



RSU 2016-2021 Strategic Plan Implementation Template

Department of Nursing 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:

SCHOOL OF PROFESSIONAL STUDIES Mission Statement

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. Three departments comprise this School, the Departments of Biology, Health Science, and Math and Physical Science. These departments pledge to deliver existing and newly developed programs that meet student demands, and to be responsive to the evolving culture of academia in general and the sciences in particular.

Our Strategy is to foster an academic setting of diverse curricula that inherently incorporates an environment of service and collegiality.

*The **Curriculum** utilizes academically rigorous methodologies delivered by a quality faculty who possess a broad base of content knowledge and promote the acquisition, application and discussion of current subject matter. The School uses effective instructional techniques, empirical and evidenced-based inquiry, innovative technology, and a variety of learning environments for the purpose of enhancing student learning.*

Our commitment to **Service** enhances the public welfare and economic development potential of our region by cultivating strategic partnerships with health and science-related industries, secondary and higher education institutions, and through active participation and leadership in civic and professional organizations by our faculty and students. These collaborative efforts are based on the belief that through shared relationships, service reinforces and strengthens learning, and learning reinforces and strengthens service. An emphasis of service encourages social awareness and responsibility among faculty and students.

The School promotes a challenging, positive, and inquisitive **collegial** environment of high ethical standards and of frequent interactions between faculty and students to foster independent thought and the collegial exchange of ideas. Furthermore, the School recognizes the importance of scientific literacy in general education and its contribution to the liberal studies curriculum of the university.

Department Mission:

The Rogers State University Nursing Program exists to provide selected students with the educational opportunities, in classroom and clinical settings, to prepare for entry into the profession of nursing. Graduates of the Rogers State University Associate Degree Nursing Program are eligible to take the National Council Licensure Examination to become a Registered Nurse. The associate degree graduate is prepared at an entry level of nursing practice and will require on-going education, both formal and informal to advance in the expertise of nursing practice.

The Rogers State University Bachelor of Science Program exists to build on Associate degree nursing graduate and Diploma graduate educational preparation. The degree provides an opportunity for ADN and Diploma registered nurses to achieve academic and personal goals and to develop stronger clinical reasoning and analytical skills to advance their careers. Graduates of the Bachelor of Science degree in nursing are prepared for graduate programs in nursing.

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	Map the process of advisement and enrollment for the RN-to-BSN students	Year 1 Year 2 Year 3	\$0	Student's score on end of nursing program evaluations will be 4 or above on a 5 point Likert scale; RN-to-BSN students will report being satisfied with program advisement	Department Head with faculty advisors	Likert Scale amy to add Year 1 and 2 Year 3 Advisement Process changed and streamlined with RN to BSN faculty, advisors, and Dr.Hoskison. RN to BSN students enrolling online will have three course sets/three classes in sequence to ease with enrollment and attendance tracking.
2. Implement a comprehensive first-year	Create a 2 credit hour Intro to Nursing Class for	Year 2		Intro to Nursing class will be open for	Department Head with	Year 2 An Intro to Nursing Textbook has

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
experience program	Nursing and Non-Nursing Majors, with didactic and lab components			registration for the Spring 2019 semester	nursing faculty	been selected and classes are scheduled to begin Spring 2019, as a 2-credit hour class with 4 or 5 sections
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	Offer structured remediation sessions for students scoring less than a 75% on any exam in the ADN nursing program.	Year 1-3	\$0	Completion rate in the traditional nursing program will exceed the national average of 70%.	Department Head with faculty	Year 1-2 Remediation assignments and an appt with faculty were required by

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
						<p>students who scored less than 75% and tracked on an excel spread sheet. The Clinical Coord monitored compliance and created faculty reports for students out of compliance. Year 3 strategy is to continue the set process, created more specific remediation assignments and have students meet for remediation with their assigned advisor instead of any faculty.</p>
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	Correlate student learning outcomes (SLO) with course objectives. In the ADN program, link all exam items to course objectives. Measure	Year 1-3	\$0	Nursing students in their last semester of nursing school will score greater than 70% on	Department Head with faculty	Year 1 and 2 New online examination process now links the exam questions to

	performance on achievement of SLO at the final semester.			the exams items that reflect nursing SLO.		student learning objectives. 100% of 4 th semester nursing students did not score greater than 70% on exam items with nursing SLOs. This process will continue through Year 3..
2. Implement the Quality Matters plan in online and blended courses	All blended and online courses are taught by faculty who are QM certified.	Year 1	\$0	100% of the blended and online nursing courses are taught by faculty who have IYOC or APPQMR certificates on file with the Center for	Department Head with faculty	Year 1 and 2: 100% of nursing faculty who create online and blended classes have received Quality Management Training of

				Teaching and Learning.		IYOC or APPQMR. Year 3 Nurses teaching online and blended classes will be offered QM IYOC or APPQMR.
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		Year 2				
3. Promote service learning as a	Include service learning opportunities	Years 2, 3	\$0	Students enrolled in NURS courses with a clinical component	Department Head with faculty	Year 1 and 2

required element in appropriate courses	in the all of the semesters of each program in the nursing department.			complete an assignment reflective of service learning hours: Each NURS course with a clinical component also has service learning credits.		Service Learning and reflection paper is a required course assignment for second semester nursing students. This will continue into Year 3.
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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		Year 5				

international) programs						
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	Organize cooperative study circles/groups for Nursing majors.	Year 3	\$0	Obtain records of study circle/group participation. 100% of students enrolled in NURS courses who request assignment to a study circle/group will participate in a study group.	Department Head with faculty	Year 2 and continuing to 3: Faculty are invited to Lunch-n-Learn classes led by the department head, learning is offered to all University Faculty through Faculty Development classes, and

						test-specific study groups such as CNE Prep meet for nursing. The physical layout of the HS Building now includes circular tables and additional chairs to allow for more engagement and studying between students.
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

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		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

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	Post minutes from all nursing faculty meetings on a central drive.	Years 1-3	\$0	Assess R drive files for the presence of 100% of faculty meeting minutes at 2 weeks after a scheduled meeting.	Department Head	Year 1 and 2 Meeting minutes for ADN and RN to BSN programs are available online to 100% of faculty online. Progress with meeting the 2-week timeline is improving but has yet to be attained. Goal for Year 3 is to

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
						have faculty meeting minutes posted within two weeks after the meeting.

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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	Invite all PT faculty to monthly faculty meetings, and orientation sessions.	Years 2-3	\$4000 requested; \$0 received	100% of the NURS adjunct faculty will attend orientation meetings. 50% of NURS	Department Head and faculty	Year 2 and 3 100% of NURS adjuncts attended the orientation or one-on-one

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
				adjunct faculty will attend at least one faculty governance meeting.		orientation with full-time faculty. Beginning Year 3, adjunct faculty will be regularly invited to staff meeting and have access to meeting minutes online.
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	Person(s) Responsible	Status (Due Date and Progress)
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				Performance Standard		
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	Work with the Foundation to fund initial and continuing CNE certification.	Year 1 - Year 3	\$5000	100% of eligible full time NURS faculty members will attain their CNE.	Department Head	Year 1 and 2: One faculty member obtained their CNE in Year 1 and a second faculty achieved this in Year 2. Year 3 plan is to continue to offer CNE study groups for those anticipating to test. Support from administration for 100% attainment of CNE for all staff will continue.

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	Continue to offer and further develop organized orientation sessions for new nursing faculty.	Year 1-3	0	100% of the newly employed NURS faculty participate in a structured orientation process developed by the NURS department.	Department Head and faculty	Year 1 & 2 Dept Head established monthly meetings for new employees for ongoing instruction and orientation. This process will continue into Year 3.
3. Incentivize scholarly and creative research and activities	Continue to offer monthly lunch-n-learn Sessions for nursing faculty.	Years 1-3		100% of the full time nursing faculty will attend at least 50% of the lunch-n-learn opportunities	Department Head and faculty	100% of full time nursing faculty did attend at least 50% of lunch n learn sessions in Year 1 & 2.

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	Person(s) Responsible	Status (Due Date and Progress)
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				Performance Standard		
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)
1. Increase RSU presence/visibility in service area	Develop relationships with area high schools and reach out to health science classes for nursing recruiting opportunities.	Year 1-3	\$500 Requested; \$0 received	100% of the full time pre-licensure nursing faculty will adopt one area high school and give a presentation to a health science class	Department Head and faculty	Year 2 Dept Head met with Tulsa Tech and Workforce. Undergrad Coord had a presence at Northeast KEN

				on the role of the nurse.		Workforce Healthfair in Claremore in June 2018. Teddy Bear Clinics held in area elementary schools increased visibility to younger students and their families. Will continue this engagement in Year 3.
2. Formalize and implement university marketing and branding plan	Develop a relationship with associate degree nursing programs in our service area to market the RN-to-BSN program.	Year 2-3	\$500 Requested; \$0 received	100% of the RN-to-BSN full time faculty annually recruit at one ADN program in our service area.	Department Head and faculty	Year 2 and 3 Planning has begun to create and begin marketing for an Online RN to BSN classj.

						RSU CM leaders will begin to meet with RSU BV leaders with the next step and continue to create a nursing presence in BV.
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	Hold an annual alumni luncheon. Pursue funding for the luncheon from non-academic sources.	Years 1-3	\$10,000 requested; \$0 received	No less than 10% of the total graduating class population from the past	Department Head	Year 2 Alumni luncheon was held in Nov 2017. Funding

Strategic Actions	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
				10 years attend the annual nursing alumni luncheon.		for this luncheon was obtained.
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 activities, events and reunions		Year 2				
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				

Strategic Actions	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
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		Year 1				

funding priorities to outcomes						
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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	Offer 1 hour online courses to meet the need for 12 credit hours for full time enrollment.	Year 1-3	---	The class schedule for each semester includes no less than 1 one hour NURS classes.	Department Head with faculty	Year 1-2: One hour, blended classes are offered each semester in the ADN program and in all classes in the RN to BSN program. This will continue into Year 3.
2. Add certificate and credential offerings in line with core institutional competencies		Year 2				

3. Establish one complete degree/certificate/credential program at each satellite campus location		Year 2				
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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 Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Establish partnerships with		Year 2				

<p>Claremore, Pryor and Bartlesville city leadership to facilitate business, facility and programmatic investment that appeals to and engages local college student population</p>						
<p>2. Improve and expand physical facilities to accommodate increased activities</p>		<p>Year 4</p>				