



STRATEGIC PLAN 2010-2015

ROGERS STATE UNIVERSITY





Dr. Larry Rice, President

MESSAGE FROM THE PRESIDENT

The Rogers State University Strategic Plan brings forth a bold vision for the institution's future in 2010 - the first year of our second century.

The Strategic Plan, presented in the following pages, was developed during one of the most significant periods in the life of the institution - its 100th anniversary.

Founded in 1909, the institution enjoys a proud history as a preparatory school, military academy, community college, and today, a regional university. Through each of these iterations, one strong guiding principle has remained constant: excellence in education.

Perhaps it was no coincidence that the plan was developed during our Centennial year, a time of commemoration and celebration, but also of self reflection and examination. What better time to formulate a vision for the future?

The Strategic Planning Committee, including a broad membership of students, faculty, staff, alumni, and members of the community, held its first meeting just days before the university's 100th birthday in March 2009. My charge to the committee: to develop a plan that would serve as a roadmap for the future, drawing on our traditional strengths, as well as our highest aspirations.

I am pleased to say that the Steering Committee and its supporting subcommittees have surpassed my expectations.

The process began with a review of our mission and continued with an assessment of internal and external environments, including an honest determination of strengths, weaknesses, opportunities and threats. Out of this arose the genesis of the plan.

The plan features an updated mission statement, institutional commitments, core values, goals, and objectives. Following formal adoption of the plan, each department within the university will develop its own strategic blueprint to support the goals and objectives of the institution as a whole.

The plan places students first, focusing on academic excellence, improved student support and retention, and increased diversity. It also stresses accountability to our students, to our stakeholders, and to each other, and places renewed emphasis on essential ties to our community.

I would like to express my sincere gratitude to those who provided many hours of service as committee members (listed on page 16) and to Dr. Tobie Titsworth, Vice President for Student Affairs, who served as committee chair and led the strategic planning initiative.

This plan is an honest assessment of who we are and a bold assertion of what we can be. It is a fluid document that will be revisited and revised continuously according to the changing needs of the institution and its constituents. The plan provides strategic initiatives for the next five years (2010 - 2015), guiding principles for the next decade, and a bold direction for the 21st Century.


Larry Rice
President



EXECUTIVE SUMMARY

Rogers State University enters 2010 with unprecedented momentum spurred by historic high enrollment. RSU must capture this moment by developing and implementing a Strategic Plan that distills into a single document the university's mission, core values, goals and objectives that will guide its efforts through 2015. The strategic planning process offers to the faculty, staff, students and community an opportunity to review the university's mission and commitments and revise them, as needed, to reflect changes in the institution and the larger world.

THE PROCESS

Improving our learning environment is essential to a mission-driven organization and, as such, was at the forefront of the planning process. The 10-month planning process that led to the development of this plan was inclusive and thorough. Participation by the university community has been extensive. In March 2009, the Strategic Planning Steering Committee was appointed by the president. This group was comprised of students, alumni, faculty, staff, administrators and community representatives. By May 2009, the Steering Committee forwarded a revised mission and commitments to the president, which was subsequently approved by The University of Oklahoma Board of Regents, the governing board for RSU.

During fall 2009, opportunity for input was expanded with the appointment of six Environmental Subcommittees, which included members of the Steering Committee as well as faculty, staff, students, alumni and community members. These Subcommittees surveyed the internal and external environments to identify strengths, weaknesses, opportunities and threats and ultimately produced preliminary goals. Through further refinement, the Steering Committee developed and submitted the core values, goals and objectives in December 2009. Response to the preliminary Strategic Plan was solicited from over 100 community leaders and the entire university community (students, faculty and staff) during January 2010. Following are six areas of emphasis drawn from the Strategic Plan.

Academic Excellence

The academic portion of this plan continues to build upon previous efforts to raise the quality and the profile of the educational experience. The desire to be known for both academic excellence and innovation drives much of the plan. Particular emphases are placed on the delivery of new undergraduate and graduate programs, and associated faculty development.

Enrollment Management

The plan reflects RSU's commitment to current and future students. Specifically, the goal of strengthening enrollment management underscores efficient, effective and personable student services.

Diversity

The plan provides distinctive emphases on curricular and co-curricular experiences that increase student appreciation of other cultures. It acknowledges that the long-term vitality of the university is dependent upon an ability to recruit, retain, advance and recognize a diverse faculty, staff and administration.

Resources

The plan recognizes that resources are limited and must be leveraged in order to achieve the desired level of excellence and to provide for the ongoing improvement of the university. The plan pinpoints external fundraising within an institutional framework to secure additional revenue in support of optimal staffing, sustainable technologies and other emerging needs.

Accountability

The plan emphasizes shared governance, which contributes to strategic decisions and the alignment of mission-critical resources. The plan addresses campus safety and includes expansion of the Office of Institutional Research, Planning and Assessment in accordance with societal demands for greater accountability, effectiveness and transparency.

Community Engagement

The plan stresses regional stewardship, community engagement and service. It prescribes the expansion of collaborations and partnerships with business and industry, regional schools and community organizations.



WHO WE ARE

Rogers State University is a regional university, located in northeastern Oklahoma, governed by the Board of Regents of the University of Oklahoma within a state system coordinated by the Oklahoma State Regents for Higher Education. As a university, we are committed to the preservation, transmission, and advancement of knowledge.



OUR MISSION

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

OUR COMMITMENTS

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.





CORE VALUES

The core values of Rogers State University form the foundation upon which its efforts in academe are built. RSU's core values are linked directly to the mission of the university and drawn from associated commitments. RSU's core values underpin its policies and procedures, govern its relationships with the public it serves, and guide its institutional decision-making process. The core values of Rogers State University are:

- Continuous Improvement
- Diversity
- Excellence
- Innovation
- Learning
- Scholarship
- Service
- Shared Governance
- Stewardship
- Teaching



GOALS AND OBJECTIVES

Advance Academic Excellence

Provide creative and innovative learning environments

Strengthen curricular and co-curricular programs to enrich the overall student learning experience

Deliver new undergraduate and graduate degree programs to meet the economic and educational needs of northeastern Oklahoma and the state

Provide effective faculty and staff development in support of intellectual, professional and personal development

Provide opportunities to achieve and maintain essential program accreditation





Strengthen Enrollment Management

Develop, implement, and advance a comprehensive enrollment management plan, including student recruitment, retention, and persistence toward graduation

Develop, implement, and advance a comprehensive marketing plan

Involve all constituencies of the university in student recruitment and retention efforts

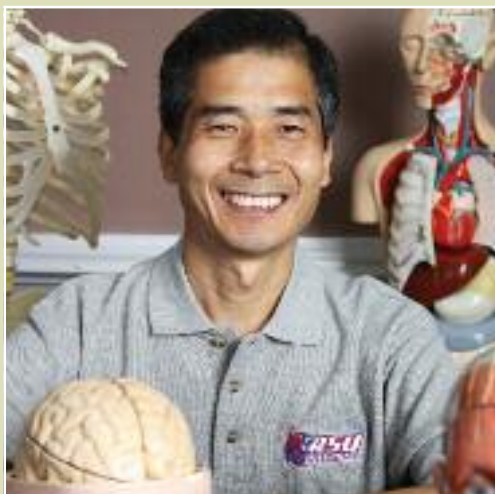
Implement a continuous quality improvement program designed to provide academic and student services that are effective, efficient and personable





GOALS AND OBJECTIVES

Increase Diversity



Provide curricular and co-curricular experiences that increase student understanding of and appreciation for other cultures

Recruit, retain, advance and recognize a diverse, faculty, staff, and administration

Promote an environment of tolerance and acceptance of diverse peoples and opinions

Increase enrollment of minority populations



Leverage Resources

Develop, implement, and advance a comprehensive technology plan, including the use of sustainable technologies

Pursue optimal staffing throughout the university

Enhance library operations to meet the instructional needs of all campuses

Update the capital project master plan for all campuses

Develop, implement, and advance comprehensive fundraising

Establish an institutional framework to obtain external funding



GOALS AND OBJECTIVES

Enhance Institutional Accountability



Promote alignment of strategic decisions with mission-critical resources

Evaluate continuously university processes, structures, activities and outcomes; modifying as appropriate

Enhance and expand the operations of the Office of Institutional Research, Planning and Assessment

Advance the principles and practices of shared governance through active participation of all constituencies

Develop, implement, and advance a comprehensive campus safety plan



Promote Community Engagement

Expand collaborations and partnerships with business and industry as well as regional schools and community organizations

Establish curricular and co-curricular opportunities for students to cultivate civic skills and strengthen social responsibility

Develop evolving incentives and recognition for faculty and staff to pursue community engagement as a meaningful and productive aspect of their profession

Establish community engagement partnerships that vary in scale and formality, including defined goals, high-quality content and desired outcomes

Increase opportunities for area residents to participate in educational, cultural and recreational activities

Establish an institutional structure to promote community engagement and regional stewardship





CONCLUSION

The strategic plan serves as a guidepost for Rogers State University as it embarks on its second century in higher education and on its second decade as a four-year, regional university. Both fluid and dynamic, the plan and its six overarching goals and supporting objectives will evolve with the university over time. Adaptive creativity and plan flexibility will provide a hedge against variable economic conditions. A strong institutional commitment and prioritization of available resources will underpin the long-term success of the strategic plan.



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