

ACADEMIC PLAN

2016-2017

September 2016

ROGERS STATE UNIVERSITY
Claremore, Oklahoma

Prepared for the Oklahoma State Regents for Higher Education
by the Office of Accountability and Academics



Rogers State University
Academic Plan
2016-2017

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Institutional Degree Completion and Academic Plans 2016-2017

The Institutional Degree Completion and Academic Plan provides a means for the State Regents to view each institution’s priorities and aspirations in the context of the State System. The plan is divided into three parts: A) planned degree completion initiatives, B) academic program, technology, and efficiency plans for the future, and C) enrollment targets for the next three years.

A. The Completion Agenda: Based on RSU’s priorities and commitment to the public agenda and CCA, addresses each of the four goals of the Complete College Oklahoma (CCO) plan.

- 1. Focus on Readiness.** Higher education and K-12 will work together to develop and implement a strategy that seeks to identify students not on target to be college-ready by graduation and targets activities in the 11th and 12th grades to reduce remediation demands in the transition from high school to college.

	High-impact strategies	How will we do it?	Who will be responsible?	What is timetable?	Measures of success?	Progress from last report
Focus on Readiness	<i>Involve RSU Math, Science, and Physical Science students to assist RSU faculty in STEM demonstrations in area schools (Relates to Goal 1.1.2.1 of RSU’s Strategic Plan)</i>	Through science and math enrichment activities, delivered by RSU faculty and assisted by RSU students, in area public schools.	RSU Math and Science faculty and Department Head, as well as area school principals.	Ongoing (Began fall 2013)	Successful contacts made with area schools as well as number of quality of enrichment activities.	STEM programs implemented in public schools/locations at all three RSU campuses, including Claremore, Pryor, and Bartlesville.
	<i>Promote concurrent enrollment for area high school juniors and seniors (Relates to Goal 1.1.2.1 of RSU’s Strategic Plan)</i>	Offer concurrent classes for qualifying high school students at RSU.	Department Heads work with branch campus directors to offer college-level courses to qualifying area high school students	Ongoing	Number of concurrent students and concurrent student success rates	A total of 343 concurrent students enrolled in fall 2015, compared to 328 in fall 2014. This represents an increase of 4.6%. An analysis resulted in no significant difference in student success rate between concurrently enrolled high school students and first-time freshmen in five general education courses.

- 2. Transform Remediation.** Every Oklahoma institution will implement transformational models of remedial placement and support through a statewide phased implementation and refinement process.

	High-impact strategies	How will we do it?	Who will be responsible?	What is timetable?	Measures of success?	Progress from last report
Transform Remediation	Reform reading, writing, and mathematics remediation to be more effective <i>(Relates to Goal 1.1.1.1 of RSU's Strategic Plan)</i>	Plan and implement a co-requisite at-scale program, scheduling developmental coursework simultaneously with appropriate college-level coursework for entering remedial students	Coordinator of Developmental Studies	Implement plan beginning fall 2016	Increased success rates in coursework and increased retention rate	To be assessed and reported beginning 2017-2018 AY
	Open access to information literacy curriculum focusing on entry-level students <i>(Relates to Goal 1.1.1.5 of RSU's Strategic Plan)</i>	Pilot fully online tutorial-based library instruction in The College Experience (Orientation) course	Library Director, Assistant Director, and staff	Ongoing	Implementation of online library instruction tutorials in at least one freshman orientation section for pilot year	To be assessed in 2016-2017 AY

- 3. Build Bridges to Certificates and Degrees.** Development, implementation, and/or expansion of a “Program Equivalent Project” that bridges Career Tech course completion to certificate and Associate in Applied Science (AAS) degree completion in the community colleges. Projects may also include college and university partnerships in reverse-transfer initiatives for certificate and associate degree completion.

	High-impact strategies	How will we do it?	Who will be responsible?	What is timetable?	Measures of success?	Progress from last report
Build Bridges to Certificates and Degrees	Facilitate articulation agreement with two-year partners <i>(Relates to Goal 4.2.2.1 of RSU's Strategic Plan)</i>	Develop and maintain articulation agreements with Tulsa Community College to offer 2 plus 2 transfer	VP for Academic Affairs, Deans, and appropriate Department Heads to manage implementation of articulation agreements.	Ongoing	Year One: Number of articulation agreements. Year Three: number of students transferred to RSU Years Five through Six: Number of degrees earned	28 articulation agreements with Tulsa Community College in Years One and Two. Year Three assessment to be reported in 2017-2018.

	High-impact strategies	How will we do it?	Who will be responsible?	What is timetable?	Measures of success?	Progress from last report
					by these students.	Year Five assessment to be reported in 2019-2020
	Develop and implement employee supervisory certificate or certification program for local businesses and industries (<i>Relates to Goal 4.2.2.1 of RSU's Strategic Plan</i>)	Through collaboration with specific industries at the Mid America Industrial Park	RSU-Pryor campus Director and Faculty	Ongoing	At least one new program, certificate, or mini-certificate	Mini-certificate program completed through Mid-America Industrial Park. Additional programs in progress

4. Reach Higher for Adult Completion. Reach Higher as a degree and certificate completion effort that involves the entire system of postsecondary education.

	High-impact strategies	How will we do it?	Who will be responsible?	What is timetable?	Measures of success?	Progress from last report
Reach Higher for Adult Completion	Review and maintain Organizational Leadership program options (<i>Relates to Goal 4.2.2.1 of RSU's Strategic Plan</i>)	Provide multiple program options in Organizational Leadership program in conjunction with business and industry needs	Department Head of Business in conjunction with the Dean of Professional Studies	Ongoing	Number of degree options Number of enrollees and graduates in OL program	Maintained five OL degree options. 74 majors in Fall 2015: an increase of 57% over the last five years. 33 graduates in three options for 2014-15, compared to 29 graduates in previous year --an increase of 14%.

Other Local Institutional Priority Areas for Degree Completion.

	High-impact strategies	How will we do it?	Who will be responsible?	What is timetable?	Measures of success?	Progress from last report
Other Local Institutional Priority Areas	Offer a Master of Business Administration degree to meet area needs, RSU's first graduate degree (<i>Relates to Goal 4.2.2.1 of RSU's 2016-2021 Strategic Plan</i>)	Launch MBA program in fall 2014. Consider online and alternative delivery in 2016-2017.	Dean and department head in the Business Department, as well as MBA/Graduate Program Committee and graduate Business faculty	First cohort fall 2014; planning of alternative course delivery 2016-2017	Number of MBA enrollees and graduates; employment statistics will be incorporated upon graduation	17 MBA students or increase of 42% from Year 1 to Year 2. 67% graduation rate in 100% time for first cohort. Remainder (33%) of cohort anticipated to graduate in 150% time. 100% employment achieved for first graduating class.
	Develop and implement a new five-year strategic plan for 2016-2021 focusing on academic excellence, student success, and degree completion	Through establishment of a dynamic strategic planning committee led by the President, integrated with the institutional budgeting process, involving the University community	President, VPAA, VPAF, Strategic Planning Committee, Budget Advisory Committee, faculty, staff, and students	Development of 2016-2021 plan for implementation in 2016	Development of a strategic, dynamic process and plan Positive feedback from faculty, staff and students and other constituents in subsequent years	2016-2021 strategic plan developed, active Strategic Planning committee engaged with Budget Advisory Committee. Strategic Plan is enclosed with Academic Plan.

B. Summarize academic programs and services in the following areas:

- 1. Priorities/Programs.** RSU’s academic priorities for the 2016-2017 year and the planned activities that will be used to achieve these priorities.

a. Academic Priorities for 2016-2017

GOAL #1: INSPIRE STUDENT LEARNING AND DEVELOPMENT

Objective1: Promote Student Success

Initiative 1: Increase persistence and graduation rates

Strategic Actions and Activities	Relationship to High Priority Programs
1.1.1.1. Improve RSU’s advisement system	CCO Goal #2 Transform Remediation: high-impact strategy #1
1.1.1.3. Increase pursuit of federal (e.g. TRiO) and other grant opportunities	Equal Opportunity Centers relevant to RSU’s regional area and other grant-funded initiatives benefit the community as well as provide a pipeline to higher education
1.1.1.4. Mine data to inform institutional decision making	Evidence-based decision making is critical to strategic and affordable programs
1.1.1.5. Advance use of technology in at-risk and support services	CCO Goal #2 Transform Remediation: high-impact strategy #2

Initiative 2: Expand opportunities for undergraduate research/scholarship

Strategic Actions and Activities	Relationship to High Priority Programs
1.1.2.1. Establish internships, research partnerships, and similar opportunities	CCO Goal #1 Focus on Readiness: high-impact strategy #1 and #2
1.1.2.2. Dedicate funds for student research/scholarship	Funding is critical for student scholarship in all programs, including primary RSU degree programs and student success

Objective 2: Enhance Transformational Learning Experiences Across the University

Initiative 1: Integrate quality principles across the curriculum

Strategic Actions and Activities	Relationship to High Priority Programs
1.2.1.2. Implement the Quality Matters plan in online and blended courses	Online and blended course quality is essential as new programs and courses are developed and delivered
1.2.1.3. Expand the role of the CTL in quality implementation	The Center for Teaching and Learning facilitates distance education at RSU and is instrumental in the implementation of Quality Matters

Initiative 2: Strengthen internship and civic engagement programs

Strategic Actions and Activities	Relationship to High Priority Programs
1.2.2.1 Establish more internship opportunities	High-impact programs, such as Business Administration and Communications, are enhanced by student internship opportunities

Initiative 3: Emphasize diversity, inclusion, and global awareness

Strategic Actions and Activities	Relationship to High Priority Programs
1.2.3.1. Provide appropriate co-curricular learning and involvement opportunities	Focus on inclusion and global awareness are central to all RSU programs and activities
1.2.3.2. Increase support and success initiatives for identity-based student populations	A diverse student body is enhances RSU programs and is essential to its high-impact programs

GOAL #2: ENHANCE INSTITUTIONAL EXCELLENCE, INNOVATION AND TRADITIONS

Objective 1: Enhance Organizational Culture and Strengthen Internal Communication Systems

Initiative 1: Promote a culture that celebrates innovation, values human resources, and embraces positive change

Strategic Actions and Activities	Relationship to High Priority Programs
2.1.1.1. Reduce/eliminate furlough days through increased revenue and cost containment	Prolonged furlough requirements may ultimately affect program delivery
2.1.1.3. Develop an employee recognition program	Employee recognition can enhance student services and deliver of new and existing programs
2.1.1.5. Establish an RSU-Bartlesville Student Center and Library	New student study area and library resources can enrich student success
2.1.1.7. Establish a Faculty/Staff Social Planning Committee (i.e., Cultural Innovation Committee)	Employee enthusiasm can enhance student services and deliver of new and existing programs

Initiative 2: Strengthen internal communication systems

Strategic Actions and Activities	Relationship to High Priority Programs
2.1.2.1. Improve RSU's website (external) and the MyRSU portal (internal)	Improved technological innovations positively affects program delivery
2.1.2.3. Implement an internal communication plan	Both external and internal communication can enhance the delivery all RSU programs

Initiative 3: Engage part-time faculty in University culture

Strategic Actions and Activities	Relationship to High Priority Programs
2.1.3.1. Provide unbroken access to RSU email communication between semesters	Adjunct faculty may be assigned to teach coursework in high impact programs
2.1.3.2. Invite adjunct faculty to department and university meetings and events	Enhanced communication is essential to continued growth
2.1.3.4. Post current full-time and adjunct faculty biographical information on department websites and/or building monitors	Both external and internal communication can enrich the delivery of all RSU programs

GOAL #4: ENHANCE ENROLLMENT GROWTH AND DEVELOPMENT

Objective #1: Strengthen Operational and Student Service Systems

Initiative 1: Maximize the implementation and use of the new administrative services and associated technology systems.

Strategic Actions and Activities	Relationship to High Priority Programs
4.1.1.1. Identify campus specialists and enhance training in technology tools	Jenzabar EX ERP System is an integral tool in University business and the delivery of programs

Initiative 2: Reimagine and reinvigorate RSU's Service Mission

Strategic Actions and Activities	Relationship to High Priority Programs
4.1.2.1. Create and implement a university customer service code	Continuous quality improvement is relevant to all existing and new programs

Objective #2: Increase Institutional Enrollment

Initiative 1: Develop a comprehensive Strategic Enrollment Plan

Strategic Actions and Activities	Relationship to High Priority Programs
4.2.1.1. Identify RSU enrollment goals and OSRHE enrollment mandates	Growth in RSU's programs supported by strategic goals and actions
4.2.1.2. Conduct internal/external SWOT analysis on enrollment	Growth in RSU's programs supported by strategic goals and actions
4.2.1.3. Establish enrollment metrics and key performance indicators	Evidence-based decision making is critical to strategic and affordable programs
4.2.1.4. Establish data analytics structure	Evidence-based decision making is critical to strategic and affordable programs

Initiative 2: Accelerate academic program development

Strategic Actions and Activities	Relationship to High Priority Programs
4.2.2.1. Advance development of online programs and courses in demand subjects and emerging disciplines	CCO Goal #3 Build Bridges to Certificates & Degrees: high-impact strategy #1 and 2; CCO goal #4 Reach Higher for Adult Completion: high-impact strategy #1; and CCO Other Local Institutional Priority Areas: high-impact strategy #1

b. Other Academic Priorities/Programs. (*New academic program*)

An environmental scan in 2015-2016 disclosed that demand for baccalaureate degrees in Nursing is quickly outpacing/replacing demand for traditional Associate of Applied Science degrees in Nursing. To meet this demand, RSU has developed curriculum for a traditional baccalaureate Nursing degree program. The curriculum proposal has been approved through the OU Board of Regents and is submitted for approval through the OSRHE. The proposal with associated budget appears as an attachment. (See pages 23-26 of the BS Nursing Proposal for budget.)

Upon review of productivity data in the Department of History and Political Science, RSU faculty developed curriculum for a Bachelor of Arts in History degree program. The BA in History will not duplicate other programs at RSU, with the course work designed to provide a general exposure to a History curriculum. The curriculum proposal has been approved through the OU Board of Regents and is submitted for approval through the OSRHE. The proposal with associated budget appears as an attachment. (See pages 13-16 of the BA History Proposal for budget.)

2. Technology (uses in the classroom, faculty and curriculum development, student support services, and distance education offerings, etc., especially noting new, different, and innovative uses of technology)

a. Current Status

- Implementation of managed printing solution optimizing usage of copy/print/scan stations
- New generator installed for network server room
- New telephone system installed replacing 30-year-old system
- Conversion of university Enterprise Resource Planning (ERP) system from Jenzabar PX/Poise to Jenzabar EX
- Migration from Angel Learning Management System (LMS) to Jenzabar LMS with nearly 100% of fulltime and adjunct distance education faculty trained and using Quality Matters principles to apply to online and blended course delivery

b. Future Plans

(Plans for research/innovation, teaching/learning, and service,

- Replace aging projector technology with LCDs in 100% of classrooms
- Identify a centralized digital signage solution for Academic Affairs and university-wide
- Install wireless internet in family housing
- Upgrade Mathematics, Physical Science, and Health Sciences facilities and equipment as funding allows
- Sustainable RSU-Bartlesville technology equipment needs and replacement plan

3. Academic Efficiencies (faculty sharing, partnership collaboration, course redesign, program downsizing or deletion, etc., that have direct impact on budget, cost savings, efficiencies, the academic enterprise)

a. Current Status: Cost efficiencies were based upon review of productivity data and budget constraints.

- Development of online and blended Master Courses for LMS environment
- Consolidation of three academic Schools to two Schools: [1] Arts and Sciences; and [2] Professional Studies
- Reduction of the number of academic departments from 11 to 10 by combining Sport Management with Business Administration
- More than 30% of all RSU courses are available through online and blended course delivery
- Tutor.com availability for 24/7 online tutoring in nine subject areas
- ProctorU availability for online course proctored testing
- Camtasia added to resources at Claremore campus Multipoint Conference Room
- New 24/7 e-Campus Help Desk
- Financial partnership with Jane Phillips Hospital for full-time Nursing Program at RSU-Bartlesville
- 2 Plus 2 joint venture with Cameron University to offer Bachelor of Science in Elementary Education and Social Studies Education
- The Office of Accountability and Academics collaborates with University Assessment Committee faculty leadership to share travel budget funds for research presentations at national assessment and research institutes and

organizations

- Incorporation of the use of the OU supercomputer (OSCER) in general chemistry to study molecular structures and properties
- Maintenance of an online payment system (Dynamic Forms) for student and non-student activities including university-sponsored conferences and workshops
- Contract with the University of Oklahoma to utilize its Institutional Review Board
- Furloughs (one day per month) for all full-time RSU faculty and staff.

Future Plans: (Noting plans for research/innovation, teaching/learning, and service, and how these plans are developed, including how local needs are determined and plans for addressing are developed)

- Establish internships and research partnerships for undergraduate students in all academic programs as developed by faculty and department heads with area businesses (determined through student focus groups)
- Expand co-curricular student opportunities with area agencies, working with academic affairs and student affairs (determined through student surveys and focus groups)
- Establish a single log-in/sign-on for RSU students, staff and faculty (requested by staff and faculty in strategic planning focus groups)
- Develop and implement at least one new certificate or certification program in each School, using existing course structures. An environmental scan is necessary in order to identify and prioritize community and business needs.

4. Learning Site Activity Report

Please respond to the following questions as a learning site:

- a. Include the number of courses sent to and received from other institutions, including only electronic courses. Detail the productivity in those courses and programs, as well as the breakdown between upper division and lower division courses.

Not applicable.

- b. Provide detailed information about how the learning site is ascertaining and meeting employer needs and student demands.

Not applicable.

- c. Describe in detail planned changes in locations to send or receive courses and programs (i.e. branch campuses or off-campus locations, etc.).

Not applicable.

C. Provide the institution's 2016, 2017, 2018 projections for fall headcount enrollment and annual FTE by undergraduate and graduate separately.

- Fall 2016: Undergraduate Headcount: 3,922
- Fall 2016: Graduate Headcount: 29
- 2016 Annual Undergraduate FTE: 2,963
- 2016 Annual Graduate FTE: 22

- Fall 2017: Undergraduate Headcount: 3,942
- Fall 2017: Graduate Headcount: 35
- 2017 Annual Undergraduate FTE: 2,978
- 2017 Annual Graduate FTE: 22

- Fall 2018: Undergraduate Headcount: 3,962
- Fall 2018: Graduate Headcount: 40
- 2018 Annual Undergraduate FTE: 2,993
- 2018 Annual Graduate FTE: 22