



RSU 2016-2021 Strategic Plan *Implementation Template*

Mission

Our mission at Rogers State University is to ensure students develop the skills and knowledge required to achieve professional and personal goals in dynamic local and global communities.

Our commitments, which support the RSU mission, are as follows:

- To provide quality associate, baccalaureate, and graduate degree opportunities and educational experiences which foster student excellence in oral and written communications, scientific reasoning, and critical and creative thinking.
- To promote an atmosphere of academic and intellectual freedom and respect for diverse expression in an environment of physical safety that is supportive of teaching and learning.
- To provide a general liberal arts education that supports specialized academic programs and prepares students for lifelong learning and service in a diverse society.
- To provide students with a diverse, innovative faculty dedicated to excellence in teaching, scholarly pursuits, and continuous improvement of programs.
- To provide University-wide student services, activities, and resources that complement academic programs.
- To support and strengthen student, faculty, and administrative structures that promote shared governance of the institution.
- To promote and encourage student, faculty, staff, and community interaction in a positive academic climate that creates opportunities for cultural, intellectual, and personal enrichment for the University and the communities it serves.

Vision

Rogers State University aspires to be the regional university of choice for Northeast Oklahoma and beyond, recognized as a model for excellence in face-to-face and online academic programs at both the undergraduate and graduate levels.

Explanation of RSU's Vision Statement:

Rogers State University (RSU) has advanced its reputation for quality undergraduate education since becoming a four-year university in 2000. This is evidenced in U.S. News & World Report rankings where RSU placed as one of the top 50 public regional colleges in the West. RSU focuses on excellence in teaching and seeks to become a regional leader in Quality Matters approved distance education.

As a regional university of choice, RSU cultivates a vibrant campus culture with a focus on substantive, relevant degree programs at the undergraduate and graduate program levels that align with regional business, industry, and educational needs. Through curricular and co-curricular offerings, RSU promotes and embraces an appreciation for cultural diversity and global awareness.

Today:
Mission



Future:
5-year Vision

Prioritization Scale

| | | | | |
|-----------------|------------------|---------------------------|----------------------|-------------------------|
| <i>Critical</i> | <i>Important</i> | <i>Somewhat Important</i> | <i>Not Important</i> | <i>Does Not Pertain</i> |
| 4 | 3 | 2 | 1 | 0 |

GOAL #1: INSPIRE STUDENT LEARNING AND DEVELOPMENT

Objective1: Promote Student Success

Initiative 1: Increase persistence and graduation rates

| Strategic Actions | Priority Rating | Budget | Priority Year | Responsible Group(s) | Target Date For Completion | Key Performance Indicators |
|---|-----------------|--|----------------------------|----------------------|----------------------------|----------------------------|
| Improve RSU’s advisement system | 3.39 | \$46,000 per School advisor position \$400 per year for advising excellence awards \$0 for in-house training | Year 2 Year 2 Year 1 | | | |
| Implement a comprehensive first-year experience program | 3.28 | ? | Year 2 | | | |
| Increase pursuit of federal (e.g. TRiO) and other grant opportunities | 3.28 | \$0 | Year 1 | | | |
| Mine data to inform institutional decision making | 3.00 | \$0 | Year 1 | | | |
| Advance use of technology in at-risk and support services | 2.95 | \$0 for existing Jenzabar modules ? for new modules | Year 1 | | | |
| Implement persistence initiatives | 2.82 | HLC=\$27,000 over four years plus mentor/team travel | Year 4&5 | | | |

| Strategic Actions | Priority Rating | Budget | Priority Year | Responsible Group(s) | Target Date For Completion | Key Performance Indicators |
|--|-----------------|--------------|---------------|----------------------|----------------------------|----------------------------|
| | | FOE=\$59,500 | | | | |
| Develop an academically based residence life program | 2.64 | ? | Year 4&5 | | | |

Initiative 2: Expand opportunities for undergraduate research/scholarship

| Strategic Actions | Priority Rating | Budget | Priority Year | Responsible Group(s) | Target Date For Completion | Key Performance Indicators |
|---|-----------------|---------------------|---------------|----------------------|----------------------------|----------------------------|
| Establish internships, research partnerships, and similar opportunities | 3.22 | \$0 | Year 1 | | | |
| Dedicate funds for student research/scholarship | 2.98 | \$15,000 for travel | Year 1 | | | |

Objective 2: Enhance Transformational Learning Experiences Across the University

Initiative 1: Integrate quality principles across the curriculum

| Strategic Actions | Priority Rating | Budget | Priority Year | Responsible Group(s) | Target Date For Completion | Key Performance Indicators |
|--|-----------------|-----------------------------------|---------------|----------------------|----------------------------|----------------------------|
| Establish quality standards in on-ground courses | 2.89 | \$0 | Year 2 | | | |
| Implement the Quality Matters plan in online and blended courses | 2.76 | Currently \$30,000/year in budget | Year 1 | | | |
| Expand the role of the CTL in quality implementation | 2.50 | \$0 | Year 1 | | | |

Initiative 2: Strengthen internship and civic engagement programs

| Strategic Actions | Priority Rating | Budget | Priority Year | Responsible Group(s) | Target Date For Completion | Key Performance Indicators |
|---|-----------------|--------|---------------|----------------------|----------------------------|----------------------------|
| Establish more internship opportunities | 2.98 | \$0 | Year 1 | | | |
| Expand community service opportunities | 2.81 | \$0 | Year 2 | | | |
| Promote service learning as a required element in appropriate courses | 2.74 | \$0 | Year 3 | | | |

Initiative 3: Emphasize diversity, inclusion, and global awareness

| Strategic Actions | Priority Rating | Budget | Priority Year | Responsible Group(s) | Target Date For Completion | Key Performance Indicators |
|---|-----------------|--------|---------------|----------------------|----------------------------|----------------------------|
| Provide appropriate co-curricular learning and involvement opportunities | 2.65 | \$0 | Year 1 | | | |
| Increase support and success initiatives for identity-based student populations | 2.58 | ? | Year 1 | | | |
| Expand studies-at-large (national and international) programs | 2.43 | ? | Year 5 | | | |
| Establish a Native American Student Center | 2.26 | ? | Year 3 | | | |

Initiative 4: Promote educational experiences for students outside of the classroom

| Strategic Actions | Priority Rating | Budget | Priority Year | Responsible Group(s) | Target Date For Completion | Key Performance Indicators |
|--|-----------------|--------------------------------|---------------|----------------------|----------------------------|----------------------------|
| Establish “Study Circles” among faculty, staff, and students | 2.46 | \$200 per circle (i.e., books) | Year 3 | | | |
| Establish colloquia series in each school | 2.35 | \$4,000 per School | Year 4 | | | |
| Establish a “scholar in residence” program | 2.16 | \$20,000 | Year 5 | | | |

**GOA
L #2:**

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 | Priority Rating | Budget | Priority Year | Responsible Group(s) | Target Date For Completion | Key Performance Indicators |
|---|------------------------|--|----------------------|-----------------------------|-----------------------------------|-----------------------------------|
| Reduce/eliminate furlough days through increased revenue and cost containment | 3.60 | ? | Year 1 | | | |
| Create a single sign-on to RSU computing systems | 3.12 | \$5,000 initial setup \$15,000 annually | Year 5 | | | |
| Develop an employee recognition program | 3.00 | ~\$805 annually | Year 1 | | | |
| Develop an after-5:00 p.m. student service environment | 2.94 | ~\$9,360/year for 12 hrs/wk | Year 3 | | | |
| Establish an RSU-Bartlesville Student Center and Library | 2.80 | ? | Year 1&2 | | | |
| Apply for Best Places To Work in Oklahoma status and/or Great Colleges to Work For status | 2.65 | \$864 for BPTWiO \$0 for GCTWF | Year 5 | | | |
| Establish a Faculty/Staff Social Planning Committee (i.e., Cultural Innovation Committee) | 2.45 | \$0 - \$1500 annually for events | Year 1 | | | |

Initiative 2: Strengthen internal communication systems

| Strategic Actions | Priority Rating | Budget | Priority Year | Responsible Group(s) | Target Date For Completion | Key Performance Indicators |
|--|------------------------|--------------------|----------------------|-----------------------------|-----------------------------------|-----------------------------------|
| Improve RSU's website (external) and the MyRSU portal (internal) | 3.28 | \$5,000 - \$10,000 | Year 1 | | | |
| Automate university forms | 3.23 | \$0 | Year 2 | | | |
| Implement an internal communication plan | 3.18 | \$0 | Year 1 | | | |

Initiative 3: Engage part-time faculty in University culture

| Strategic Actions | Priority Rating | Budget | Priority Year | Responsible Group(s) | Target Date For Completion | Key Performance Indicators |
|---|------------------------|---------------|----------------------|-----------------------------|-----------------------------------|-----------------------------------|
| Provide unbroken access to RSU email communication between semesters | 3.37 | \$0 | Year 1 | | | |
| Invite adjunct faculty to department and university meetings and events | 3.03 | \$0 | Year 1 | | | |
| Engage adjunct faculty in the Faculty Association | 2.88 | \$0 | Year 2 | | | |
| Post current full-time and adjunct faculty biographical information on department websites and/or building monitors | 2.74 | \$0 | Year 1 | | | |

Initiative 4: Establish and celebrate RSU traditions

| Strategic Actions | Priority Rating | Budget | Priority Year | Responsible Group(s) | Target Date For Completion | Key Performance Indicators |
|--|------------------------|---------------|----------------------|-----------------------------|-----------------------------------|-----------------------------------|
| Identify and promote RSU's unique traditions | 3.23 | \$0 | Year 1 | | | |

Objective 2: Support Professional Growth and Employee Well-Being

Initiative 1: Ensure competitive salaries for faculty and staff (full-time and part-time)

| Strategic Actions | Priority Rating | Budget | Priority Year | Responsible Group(s) | Target Date For Completion | Key Performance Indicators |
|--|------------------------|------------------------------|----------------------|-----------------------------|-----------------------------------|-----------------------------------|
| Implement a compensation plan | 3.55 | ~\$977,196 annually | Year 4 | | | |
| Conduct a compensation survey | 3.46 | \$10,000 for staff positions | Year 2 | | | |
| Develop policies to compensate staff for achieving relevant degrees/certifications/licensure | 3.39 | ~\$4,000 annually | Year 1 | | | |
| Develop a performance development plan for staff | 3.27 | \$0 | Year 5 | | | |

Initiative 2: Pursue pedagogical innovation through faculty and staff support

| Strategic Actions | Priority Rating | Budget | Priority Year | Responsible Group(s) | Target Date For Completion | Key Performance Indicators |
|--|------------------------|---|----------------------------|-----------------------------|-----------------------------------|-----------------------------------|
| Increase university-sponsored professional development opportunities | 3.14 | \$700/department training budget x 15 departments/areas = \$10,500 \$4000 (\$2000/day for 20 people twice a year) \$0 Increase CTL and brown bag activities | Year 3 Year 3 Year 1 | | | |
| Develop and implement a new employee orientation program | 3.07 | \$500 annually | Year 3 | | | |
| Incentivize scholarly and creative research and activities | 3.03 | \$3,000 annually | Year 1 | | | |

Initiative 3: Build full-time faculty and staff to the level of regional parity

| Strategic Actions | Priority Rating | Budget | Priority Year | Responsible Group(s) | Target Date For Completion | Key Performance Indicators |
|--|------------------------|---------------|----------------------|-----------------------------|-----------------------------------|-----------------------------------|
| Conduct an employee staffing survey of peer institutions | 3.11 | \$0 internal | Year 2 | | | |
| Recruit and retain under-represented faculty and staff | 3.05 | \$0? | Year 1 | | | |

GOAL 3: ENGAGE RELEVANT STAKEHOLDERS

Objective 1: Enhance RSU's Image and Build Brand Awareness

Initiative 1: Develop a comprehensive brand identity and marketing plan

| Strategic Actions | Priority Rating | Budget | Priority Year | Responsible Group(s) | Target Date For Completion | Key Performance Indicators |
|---|-----------------|--------|---------------|----------------------|----------------------------|----------------------------|
| Increase RSU presence/visibility in service area | 3.50 | \$0 | Year 1 | | | |
| Formalize and implement university marketing and branding plan | 3.23 | \$0 | Year 1 | | | |
| Implement brand management measures to protect use of RSU marks | 2.91 | \$0 | Year 1 | | | |

Initiative 2: Actively engage alumni and community supporters

| Strategic Actions | Priority Rating | Budget | Priority Year | Responsible Group(s) | Target Date For Completion | Key Performance Indicators |
|--|-----------------|---------|---------------|----------------------|----------------------------|----------------------------|
| Engage prominent community leaders | 3.35 | \$5,000 | Year 1 | | | |
| Expand the alumni base | 3.28 | ? | Year 1 | | | |
| Encourage faculty, staff and student participation in local engagement and/or leadership opportunities | 3.17 | \$0 | Year2 | | | |
| Increase communication with alumni | 3.16 | \$0 | Year 1 | | | |
| Plan department and program specific activities, events and reunions | 2.84 | \$0 ? | Year 2 | | | |
| Develop an RSU student-alumni mentorship program | 2.79 | ? | Year 1 | | | |

Initiative 3: Enhance external communication

| Strategic Actions | Priority Rating | Budget | Priority Year | Responsible Group(s) | Target Date For Completion | Key Performance Indicators |
|--|------------------------|---------------|----------------------|-----------------------------|-----------------------------------|-----------------------------------|
| Increase awareness of academic excellence | 3.44 | \$0 | Year 1 | | | |
| Refine effectiveness of RSU digital presence | 3.34 | ~\$5,000 | Year 1 | | | |
| Increase awareness of individual accomplishments | 3.31 | \$0 | Year 1 | | | |
| Leverage RSU TV and RSU Radio media assets | 3.28 | \$0 | Year 1 | | | |
| Expand distribution of university news to non-campus publics | 3.23 | ? | Year 1 | | | |

Initiative 4: Strengthen RSU Foundation Endowments and Donor Base

| Strategic Actions | Priority Rating | Budget | Priority Year | Responsible Group(s) | Target Date For Completion | Key Performance Indicators |
|---|------------------------|-------------------------------------|----------------------|-----------------------------|-----------------------------------|-----------------------------------|
| Increase RSU Foundation assets by more than 15% annually | 3.40 | \$5000 software \$1,500 training | Year 1 | | | |
| Promote an intentional grant process linking funding priorities to outcomes | 3.19 | \$0 | Year 1 | | | |

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 | Priority Rating | Budget | Priority Year | Responsible Group(s) | Target Date For Completion | Key Performance Indicators |
|--|------------------------|----------------|----------------------|-----------------------------|-----------------------------------|-----------------------------------|
| Identify campus specialists and enhance training in technology tools | 3.18 | ? | Year 1 | | | |
| Identify and capture resource efficiencies | 3.13 | ? | Year 2 | | | |
| Streamline business processes and deploy technological solutions | 3.13 | \$0 - \$75,000 | Year 3 | | | |

Initiative 2: Reimagine and reinvigorate RSU’s Service Mission

| Strategic Actions | Priority Rating | Budget | Priority Year | Responsible Group(s) | Target Date For Completion | Key Performance Indicators |
|---|------------------------|----------------|----------------------|-----------------------------|-----------------------------------|-----------------------------------|
| Create and implement a university customer service code | 2.95 | \$0 - \$15,000 | Year 1 | | | |

Objective #2: Increase Institutional Enrollment

Initiative 1: Develop a comprehensive Strategic Enrollment Plan

| Strategic Actions | Priority Rating | Budget | Priority Year | Responsible Group(s) | Target Date For Completion | Key Performance Indicators |
|---|------------------------|---------------|----------------------|-----------------------------|-----------------------------------|-----------------------------------|
| Identify RSU enrollment goals and OSRHE enrollment mandates | 3.20 | \$0 | Year 1 | | | |
| Conduct internal/external SWOT analysis on enrollment | 3.19 | \$0 - ? | Year 1 | | | |
| Establish enrollment metrics and key performance indicators | 3.19 | \$0 | Year 1 | | | |

| Strategic Actions | Priority Rating | Budget | Priority Year | Responsible Group(s) | Target Date For Completion | Key Performance Indicators |
|------------------------------------|------------------------|---------------|----------------------|-----------------------------|-----------------------------------|-----------------------------------|
| Establish data analytics structure | 3.13 | \$0 - ? | Year 1 | | | |

Initiative 2: Accelerate academic program development

| Strategic Actions | Priority Rating | Budget | Priority Year | Responsible Group(s) | Target Date For Completion | Key Performance Indicators |
|--|------------------------|---------------|----------------------|-----------------------------|-----------------------------------|-----------------------------------|
| Advance development of online programs and courses in demand subjects and emerging disciplines | 3.26 | \$0 | Year 1 | | | |
| Add certificate and credential offerings in line with core institutional competencies | 3.16 | \$0 | Year 2 | | | |
| Establish one complete degree/certificate/credential program at each satellite campus location | 3.05 | \$0 | Year 2 | | | |

Initiative 3: Increase institutional retention

| Strategic Actions | Priority Rating | Budget | Priority Year | Responsible Group(s) | Target Date For Completion | Key Performance Indicators |
|--|------------------------|---------------|----------------------|-----------------------------|-----------------------------------|-----------------------------------|
| Plan and Build a University Welcome Center | 2.74 | ? | Year 5 | | | |
| Plan and build a University Recreation and Wellness Center | 2.71 | ? | Year 5 | | | |
| Investigate transportation needs between satellite and main RSU campuses | 2.64 | ? | Year 2 | | | |

Initiative 4: Increase volume, quality and opportunities relative to student activities across all RSU campuses.

| Strategic Actions | Priority Rating | Budget | Priority Year | Responsible Group(s) | Target Date For Completion | Key Performance Indicators |
|---|------------------------|---------------|----------------------|-----------------------------|-----------------------------------|-----------------------------------|
| Establish partnerships with Claremore, Pryor and Bartlesville city leadership to facilitate business, facility and programmatic investment that appeals to and engages local college student population | 3.36 | ? | Year 2 | | | |
| Improve and expand physical facilities to accommodate increased activities | 2.86 | ? | Year 4 | | | |