



## RSU 2016-2021 Strategic Plan Implementation Template

### Fine Arts 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:**

**MISSION STATEMENT AND PURPOSES** Central to the mission of the School is the preparation of students to achieve professional and personal goals in their respective disciplines and to enable their success in dynamic local and global communities. Our strategy is to foster an academic setting of diverse curricula that inherently incorporates an environment of service and collegiality: 1. The School offers innovative degrees, which focus upon developing skills in oral and written communication, critical thinking, creativity, empirical and evidenced based inquiry, experimental investigation and theoretical explanation of natural phenomena, and innovative technology. 2. The School educates its majors to think independently and have the knowledge, skills and vision to work in all types of situations and careers and communicate with all types of people. 3. The School offers general education courses of high quality and purpose that provide a foundation for lifelong learning. 4. The School fosters a community of scholars among the faculty and students of the institution. 5. The School will offer and promote artistic, scientific, cultural, and public affairs events on the campus and in the region. The School of Arts & Sciences serves the academic community and the region by providing a broad range of enriching programs that fall outside of the normal classroom experience. The School is also a strong contributor to the University's general education program. Professors in the School are very active in the local community, contributing time and talent to local service, political, and cultural organizations. The School's degree programs consciously foster this type of community involvement among our students. The interdisciplinary strengths of the School of Arts & Sciences prepare students holistically for lifelong learning. This exploration of ideas and experiences is intended to stimulate the student's imagination and fuel creative thought and activity. Graduates in the Arts & Sciences pursue diverse careers and options. The primary mission is to educate students for life.

## Department Mission:

**The mission of the Department of Fine Arts** is to promote and encourage student success in various artistic and scholarly endeavors. To achieve this mission, the department will:

1. Foster and encourage creativity, critical and creative thinking, and problem solving.
2. Stress independent thinking and competence in art theory and research through practical application.
3. Foster values of scholarship, creativity, appreciation of diversity, and community among our faculty, staff and students.
4. Offer innovative and quality teaching within the classroom and the studio.

## 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

<b>Strategic Actions</b>	<b>Operational Actions</b>	<b>Priority Year</b>	<b>Budget Requested/Received</b>	<b>Evaluation Measure and Performance Standard</b>	<b>Person(s) Responsible</b>	<b>Status (Due Date and Progress)</b>
1. Improve RSU's advisement system		Year 1 Year 2 Year 3				
2. Implement a comprehensive first-year experience program	Expand on the BFA Success Strategies course and incorporate additional departmental social events for 1 <sup>st</sup> year students.	Year 2 Year 3	\$1,500 requested; \$0 received	1 <sup>st</sup> year retention rate: Increase 1 <sup>st</sup> year student retention by 3% over 3 years.	Department Head	?
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	Collaborate with administration and physical plant to	Year 2 Year 3	TBD	Location change accomplished		No monies

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
	<p>modify the existing Fine Art Annex. This modification would involve establishing additional classrooms/studios and would move ceramics from its present location near the physical plant into the Art Annex.</p> <p>Additionally, music would be moved from the Art Annex to the current ceramics facility which would then become the Music building.</p> <p>Establish and formalize a gallery plan which would include: an annual gallery exhibition</p>	Year 2 & 3	-0-	Operational plan established and implemented	<p>Department Head, Dean and Director of Physical Plant</p> <p>Department Head, Dean and Director</p>	<p>allocated for Year 2</p> <p>Plan to be submitted in Year 3</p>

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
	<p>schedule and a gallery director whose duties revolve around a to-de-developed job description.</p> <p>Refine the BFA Program Assessment review procedure by formalizing the three evaluation points.</p> <p>In order to support the modified BFA 3-D Option develop additional 3-D courses. These courses are Jewelry &amp; Metal Design and Glass Blowing through Tulsa Glass Studio.</p> <p>Develop and present to</p>	<p>Year 2 &amp; 3</p> <p>Year 2 &amp; 3</p> <p>Year 2 &amp; 3</p>	<p>-0-</p> <p>\$</p> <p>3,000. (equipment)</p> <p>-0-</p>	<p>Assemble procedure with UAC approval and positive peer review feedback</p> <p>Establish and put plan in place with HLC qualifications met and OSRHE criteria met.</p>	<p>of Physical Plant</p> <p>Department Head, Dean and Director of Physical Plant</p> <p>Department Head, Dean and Director of Physical Plant</p>	<p><b>In progress</b></p> <p><b>In progress</b></p> <p><b>?</b></p>



<b>Strategic Actions</b>	<b>Operational Actions</b>	<b>Priority Year</b>	<b>Budget Requested/Received</b>	<b>Evaluation Measure and Performance Standard</b>	<b>Person(s) Responsible</b>	<b>Status (Due Date and Progress)</b>
	curriculum committee a new general education course, Drawing for Non-Art Majors.			Develop and submit to the GE Curriculum Committee; successful acceptance and implementation	Department Head, Dean and Director of Physical Plant	
7. Develop an academically based residence life program		Year 4 Year 5				

Initiative 2: Expand opportunities for undergraduate research/scholarship

<b>Strategic Actions</b>	<b>Operational Actions</b>	<b>Priority Year</b>	<b>Budget Requested/Received</b>	<b>Evaluation Measure and Performance Standard</b>	<b>Person(s) Responsible</b>	<b>Status (Due Date and Progress)</b>
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	Prepare a course content overview manual.	Year 2 & 3 ongoing	-0-	Courses established; Add 12 courses to document per year	Department Head and faculty	?
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	Modify and expand current Internship structure and student requirements as well as building a	Year 2 & 3	-0-	The number of internship sources: Add 3 new sources per year	Department Head and faculty	?

	database of internship opportunities for faculty/student reference.					
2. Expand community service opportunities		Year 2				
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	Modify the BFA program with adjustments in the core as well as in the options in order to stay academically relevant and market current.	Year 2 & 3	-0-	Faculty agreement of standards with implementation of curriculum changes	Department Head and faculty	?
2. Increase support and success		Year 1				

initiatives for identity-based student populations						
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

<b>Strategic Actions</b>	<b>Operational Actions</b>	<b>Priority Year</b>	<b>Budget Requested/Received</b>	<b>Evaluation Measure and Performance Standard</b>	<b>Person(s) Responsible</b>	<b>Status (Due Date and Progress)</b>
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				

**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

<b>Strategic Actions</b>	<b>Operational Actions</b>	<b>Priority Year</b>	<b>Budget Requested/Received</b>	<b>Evaluation Measure and Performance Standard</b>	<b>Person(s) Responsible</b>	<b>Status (Due Date and Progress)</b>
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		Year 1 Year 2				
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 Social Planning Committee (i.e., Cultural Innovation Committee)		Year 1				
--	--	--------	--	--	--	--

Initiative 2: Strengthen internal communication systems

<b>Strategic Actions</b>	<b>Operational Actions</b>	<b>Priority Year</b>	<b>Budget Requested/Received</b>	<b>Evaluation Measure and Performance Standard</b>	<b>Person(s) Responsible</b>	<b>Status (Due Date and Progress)</b>
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	Continue to work toward establishing a permanent presence in Italy for Studies-At-Large program.	Year 2 & 3	-0- at present	Positive student experience and demonstrated response	Department Head and faculty	Ongoing

**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				



<b>Strategic Actions</b>	<b>Operational Actions</b>	<b>Priority Year</b>	<b>Budget Requested/ Received</b>	<b>Evaluation Measure and Performance Standard</b>	<b>Person(s) Responsible</b>	<b>Status (Due Date and Progress)</b>
4. Develop a performance development plan for staff		Year 5				

Initiative 2: Pursue pedagogical innovation through faculty and staff support

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

<b>Strategic Actions</b>	<b>Operational Actions</b>	<b>Priority Year</b>	<b>Budget Requested/ Received</b>	<b>Evaluation Measure and Performance Standard</b>	<b>Person(s) Responsible</b>	<b>Status (Due Date and Progress)</b>
1. Increase RSU presence/visibility in service area		Year 1 – Year 5				
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

<b>Strategic Actions</b>	<b>Operational Actions</b>	<b>Priority Year</b>	<b>Budget Requested/ Received</b>	<b>Evaluation Measure and Performance Standard</b>	<b>Person(s) Responsible</b>	<b>Status (Due Date and Progress)</b>
1. Engage prominent community leaders		Year 1				
2. Expand the alumni base		Year 1				
3. Encourage faculty, staff and student participation		Year 2				

Strategic Actions	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
in local engagement and/or leadership opportunities						
4. Increase communication with alumni		Year 1				
5. Plan department and program specific activities, events and reunions	<p>Establish a Permanent RSU Art Collection plan and modify and organize Archive Room to accommodate.</p> <p>Encourage opportunities for hosting on-site Art History, Native American and other conferences.</p>	<p>Year 2 &amp; 3</p> <p>Year 2 &amp; 3</p>	<p>\$3,000.00 Structural modifications requested; \$0 received</p> <p>-0- at this time</p>	<p>Establish a plan and launch implementation.</p> <p>Determine possible conferences to host: host at least one Art and Native American conference per year</p>	<p>Department Head and faculty</p>	<p>Ongoing hosted Art Collection and opportunities for on-site events in Year 2.</p>
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	Develop recruitment plan to Include web, social media, on-site visitation, on-ground activities and printed material.	Year 2 & 3	-0-	Survey students to determine interest and use; 10% increase in number of hits per year	Department Head and faculty	To be submitted in Year 3
2. Refine effectiveness of RSU digital presence	Build a DFA social media plan and implement.	Year 2 & 3	-0-	Establish a plan with people responsible; increase one other social medium per year	Department Head and faculty	To be submitted in Year 3
3. Increase awareness of individual accomplishments	Provide faculty accomplishment information to social media and RSU PR department.	Year 2 & 3	-0-	Placement of faculty accomplishment in public format; Identify one new faculty accomplishment per semester	Department Head and faculty	To be submitted in Year 3
4. Leverage RSU TV and RSU Radio media assets		Year 1				
5. Expand distribution of		Year 1				

<b>Strategic Actions</b>	<b>Operational Actions</b>	<b>Priority Year</b>	<b>Budget Requested/ Received</b>	<b>Evaluation Measure and Performance Standard</b>	<b>Person(s) Responsible</b>	<b>Status (Due Date and Progress)</b>
university news to non-campus publics						

Initiative 4: Strengthen RSU Foundation Endowments and Donor Base

<b>Strategic Actions</b>	<b>Operational Actions</b>	<b>Priority Year</b>	<b>Budget Requested/ Received</b>	<b>Evaluation Measure and Performance Standard</b>	<b>Person(s) Responsible</b>	<b>Status (Due Date and Progress)</b>
1. Increase RSU Foundation assets by more than 15% annually		Year 1				
2. Promote an intentional grant process linking funding priorities to outcomes		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.

<b>Strategic Actions</b>	<b>Operational Actions</b>	<b>Priority Year</b>	<b>Budget Requested/ Received</b>	<b>Evaluation Measure and Performance Standard</b>	<b>Person(s) Responsible</b>	<b>Status (Due Date and Progress)</b>
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

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

**Objective #2: Increase Institutional Enrollment**

**Initiative 1: Develop a comprehensive Strategic Enrollment Plan**

<b>Strategic Actions</b>	<b>Operational Actions</b>	<b>Priority Year</b>	<b>Budget Requested/ Received</b>	<b>Evaluation Measure and Performance Standard</b>	<b>Person(s) Responsible</b>	<b>Status (Due Date and Progress)</b>
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	Work towards developing a B.A. in Performing Arts with options in music, theater and possibly other areas.	Year 3	-0- at this time	Develop program plan; faculty approval and submission of plan	Department Head and faculty	To be submitted in Year 3
2. Add certificate and credential offerings in line with core institutional competencies	Establish various certificate programs as well as continuing education courses and investigate the possibly a Summer Art Camp program for high school students.	Year 3	-0-	Develop and implementation of working plan for each area with one new program per year	Department Head and faculty	To be submitted in Year 3
3. Establish one complete degree/certificate/credential program at each		Year 2				

satellite campus location						
---------------------------	--	--	--	--	--	--

Initiative 3: Increase institutional retention

<b>Strategic Actions</b>	<b>Operational Actions</b>	<b>Priority Year</b>	<b>Budget Requested/ Received</b>	<b>Evaluation Measure and Performance Standard</b>	<b>Person(s) Responsible</b>	<b>Status (Due Date and Progress)</b>
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.

<b>Strategic Actions</b>	<b>Operational Actions</b>	<b>Priority Year</b>	<b>Budget Requested/ Received</b>	<b>Evaluation Measure and Performance Standard</b>	<b>Person(s) Responsible</b>	<b>Status (Due Date and Progress)</b>
1. Establish partnerships with Claremore, Pryor and Bartlesville city leadership to facilitate business, facility and		Year 2				

programmatic investment that appeals to and engages local college student population						
2. Improve and expand physical facilities to accommodate increased activities		Year 4				