



STRATEGIC PLAN

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ROGERS STATE
UNIVERSITY



TABLE OF CONTENTS

Message from the President 1

Mission Statement 2

Vision Statement 2

Strategic Goals 2

Commitments in Support of the Mission..... 3

Advance Academic Excellence 4

Improve Student Success 5

Enhance Campus and Community Engagement ... 6

Develop Facilities and Resources 7

Expand Enrollment and Retention..... 8

Enhance Safety and Security..... 9

Strategic Planning Committee 10

MESSAGE FROM THE PRESIDENT



The Rogers State University 2022-27 Strategic Plan brings forth a bold and timely vision for our institution's future. For more than 100 years, RSU has embodied tradition, innovation and excellence throughout northeast Oklahoma and beyond. This year we passed the 20 year milestone as a four-year university serving the Tulsa metro offering undergraduate and graduate degrees. The Strategic Plan, presented in the following pages, advances our commitments to our students, region, and the state of Oklahoma and maintains our century-old guiding principle: excellence in education.

The Strategic Planning Committee includes a broad membership of students, faculty, staff, alumni, and members of the community. The plan features updated commitments to our institutional mission and establishes new goals, and objectives. The plan places students first focusing on academic excellence, improved student support and retention, and increased academic opportunity. It also stresses accountability to our students, to our stakeholders, and to each other, and places renewed emphasis on the needs of the region and the state for a highly educated workforce.

This plan is an honest assessment of who we are and a bold assertion of what we can be. Throughout the plan are areas of key focus. Student learning and success remain at the forefront as does strengthening our investment in the development and retention of faculty and staff. The improvement of facilities and technological resources supports our operations and advances our educational offerings. Finally, a commitment to advancing the brand and identity of our institution throughout the communities we serve ensures that our impact is known.

I would like to express my sincere gratitude to those who provided many hours of service as committee members and participating contributors. Their knowledge and commitment ensures a promising future. I am pleased to say that the Steering Committee and its supporting members have surpassed my expectations, and I am confident in the guidance this plan offers for the next season of our great institution.

A handwritten signature in black ink, reading "Larry Rice". The signature is fluid and cursive, with the first name "Larry" and last name "Rice" clearly distinguishable.

Dr. Larry Rice, President

Mission Statement

The mission of 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.

Vision Statement

Rogers State University will be the university of choice and achieve recognition as a model for excellence in substantive, relevant degree programs that align with workforce needs. RSU will cultivate a vibrant campus culture that embraces diversity, equity, inclusion and global awareness.

Strategic Goals

1. Advance Academic Excellence and Improve Student Success
2. Enhance Campus and Community Engagement
3. Grow Facilities and Resources
4. Improve Enrollment and Retention
5. Maintain Safety and Security





Commitments in Support of the Mission

- 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.
- To assist RSU students, including transfer students, from their first year through graduation in their professional and personal goals.
- To promote the success of all learners, who feel more connected at the university and supported by faculty and staff, resulting in greater satisfaction with their overall college experience.

GOAL #1A: ADVANCE ACADEMIC EXCELLENCE

OBJECTIVE 1: Enhance Academic Programs

Initiative 1:

Improve relevance and quality of academic programs.

Initiative 2:

Identify new programs to develop in all modes of delivery and existing programs to sunset.

Initiative 3:

Improve quality across all modes of instructional delivery.

Initiative 4:

Obtain and maintain programmatic accreditation, especially in competitive disciplines.

Initiative 5:

Review evaluation of instruction instrument and process.

Initiative 6:

Explore, develop, and implement accelerated programs to shorten the time to degree completion.

OBJECTIVE 2: Enrich the Faculty Experience

Initiative 1:

Revise existing policy to promote collegial advancement.

Initiative 2:

Develop growth opportunities for faculty via professional development.

Initiative 3:

Build awareness of and responses to encroachment on academic integrity.



GOAL #1B: IMPROVE STUDENT SUCCESS

OBJECTIVE 1: Enhance Student Services

Initiative 1:

Improve academic advising.

Initiative 2:

Improve tutoring.

Initiative 3:

Improve the overall testing experience in both on-campus and off-campus choices, including availability and expense.

Initiative 4:

Increase staffing and functional resources within career services.

Initiative 5:

Procure instructional resources to enhance delivery.

OBJECTIVE 2: Enhance the Student Academic Ecosystem

Initiative 1:

Increase cultural and global competency.

Initiative 2:

Continue and expand as appropriate efforts to broaden admission and placement.

Initiative 3:

Examine existing policies and practices for unintentional negative effects on the educational environment.

Initiative 4:

Enhance freshman and transfer experiences.

Initiative 5:

Improve student engagement in both on-campus and commuter student populations.

Initiative 6:

Increase social media utilization.

GOAL #2: ENHANCE CAMPUS AND COMMUNITY ENGAGEMENT

OBJECTIVE 1:

Enhance Organizational Culture and Strengthen Internal Coordination

Initiative 1:

Create a campus culture that enhances the work experience for every student and employee.

Initiative 2:

Develop programs that improve employee performance, reduce turnover, support career goals, and reward exceptional performance.

Initiative 3:

Identify methods to improve transparency and the sharing of information across campuses.

OBJECTIVE 2:

Enhance the Reputation of the University through External Engagement

Initiative 1:

Identify opportunities for increased external engagement.

Initiative 2:

Align external engagement opportunities with internal functions.



GOAL #3: DEVELOP FACILITIES AND RESOURCES

OBJECTIVE 1: Ensure State-of-the-Art Facilities

Initiative 1:
Build a new STEM-focused building on the Claremore campus to include classrooms, labs, and offices.

OBJECTIVE 2: Establish a Formal Process for Evaluating Deferred Maintenance on the Three RSU Campuses

Initiative 1:
Engage a standing Deferred Maintenance Committee and sustainable process.

OBJECTIVE 3: Improve Institutional and Campus Life Wellness Resources

Initiative 1:
Provide a Wellness/Recreation Center for students, faculty, and staff.

OBJECTIVE 4: Upgrade Communication Infrastructure

Initiative 1:
Improve general communication across campuses.

OBJECTIVE 5: Build a Campus Indoor Practice Facility to Provide Increased Enrollment Through Sports Expansion

Initiative 1:
Build an Indoor Practice Facility on the Claremore campus.



GOAL #4: EXPAND ENROLLMENT AND RETENTION

OBJECTIVE 1:

Offer a High-Quality Enrollment Experience with Personalized Attention and Streamlined Processes that Provide Students with Multiple Enrollment Points and Support For Enrollment Experiences

Initiative 1:

Develop and execute a comprehensive strategic enrollment management plan.

Initiative 2:

Strengthen and enhance external and internal recruiting, enrollment, and retention communication.

OBJECTIVE 2:

Implement Early and Consistent Interventions to Assist Students Struggling Academically, Financially, or Socially

Initiative 1:

Develop and implement the Early Alert System Plan.



GOAL #5: ENHANCE SAFETY AND SECURITY

OBJECTIVE 1:

Create an Environment that Encourages Engagement and Acceptance of the Shared Responsibility for University Safety, Cooperation, and Collaboration with Active Participation from the Community

Initiative 1:

Update the comprehensive safety and security plan for RSU involving internal and external resources.





STRATEGIC PLANNING COMMITTEE

Includes Steering Committee and Goal Team Members

| | |
|--------------------------|----------------------------|
| Mr. Michael Allgood | Dr. Sonya Munsell |
| Dr. David Bath | Ms. Michelle Owens |
| Sgt. Joseph Batt | Dr. Mark Peaden |
| Dr. Richard Beck | Dr. Mark Rasor |
| Ms. Sara Braun | Dr. Chris Ratcliff |
| Mr. Caden Coleman* | Mr. Brian Reeves |
| Ms. Jeana Rae Conn, J.D. | Mr. Karl Reynolds |
| Dr. Heba Eldoumi | Dr. Larry Rice, Ex-Officio |
| Dr. Frank Elwell | Ms. Ronda Riden |
| Ms. Bobbi Gill | Mr. Brett Rowh |
| Dr. Robert Goltra III | Mr. Sam Satepauhoodle* |
| Mr. Brad Hammond | Ms. Patricia Scott |
| Ms. Savannah Hayman | Ms. Addison Sewell |
| Mr. Brandon Irby | Ms. Hattlyn Simmons* |
| Dr. Todd Jackson | Dr. Michelle Taylor |
| Dr. David Johnk | Mr. Steve Valencia |
| Mr. Lee Johnson | Dr. Earlene Washburn |
| Mr. Kurt Levan* | Dr. Chrissy Whiting |
| Dr. Keith Martin | Dr. Susan Willis |
| Dr. Mary Millikin | Dr. Kevin Woller |

** Denotes Student Representative*