



RSU 2016-2021 Strategic Plan Implementation Template

Bartlesville Campus Years 1-4

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

Area or School Mission:

The Rogers State University Office of Academic Affairs has general responsibility for the University’s academic programs and personnel.

Department Mission:

As part of the University mission, Rogers State University – Bartlesville seeks to promote and increase the ability of Rogers state University to ensure students develop the skills and knowledge required to achieve professional and personal goals in our dynamic local and global communities. Goals include the following:

- Preserve of the connection between the Bartlesville campus and its services to meet the needs of prospective and continuing students, as well as the shifting demands of local employers both in and around our community.
- Enhance enrollment growth, retention, and completion of students attending the Bartlesville Campus.
- Cultivate sustainable partnerships with local employers, non-profits, and civic organizations.
- Expand community engagement activities to enhance RSU-Bartlesville’s presence and brand in the downtown district and neighboring communities.
- Sustain scholarship support through the Annual RSU-Bartlesville Scholarship Breakfast and private sector support.
- Promote revenue generation via leasing space and properties on Bartlesville campus.

Process and Instructions:

Operational planning is planning that takes place at the department level or across departments in an organization. RSU’s operational plans are developed by each department on an annual basis, and all department plans are guided by the University’s prioritized strategic actions selected by RSU’s Strategic Planning Committee. Departments may choose to include additional action items in their annual plans, but only those actions that support the annually prioritized strategic actions will be considered for institutional resources

when resources become available. Further, key performance indicators are necessary to assess the success of each operational plan. Operational plans will be submitted to and reviewed by the vice president for each respective area as well as the Strategic Planning Committee and the Budget Advisory Committee.

In the tables that follow, please work collaboratively with your team to select three to six strategic actions for the specific year of implementation for your Unit to accomplish.

Years 3 and 4 Priorities:

- Goal 2.1.1.1: Reduce/eliminate furlough days through increased revenue and cost containment
- Goal 2.2.1.1: Ensure competitive salaries for faculty and staff (full-time and part-time)
- Goal 1.1.1.6: Enhance and implement academic quality and persistence initiatives (Development of a first-year experience program)

Departments' Operational Plans are reviewed by the Strategic Planning Committee and the Budget Advisory Committee to develop the upcoming budget for submission to OSRHE. Henceforth, each year after the University's budget is finalized, departments will be informed of approval or disapproval of budget monies requested in their Operational Plans.

GOAL #1: INSPIRE STUDENT LEARNING AND DEVELOPMENT

Objective 1: Promote Student Success

Initiative 1: Increase persistence and graduation rates

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Improve RSU's advisement system		Year 1-5				
2. Implement a comprehensive first-year experience program		Year 2				
3. Increase pursuit of federal (e.g. TRiO) and other grant opportunities		Year 1				
4. Mine data to inform institutional decision making		Year 1 Year 2 Year 3				
5. Advance use of technology in at-risk and support services		Year 1				
6. Implement persistence initiatives		Year 1-5				
7. Develop an academically based residence life program		Year 4 Year 5				

Initiative 2: Expand opportunities for undergraduate research/scholarship

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Establish internships, research partnerships, and similar opportunities		Year 1				
2. Dedicate funds for student research/scholarship		Year 1				

Objective 2: Enhance Transformational Learning Experiences Across the University

Initiative 1: Integrate quality principles across the curriculum

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Establish quality standards in on-ground courses		Year 2				
2. Implement the Quality Matters plan in online and blended courses						
3. Expand the role of the CTL in quality implementation		Year 1				

Initiative 2: Strengthen internship and civic engagement programs

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Establish more internship opportunities		Year 1				
2. Expand community service opportunities	Collaborate with community organizations on efforts to address relevant community needs and issues such as Phillips 66's Operation Clean House, Boy Scouts, Boy's and Girl's Club, Rotary, school events, etc.	Year 1-4	\$3,000 requested; None received or necessary to carry out this strategic action	Number of service-related opportunities; Agreements with local partners; RSU student and faculty participation; SGA involvement. (each year the numbers will increase)	AVP for Bartlesville campus SGA Senator Bartlesville Campus Faculty Advisors	2 faculty members, 4 staff members, and 12 students were actively engaged or collaborated with six (6) major community service activities during Years 1-2 and to date to include serving on the Cherokee Area Council Boy Scouts Board of Directors and BSA Exploring Committee; collectively students, faculty and staff and faculty gave 336 hours of volunteerism to community service.
3. Promote service learning as a required element in appropriate courses		Year 3				

Initiative 3: Emphasize diversity, inclusion, and global awareness

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Provide appropriate co-curricular learning and involvement opportunities						
2. Increase support and success initiatives for identity-based student populations		Year 1				
3. Expand studies-at-large (national and international) programs		Year 5				
4. Establish a Native American Student Center		Year 3				

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

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Establish “Study Circles” among faculty, staff, and students		Year 3				
2. Establish colloquia series in each school		Year 4				

3. Establish a “scholar in residence” program		Year 5				
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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	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Reduce/eliminate furlough days through increased revenue and cost containment		Year 1				
2. Create a single sign-on to RSU computing systems		Year 5				
3. Develop an employee recognition program		Year 1				
4. Develop an after-5:00 p.m. student service environment		Year 3				

5. Establish an RSU-Bartlesville Student Center and Library	1. Renovate and equip Bartlesville Student Center with current technology needs and infrastructure (i.e., switches, network cable, etc.), to include computers for students. Acquire new furniture for the Center.	Years 1-2	Requested: \$40,000 None Received	Acquisition of Capital Equipment Request and installation of equipment	AVP for Bartlesville Campus Building Supervisor ACS Staff	Capital Equipment Request not approved
	2. Purchase of safety equipment to accommodate Center (i.e., AED defibrillators and evacuation chairs for ADA compliance in multi-story buildings to avoid fatalities and injuries during an emergency and for keeping students safe.	Years 1-2	Requested: \$ 6,800; None Received	Maintain ADA compliance with zero safety incidents	AVP for Bartlesville Campus Building Supervisor	Capital Equipment Request not approved
	3. Establish student resource library with computers to access library databases, paper media, instructional resources, and a special collections room to contain a proposed Conley Collection from prospective donor.	Years 1-2	Requested: \$10,000; None Received	Collections received and installed (yes/no)	AVP for Bartlesville Campus Staff	Conley collection was not donated to RSU
	4. Renovate Bartlesville Student Center to create eight 10x12 dorm-size housing quarters for students, a living-learning commons area, recreation room, business center, shared kitchenette and nook, private showers,	Years 1-2	Requested: \$35,000; None Received	Increased revenue by \$60,000/yr. from leasing living quarters to students	AVP for Bartlesville Campus and Building Supervisor	N/A; This strategic action no longer is feasible for further consideration.

	<p>carpet/tile flooring, etc. with keyed access to generate new revenue for the university and campus.</p> <p><i>Recommendation was inspired by President Rice during his visit to campus during Spring semester.</i></p> <p>5. Purchase new furniture for Bartlesville Student Center based on SGA Resolution 2016-0001.</p>	Years 3-4	Requested: \$4,000 Purchase of furniture pending	SGA Resolution Purchase invoice from vendor	SGA Senator VP for Student Affairs AVP	Resolution has passed SGA and approved for purchase of furniture pending available funding source.
6. Apply for Best Places To Work in Oklahoma status and/or Great Colleges to Work For status		Year 5				
7. Establish a Faculty/Staff		Year 1				

Social Planning Committee (i.e., Cultural Innovation Committee)						
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Initiative 2: Strengthen internal communication systems

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Improve RSU’s website (external) and the MyRSU portal (internal)		Year 1				
2. Automate university forms		Year 2				
3. Implement an internal communication plan		Year 1				

Initiative 3: Engage part-time faculty in University culture

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Provide unbroken access to RSU email communication between semesters		Year 1				
2. Invite adjunct faculty to department and university meetings and events		Year 1				
3. Engage adjunct faculty in the Faculty Association		Year 2				
4. Post current full-time and adjunct faculty biographical information on department websites		Year 1				

Initiative 4: Establish and celebrate RSU traditions

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Identify and promote RSU's unique traditions		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	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Implement a compensation plan		Year 4				
2. Conduct a compensation survey		Year 2				
3. Develop policies to compensate staff for achieving relevant degrees, certificates, or licensure		Year 1				
4. Develop a performance development plan for staff		Year 5				

Initiative 2: Pursue pedagogical innovation through faculty and staff support

Strategic Actions	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Increase university-sponsored professional development opportunities		Year 1 Year 2 Year 3				

Strategic Actions	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
2. Develop and implement a new employee orientation program		Year 3				
3. Incentivize scholarly and creative research and activities		Year 1				

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

Strategic Actions	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Conduct an employee staffing survey of peer institutions		Year 2				
2. Recruit and retain under-represented faculty and staff		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	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
<p>I. Increase RSU presence/visibility in service area</p>	<p>Enhance RSU-Bartlesville’s image in the community and build brand awareness through student, faculty and staff participation in and coordination of community events and activities such as parades, Operation Clean House, local school advisory committees, civic clubs, community job fairs, Boy Scouts, high school events, food drives, recruitment activities, youth enrichment camps volunteers, and other efforts of volunteerism.</p>	<p>Years 1-4</p>	<p>Requested: \$4,000</p> <p>RSU Foundation has provides over \$4,000 yearly as Premier Member of Bartlesville Chamber of Commerce to attend Chamber events and support community functions.</p>	<p>Number of events</p> <p>Number of faculty, staff and students engaged; SGA involvement</p>	<p>AVP for Bartlesville campus</p> <p>Faculty, staff and students</p> <p>RSU Foundation</p>	<p>All faculty members are visible in more than 10 community events such as job fairs, coat drives, science fairs, high school advisory councils/forums, summer camps, and United Way campaigns each year.</p> <p>RSU Foundation funds staff participation at Chamber of Commerce events yearly.</p> <p>Two staff members conducted recruitment fairs each fall/spring semester.</p> <p>The campus hosted two blood drives in partnership with the Oklahoma Blood Institute each year.</p>

2. Formalize and implement university marketing and branding plan		Year 1 – Year 5				
3. Implement brand management measures to protect use of RSU marks		Year 1				

Initiative 2: Actively engage alumni and community supporters

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Engage prominent community leaders		Year 1				
2. Expand the alumni base		Year 1				
3. Encourage faculty, staff and student participation in local engagement and/or leadership opportunities		Year 2				
4. Increase communication with alumni		Year 1				
5. Plan department and program specific		Year 2				

Strategic Actions	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
activities, events and reunions						
6. Develop an RSU student-alumni mentorship program		Year 1				

Initiative 3: Enhance external communication

Strategic Actions	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Increase awareness of academic excellence		Year 1				
2. Refine effectiveness of RSU digital presence		Year 1				
3. Increase awareness of individual accomplishments		Year 1				
4. Leverage RSU TV and RSU Radio media assets		Year 1				
5. Expand distribution of university news to non-campus publics		Year 1				

Initiative 4: Strengthen RSU Foundation Endowments and Donor Base

Strategic Actions	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Increase RSU Foundation assets by more than 15% annually		Year 1				
2. Promote an intentional grant process linking funding priorities to outcomes	<p>1. Collaborate with local businesses and public private sector organizations to enhance grant opportunities at the Bartlesville campus</p> <p>2. Seek grant application support through Office of Sponsored Programs and assist faculty and staff with preparing grant proposals.</p> <p>3. Incentivize proposal writers for funded grants</p>	<p>Years 2 - 4</p> <p>Years 2 - 4</p> <p>Year 4</p>	<p>N/A</p> <p>Requested: \$2,000; Received: \$25,000 to date from Phillips 66 and \$25,000 pending approval from AT&T Foundation</p> <p>TBD</p>	<p>RFP issued from private sector</p> <p>One grant application submitted per year; Funding award letters; Number of collaborative partners</p> <p>Approval from administration</p>	<p>RSU- Bartlesville Faculty and Staff</p> <p>RSU- Bartlesville Faculty and Staff</p> <p>Administration Campus AVP</p>	<p>Two private corporations Phillips 66 AT&T Foundation</p> <p>During Year 2, two proposals were submitted and funded or being considered for funding from two separate funding agencies.</p>

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	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Identify campus specialists and enhance training in technology tools		Year 1				
2. Identify and capture resource efficiencies		Year 2				
3. Streamline business processes and deploy technological solutions		Year 3				

Initiative 2: Reimagine and reinvigorate RSU's Service Mission

Strategic Actions	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Create and implement a university customer service code		Year 1				

Objective #2: Increase Institutional Enrollment

Initiative 1: Develop a comprehensive Strategic Enrollment Plan

Strategic Actions	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Identify RSU enrollment goals and OSRHE enrollment mandates		Year 1				
2. Conduct internal/external SWOT analysis on enrollment		Year 1				
3. Establish enrollment metrics and key performance indicators		Year 1				
4. Establish data analytics structure		Year 1				

Initiative 2: Accelerate academic program development

Strategic Actions	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Advance development of online programs and courses in demand subjects and emerging disciplines		Year 1				
2. Add certificate and credential offerings in line with core institutional competencies	Offer new, high-demand certificate and credentialing courses or seminars on the Bartlesville campus in their entirety (i.e., RSUWorks, information technology, business and industry requests, etc.)	Year 2 – 4	Requested: \$4,000; None Received or Necessary	Number of certificate and credential offerings; Number of individuals successfully completing courses/seminars Number of applications via Enrollment Center # Certificates issued Increased unduplicated enrollment on site by 5% per year for credit bearing courses	AVP for Bartlesville campus RSU Public TV (RSUWorks) VPAA Academic Council University Registrar Local businesses	To date, no certificate courses have been offered at the Bartlesville Campus; Anticipate offering certificate courses during Year 4 after approvals via Academic Council, Deans, Dept. Chairs, and VPAA

<p>3. Establish one complete degree/certificate/credential program at each satellite campus location</p>	<p>1. Offer <i>BSN</i> and <i>MBA</i> degree programs in Bartlesville with all course offerings taught on-site or via distance learning.</p>	<p>Years 1 - 2 Year 4</p>	<p>Requested: \$10,000 4 Adjuncts @ \$2500 per course; None Received</p>	<p>Number of complete degree/certificate/credential programs completely on Bartlesville campus;</p>	<p>AVP for Bartlesville campus VPAA Academic Council University Registrar Deans and Department Chairs</p>	<p>During Years 1-2, these programs were not offered at the Bartlesville Campus</p>
	<p>2. Submit application for proposed <i>Rehabilitation Science</i> degree program with all course offerings taught on-site or via distance learning.</p>	<p>Years 1 - 2 (Void)</p>	<p>Requested: \$7,800 2 Adjuncts @ \$1,950 per course; None Received</p>	<p>Program application approval via State Regents</p>		<p>Cybersecurity certificate option voided for offering at Bartlesville Campus and deemed not feasible</p>
	<p>3. Offer cybersecurity certificate option on Bartlesville campus in collaboration with local employers and municipalities.</p>	<p>Year 1-2 (Void)</p>	<p>Requested: \$7,800 2 Adjuncts @ \$1,950 per course None Received</p>	<p>Support and approval via Deans and VP for Academic Affairs</p>		<p>Application for Rehabilitation Science Program was voided for submission due to interest and demand for new M.S. degree in Professional Counseling which had been approved by State Regents</p>
	<p>4. Deliver M.S. in Professional Counseling on Bartlesville Campus to increase enrollment.</p>	<p>Year 4</p>	<p>None Requested Existing faculty and adjuncts will teach</p>	<p>Faculty/Adjunct Credentialing Retention and Completion rates rise by 5%;</p> <p>Number of applications and new admits via Enrollment Center</p>		<p>Anticipate offering BSN, Master's degree programs during Year 4 after review and approvals via Academic Council, Deans, Dept. Chairs, and VPAA</p>

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Initiative 3: Increase institutional retention

Strategic Actions	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Plan and Build a University Welcome Center		Year 5				
2. Plan and build a University Recreation and Wellness Center		Year 5				
3. Address transportation needs between satellite and main RSU campuses		Year 2				

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

Strategic Actions	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and	Person(s) Responsible	Status (Due
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				Performance Standard		Date and Progress)
1. 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		Year 2				
2. Improve and expand physical facilities to accommodate increased activities		Year 4				