initiatives.	2
	5.1.3. Create opportunities and incentives for creativity and innovation among individual faculty and staff in advancing priorities.	1
<b>Objective 5.2. Recruit and support a diverse faculty and staff as needed to fulfill the college mission.</b>		
Metrics:	5.2.a. Increased diversity of faculty and staff within the college (disaggregate by URM status of tenure-track faculty)	D
	5.2.b. Increased faculty salaries as a percentage of benchmark medians by rank and discipline.	
Strategies:	5.2.1. Develop a college-wide approach and commitment to maximizing diversity of the applicant pools for faculty and staff positions.	2
	5.2.2. Establish a formal mentoring and professional development program for junior faculty.	4
	5.2.3. Prioritize use of any available discretionary salary dollars to address structural inequities.	1
	5.2.4. Explore industry best practices for faculty and staff support.	1
<b>Objective 5.3. Use physical, fiscal, and personnel resources efficiently and effectively.</b>		
Metrics:	5.3.a. Increased revenue available from efficiencies.	R
	5.3.b. Increased average student credit hour productivity per full-time faculty member.	
Strategies:	5.3.1. Establish appropriate college-level committees to assess and increase operational efficiencies.	1
	5.3.2. Explore the use of funding depreciation for equipment.	1
	5.3.3. Develop and regularly re-assess a deferred maintenance and replacement plan for teaching and research equipment.	2
	5.3.4. Review departmental faculty workload models to ensure alignment with strategic priorities.	4
	5.3.5. Dedicate a college-level staff position to coordinate recruiting, AP/dual credit, transfer, and internship initiatives.	1
	5.3.6. Explore industry best practices for college budgeting.	1