ACADEMIC PLAN
2012-2013
September 2012

ROGERS STATE UNIVERSITY
Claremore, Oklahoma

Prepared for the Oklahoma State Regents for Higher Education
by the Office of Accountability and Academics

Rogers State University
Academic Plan
2012-2013

Rogers State University: Academic Plan 2012-2013

Prepared by Mary A. Millikin
Assistant Vice President
Accountability and Academics
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Based on your institution's priorities and commitment to the public agenda and CCA, address each of the four goals of the Complete College Oklahoma plan. *(note: tables may expand to allow full information)*

1. Focus on Readiness. Higher education and K-12 will work together to develop and implement a strategy that seeks to identify students not on target to be college-ready by graduation and targets activities in the 11th and 12th grades to reduce remediation demands in the transition from high school to college.

	High-impact strategies	How will we do it?	Who will be responsible?	What is timetable?	Measures of success?
Focus on Readiness	Develop and deliver STEM-enhanced programs in K-12 area schools (*Relates to Objectives 1.1, 6.1 and 6.4 of RSU's Strategic Plan*)	Through workshops and footlocker activities delivered by RSU faculty, and through service learning opportunities for area students	Math and Science Department Head will work with faculty and K-12 school principals and contacts	Tentative start date fall 2013 dependent upon NSF and other funding sources	Participant evaluations as well as comparison of participant and control group test scores
	Promote concurrent enrollment for area high school juniors and seniors (*Relates to Objectives 3.4 and 6.1 of RSU's Strategic Plan*)	Offer concurrent classes for qualifying high school students at RSU and at specific high school sites for students with transportation barriers	Department Heads work with branch campus director and provost to offer college-level courses	Ongoing	Student success rates (concurrent course GPA and subsequent college GPA in related course work)

2. Transform Remediation. Every Oklahoma institution will implement transformational models of remedial placement and support through a statewide phased implementation and refinement process.

	High-impact strategies	How will we do it?	Who will be responsible?	What is timetable?	Measures of success?
Transform Remediation	Institute best practices for developmental reading, writing, and math, using innovations such as self-paced modules for developmental studies (*Relates to Objectives 1.1 and 1.2 of RSU's Strategic Plan*)	Using Global Skills for College Completion 2.0 model (project funded by the Bill and Melinda Gates Foundation)	Coordinator of Developmental Studies will facilitate. Project is supported by The League for Innovation in the Community College	Project began in August 2012 and will be ongoing	Success rate in developmental course work (C or better) and success rate in subsequent college-level course work (C or better)
	Strengthen tutoring and advisement for remedial writing students (*Relates to Objectives 1.1 and 1.2 of RSU's Strategic Plan*)	Hire full-time Writing Center coordinator	English and Humanities Department Head	Full-time Writing Center Coordinator hired August 2012	Number of students who use the Writing Center as well as success rate in Basic Writing I (C or better) and subsequent success rates in English Comp I and II

	Implement new Early Alert System (*Relates to Objectives 2.1 and 2.3 of RSU's Strategic Plan*)	Identify at-risk learners by fourth week of semester using enhanced communication process facilitated by Early Alert System	Enrollment Management Department and faculty who report at-risk learners	Beginning fall 2013 and ongoing	Retention rate of at-risk students (3% increase in three years), and number of students filing for exemption from 24-hour rule
	Offer enhanced program-specific advisement to all students (*Relates to Objectives 2.1 and 2.3 of RSU's Strategic Plan*)	Hire dedicated advisors for each of the three Schools at RSU	Deans and Department Heads	Beginning fall 2012 and ongoing	Evaluations of student services and increased retention and graduation rates

3. **Build Bridges to Certificates and Degrees.** Develop, implement, or expand a "Program Equivalent Project" that bridges Career Tech course completion to certificate and Associate in Applied Science (AAS) degree completion in the community colleges. Projects may also include college and university partnerships in reverse-transfer initiatives for certificate and associate degree completion.

	High-impact strategies	**How will we do it?**	**Who will be responsible?**	**What is timetable?**	**Measures of success?**
Build Bridges to Certificates and Degrees	Facilitate cooperative agreements with four area technology centers to allow students to transfer credit from approved programs to the RSU AAS in Applied Technology (*Relates to Objectives 1.1 and 6.1 of RSU's Strategic Plan*)	Honor and monitor cooperative agreements with Tulsa Technology Center, Northeast Technology Center, Tri-County Technology Center and Central Technology Center, allowing transfer of up to 30 credit hours the RSU's AAS-AT program	Department Head of Applied Technology, in conjunction with the Dean of Business and Technology, will manage implementation of articulation agreements	Current and ongoing	Number of students and credit hours transferred to RSU as well as number of degrees earned by these students
	Facilitate articulation agreements with four community college partners to transfer to RSU bachelor's programs (*Relates to Objectives 1.1 and 6.1 of RSU's Strategic Plan*)	Review and maintain articulation agreements with Tulsa Community College and Northeastern Oklahoma A&M to transfer AAS degrees to RSU's BT-AT. Allow graduate entry for Coffeyville Community College and Independence Community College to RSU's bachelor's	Department Head of Applied Technology, in conjunction with the Dean of Business and Technology, will manage implementation of articulation agreements	Current and ongoing	Number of students and credit hours transferred to RSU as well as number of degrees earned by these students

		programs at the junior level.			

4. Reach Higher for Adult Completion. Further expand and develop Reach Higher as a degree and certificate completion effort that involves the entire system of postsecondary education.

	High-impact strategies	How will we do it?	Who will be responsible?	What is timetable?	Measures of success?
Reach Higher for Adult Completion	Enrich Organizational Leadership program with options in Business Studies (*Relates to Objectives 1.1 and 1.2 of RSU's Strategic Plan*)	Augment Organizational Leadership curriculum with outreach and service learning opportunities	Department Head of Business, in conjunction with the Dean of Business and Technology	Ongoing	Number of enrollees and graduates in OL program

5. Other Local Institutional Priority Areas for Degree Completion.

Describe Priority Area:					
	High-impact strategies	How will we do it?	Who will be responsible?	What is timetable?	Measures of success?
Other Local Institutional Priority Areas	Construction of new 71-acre Pryor branch campus	In collaboration with MidAmerica Industrial Park and joining Northeastern Technology Center and OSU-IT	RSU president as well as a university team, including Pryor Campus Director	Construction began May 2012 with completion summer 2013	Number of enrollments and number of business collaborations
	Offer a Master of Business Administration degree to meet area needs, RSU's first graduate degree	RSU has been approved by its Board of Regents as well as the OSRHE to confer this degree. RSU will seek approval from HLC during the 2012-13 AY	The Department of Business faculty and Department Head have worked with the Dean of the School of Business and Technology to develop this degree program and will be responsible for its delivery	Tentative start date is Fall 2013	Number of enrollments and degrees

A. **Summarize academic programs and services in the following areas:**

1. **Priorities/Programs.** List the institution's academic priorities for the 2012-2013 year and the planned activities that will be used to achieve these priorities. Please include, if appropriate, how these academic priorities relate to high priority academic programs and any new academic program requests to be submitted in the 2012-2013 year and the corresponding budget priorities/needs to be requested. Attach budget need documentation.

a. **Priorities/Programs**

Academic priorities for the 2012-2013 year are determined through the University Planning Group, a team representing all areas and employees of the university, and communicated to departments. Departments develop, review, and modify strategic plans annually based on the selected strategic priorities and focus on these priorities throughout the academic year. Results are reported the following year to measure progress and revise plans as needed. The University Curriculum Committee works through the academic year to plan and recommend new academic programs for submission to the Academic Council. Budget priorities are incorporated into annual strategic plans and communicated through the annual budget hearings.

1.1 Provide creative and innovative learning environments
- Initiate RSU self-study for academic growth in preparation for Higher Learning Commission accreditation site visit in Fall 2014
- Submit application to the Higher Learning Commission to offer unlimited online courses for programs and degrees using Angel Learning Management System
- Create dedicated 20-station computer lab at Bartlesville campus for Nursing program
- Repurpose traditional classroom in Communications Department to create second graphics lab with 20 new iMac computers, and add three Mac towers to existing lab
- Continue diverse, innovative and interactive speakers through the Herrington and Meyer distinguished Endowed Lecture series
- Integrate service learning opportunities into a wider array of courses and programs
- Renovate the south end of the old Student Union to convert to a Sculpture and Set Design lab.
- Negotiate the renovation and lease agreement of convent in Montone, Italy for a more affordable and long-term student housing and location for instruction option during RSU Fine Arts study abroad experience

1.2 Strengthen curricular and co-curricular programs to enrich the overall student learning experience
- Request through OSRHE new programs that effectively address student needs:
  - Bachelor of Arts: Options in English and Global Humanities (no additional funds requested)
  - Associate in Arts in Liberal Arts: Option in English – Secondary Education (no additional funds requested)

- - o Honors Program: Minor in Honors (no additional funds requested)
    - o Music Minor (no additional funds requested)
  - Develop new courses in the Geology Option
  - Submit a prospectus for a new BS degree program in the Math and Physical Sciences (budget to be developed)
  - Provide access to Turnitin.com for use by faculty as a preventive measure of student plagiarism

1.4 Provide effective faculty and staff development in support of intellectual, professional and personal development
  - Promote professional development opportunities for faculty and staff through Convocation, brown bags, conferences and workshops

1.5 Provide opportunities to achieve and maintain essential program accreditation
  - Maintain new national accreditation from the Commission on Accreditation of Allied Health Education Programs (CAAHEP) for the Emergency Medical Services program
  - Revise traditional curriculum for online delivery in programs such as Game Development to make more accessible for working adults
  - Ensure degree requirements are included in fulltime and adjunct faculty hiring advertisements
  - Continue to strengthen assessment of student learning outcomes process through department collaboration and peer review sessions

2.1 Develop, implement, and advance a comprehensive enrollment management plan, including student recruitment, retention, and persistence toward graduation
  - Implement new Early Alert System to identify students needing additional assistance

2.2 Develop, implement, and advance a comprehensive marketing plan
  - Marketing Plan to be developed through leadership by new Director of Public Relations

2.3 Involve all constituencies of the university in student recruitment and retention efforts
  - Enlist aid of university student clubs in recruiting from area high schools
  - Create additional opportunities for faculty and staff to assist in student recruitment

3.1 Provide curricular and co-curricular experiences that increase student understanding of and appreciation for other cultures
  - Provide ropes course experiences in Sport Management program and offer to other programs
  - Maintain and enhance clinical agreements with selected community and public health agencies serving a diversity of institutions and cultures

3.2 Recruit, retain, advance and recognize a diverse faculty, staff and administration
  - Establish new goals for recruiting and edifying diverse faculty in all departments

- Advertise for staff and faculty through more diverse sources (print and electronic)

3.3 Promote an environment of tolerance and acceptance of diverse peoples and opinions
- Incorporate Ethics course in additional programs
- Identify and recruit donors for annual scholarships for minority populations

3.4 Increase enrollment of minority populations
- Collaborate with local high schools to offer enrollment workshops for minority and special populations

4.1 Develop, implement and advance a comprehensive technology plan, including the use of sustainable technologies
- University Technology Committee to evaluate current and future needs for academic areas as well as support areas

4.2 Pursue optimal staffing throughout the university
- Use evaluative tools (e.g., NASFAA) to determine appropriate staffing levels

4.4 Update the capital project master plan for all campuses
- Assemble capital project master planning team, identify capital project needs, and rank projects by criticality of need

4.5 Develop, implement and advance comprehensive fundraising
- Coordinate fundraising efforts through the Consolidated Fundraising Committee
- Expand involvement of volunteers in peer to peer fundraising

4.6 Establish an institutional framework to obtain external funding
- Incorporate private sector fundraising goals into public sector goals with comprehensive plan

5.1 Promote alignment of strategic decisions with mission-critical resources
- Strengthen budget hearings with strategic planning results

5.2 Evaluate continuously university processes, structures, activities and outcomes; modifying as appropriate
- Use Raiser's Edge fundraising software to provide accurate and consistent information for fundraising
- Provide annual reports from Foundation to departments with feedback
- Communicate feedback and results of analyses through the Office of Accountability and Academics

5.3 Enhance and expand the operations of the Office of Accountability and Academics
- Create a long-term plan for appropriate department staffing

5.4 Advance the principles and practices of shared governance through active participation of all constituencies
- Enhance collaborative planning between faculty, staff and administration

5.5 Develop, implement and advance a comprehensive campus safety plan
- Garner grassroots feedback for comprehensive plan through surveys and other data collection and analysis methods

6.2 Establish curricular and co-curricular opportunities for students to cultivate civic skills and strengthen social responsibility
- Incorporate Service Learning components into additional degree programs, focusing on team-based student service projects were applicable
- Support Honors Program and President's Leadership Class through community activities and interactions

6.3 Develop evolving incentives and recognition for faculty and staff to pursue community engagement as a meaningful and productive aspect of their professions
- Continue planning through academic and support departments as well as collaboration through Academic Council

6.5 Increase opportunities for area residents to participate in educational, cultural and recreational activities
- Increase offerings of high-interest community courses such as microcomputer applications, Ropes Courses and workshops
- Co-sponsor Tulsa Life flight fee continuing education
- Continue support for community events including Art on the Hill, Alumni Hillcub donation program, Alumni Hillcat Hacker event and others

2. **Technology** (uses in the classroom, faculty and curriculum development, student support services, and distance education offerings, etc., especially noting new, different, and innovative uses of technology)
   a. **Current Status**

- 30% of all RSU courses available through online delivery using Angel Learning Management System
- 18% of textbooks purchased in eBook format FY 2011-12
- Installation of wireless internet in all buildings except administration building
- Campus ID system supports a declining balance system, with student ID cards featuring facility-access capabilities for residence halls. Campus store and café transactions modified as well.
- Career Services offers *Career Ready 101*, a comprehensive online career and life skills program, at no charge to students

   b. **Future Plans**

(Noting plans for research/innovation, teaching/learning, and service, and how these plans are developed, including how local needs are determined and plans for addressing are developed)

RSU needs are determined through an annual strategic planning process that begins at the department level, involving faculty and staff, and culminates in the broader context of the university as a whole. Technology needs to be met in the coming academic year include:

- Expanded online and blended course and program delivery, including new MBA program

- 25% of textbooks to be available in eBook format by FY 2012-13
- Virtualization of servers and core switch replacement
- Installation of five additional classroom Smart Boards
- Installation of 15 new computers for faculty
- Replacement of 103 computers in student labs
- Implementation of an Early Alert Module for the Poise system to aid in student retention
- Investigation of the feasibility of JICS Mobile application
- Developmental of an electronic distribution system for monthly budget expenditures and financial reports
- Installation of wireless router in administration building
- Explore Google+ Hangouts as a means to deliver web-based training and support

3.   Academic Efficiencies

Academic Efficiencies - faculty sharing, partnership collaboration, course redesign, program downsizing or deletion, etc., that have direct impact on budget, cost savings, efficiencies, the academic enterprise and describe how those decisions were made.

c. **Current Status**

In the past five years, RSU has deleted more programs, particularly associate's degrees, than any other institution in Oklahoma. The University continues to seek collaborative and faculty sharing opportunities as listed below. Academic efficiencies are created, planned and implemented beginning at the department level. University committees such as the University Assessment Committee, Technology Committee, and Curriculum Committee collaborate effectively and find innovative ways to share scarce resources.

Academic efficiencies in the last year include:

- A partnership has been developed with the Jane Phillips Hospital in Bartlesville to provide facilities and resources for Nursing program
- RSU has jointly hosted a STEM-Entrepreneurship camp in collaboration with Cherokee Nation, sharing facilities, staff, and other resources
- RSU's Innovation Center has developed partnerships in the last year with the Cherokee Nation, the Northeast Oklahoma Regional Summit, Northeastern Oklahoma State and Northeast Oklahoma A&M in stewardship efforts
- The Department of English and Humanities optimizes student computer usage through section rotations of the a shared computer lab
- The Department of Communications converted a traditional classroom into a second graphics lab with 20 new Macintosh computers for majors.
- Common courses between programs and departments are cross-listed as appropriate and include courses such as Ethics in Public Service and Policy & Program Evaluation
- RSU continues to promote course redesign using online resources for blended courses. Further, 30% of all RSU courses are available online.
- RSU partners with Cameron University to offer seamless bachelor's degrees in elementary education.
- Faculty professional development opportunities offered at fall 2012 Convocation using internal resources, bringing in RSU faculty experts and acquiring University donor funds

d. **Future Plans**

(Noting plans for research/innovation, teaching/learning, and service, and how these plans are developed, including how local needs are determined and plans for addressing are developed)

To inform the strategic planning process, faculty, staff and student feedback is gathered and evaluated in departments and with the assistance of the Office of Accountability and Academics. Plans for parsimonious use of resources in the coming academic year include:

- Collaboration with community partners to share labs with the Student Health Center in providing affordable and convenient healthcare services
- Disciplines across the University collaborate to assess general education outcomes and use results to integrate program enhancements in respective disciplines.
- The Office of Accountability and Academics will be collaborating with the University Assessment Committee faculty leadership to share travel budget funds for research presentation(s) at a national assessment institute.
- Continue to provide faculty professional development opportunities at appropriate times using internal resources and bringing in RSU faculty experts

4. Learning Site Activity Report
Please respond to the following questions as a learning site:

a. Include the number of courses sent to and received from other institutions, including only electronic courses. Detail the productivity in those courses and programs, as well as the breakdown between upper division and lower division courses.

Not Applicable

b. Provide detailed information about how the learning site is ascertaining and meeting employer needs and student demands.
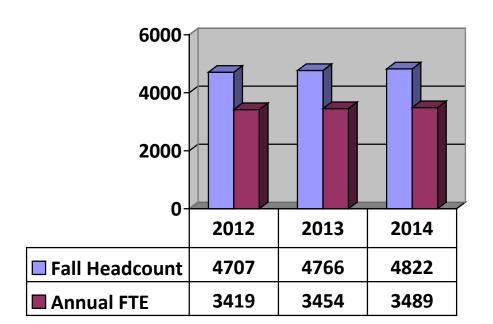
Not Applicable

c. Describe in detail planned changes in locations to send or receive courses and programs (i.e. branch campuses or off-campus locations, etc.).

Not Applicable

C. **Provide the institution's 2012, 2013, 2014 projections for fall headcount enrollment and annual FTE by undergraduate and graduate separately.**

- Fall 2012: Undergraduate Headcount: 4,707
- Fall 2012: Graduate (if applicable) Headcount: NA
- 2012 Annual FTE: 3,419

- Fall 2013: Undergraduate Headcount: 4,754
- Fall 2013: Graduate (if applicable) Headcount: 12
- 2013 Annual FTE: 3,454

- Fall 2014: Undergraduate Headcount: 4,802
- Fall 2014: Graduate (if applicable) Headcount: 20
- 2014 Annual FTE: 3,489

The graph below presents headcount (undergraduate and graduate combined) as well as FTEs.

RSU Enrollment Projection

	2012	2013	2014
☐ Fall Headcount	4707	4766	4822
◼ Annual FTE	3419	3454	3489