

ACADEMIC PLAN

2017-2018

June 30, 2017

ROGERS STATE UNIVERSITY

Claremore, Oklahoma

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



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RSU Institutional Degree Completion and Academic Plan 2017-2018

A. Completion Agenda

Based on RSU’s priorities, statewide initiatives, and commitment to the public agenda and CCA, each of the four goals of the Complete College Oklahoma plan are addressed. For the purposes of this document, the following terms are defined.

High Impact Strategy: strategies that address each of the four CCA Initiatives in Oklahoma, activities that have been or are being developed at RSU or as part of statewide initiatives to accomplish the goals of Complete College America.

Implementation: Activities with timelines that will be used to implement each strategy, including short- and long-term timelines established for implementation of the high impact strategies

Responsible Party: People, offices or functions responsible for implementing each strategy or activity, including key people or offices responsible for development, implementation, and assessment

Measures of Effectiveness: Metrics used to evaluate the effectiveness of each activity

Results to Date: Current status and results of an activity

- 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 Strategy - 12th Grade Math CCO			
Implementation	Responsible Party	Measures of Effectiveness	Results to Date
Involve RSU Math, Science, and Physical Science faculty in STEM demonstrations and workshops in area schools. <u>Timeline:</u> Ongoing <i>(Relates to Goal 1.1.2.1 of RSU’s Strategic Plan)</i>	Under the direction of the Mathematics and Physical Sciences Department Head, through science and math enrichment activities delivered by RSU faculty and assisted by RSU students in area public schools.	Successful contacts made with area schools as well as number and quality of enrichment activities	Collaborated with Google in spring 2017 to host 5 th Aero-Games at RSU-Claremore campus. A grant from Phillips 66 facilitated teacher workshops in STEM-related subjects in August 2016 at RSU-Bartlesville.

High Impact Strategy - Concurrent Enrollment CCO			
Implementation	Responsible Party	Measures of Effectiveness	Results to Date
Promote concurrent enrollment for qualifying area high school juniors and seniors through all three RSU campuses <u>Timeline:</u> Ongoing (Relates to Goal 1.1.2.1 of RSU's Strategic Plan)	Deans and academic department heads working with branch campus directors	Number of concurrent students and concurrent student success rates	A total of 392 concurrent high school students enrolled in fall 2016, compared to 343 in fall 2015. This represents an increase of 14.3% compared to a 4.6% increase the preceding year. No significant difference in success rates between concurrent students and first-time freshmen.

- 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 Strategy - Co-Requisite Remediation CCO			
Implementation	Responsible Party	Measures of Effectiveness	Results to Date
Plan and implement a co-requisite at-scale program, scheduling developmental coursework simultaneously with appropriate college-level coursework for entering remedial students <u>Timeline:</u> 2016-17 planning, 2017-18 first year of implementation (Relates to Goal 1.1.1.1 of RSU's Strategic Plan)	Coordinator of Developmental Studies collaborating with the Department Head of English and Humanities and Dean of Arts & Sciences	Increased success rates in coursework and increased retention rate.	Planning occurred in 2016-2017 academic year. Initial implementation is scheduled for fall 2017. First year outcomes will be measured in 2018-2019.

High Impact Strategy - Course Placement CCO			
Implementation	Responsible Party	Measures of Effectiveness	Results to Date
Re-evaluate mathematics requirements for programs majors, determining appropriateness for College Algebra and Quantitative Reasoning/Quantitative Literacy <u>Timeline:</u> 2016-17 planning, 2017-18 first year of implementation (Relates to Goal 1.1.1.1 of RSU's Strategic Plan)	Vice President for Academic Affairs, Dean of Arts & Sciences, with department heads and faculty	Mathematics course success rates (percent C or better) for majors	Strategy implementation to begin effective fall 2017
Improve accuracy of course placement by using multiple assessments, including change from ACT Compass to College Board Accuplacer, advanced placement testing, and CLEP tests for entering students, with Course Equivalency Project outcomes for transfer students <u>Timeline:</u> Implementation beginning fall 2017 and ongoing (Relates to Goal 1.1.1.1 of RSU's Strategic Plan)	Vice President for Enrollment Management and Assistant Registrar in collaboration with Vice President for Academic Affairs. Academic department heads and faculty for advanced placement testing and course transfer.	Increased percentage of entering freshmen who are placed directly in college-level course work	Accuplacer has been implemented for fall 2017 entering freshmen; initial results will be reported after the first year of implementation.

High Impact Strategy – Information Literacy RSU			
Implementation	Responsible Party	Measures of Effectiveness	Results to Date
Implement Online Information Literacy pre/post-test to assess student learning and improve student information literacy <u>Timeline:</u> Implement assessment beginning 2017-2018 (Relates to Goal 1.1.1.6 of RSU's Strategic Plan)	Director and Assistant Director of Library	Results of Information Literacy Test	Implementation scheduled for 2017-2018 academic year.

- 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 Strategy - Reverse Transfer CCO			
Implementation	Responsible Party	Measures of Effectiveness	Results to Date
Maintain articulation agreements with three community colleges to offer 2 plus 2 transfer <i>Timeline:</i> Ongoing <i>(Relates To Goal 4.2.2.1 of RSU's Strategic Plan)</i>	Vice President for Academic Affairs, Deans, and respective department heads	Number of articulation agreements, number of students transferred to RSU, and number of degrees earned	28 articulation agreements with Tulsa Community College. Number of transfer students in these programs will be reported in 2017-2018, and number of subsequent degrees earned in these programs will be reported in 2018-2019

High Impact Strategy – Cooperative Agreements/Contracts CCO			
Implementation	Responsible Party	Measures of Effectiveness	Results to Date
Investigate cooperative contract opportunities to build bridges with community colleges <i>Timeline:</i> Planning year in 2016-2017, first year of implementation in 2017-2018 <i>(Relates To Goal 4.2.2.1 of RSU's Strategic Plan)</i>	Vice President for Academic Affairs, Dean of Professional Studies and Director of RSU-Pryor campus	Number of contracts and number of students	Contract developed with Bismarck State College and GRDA to facilitate AAS in Power Plant Technology for implementation in 2017-2018 at RSU's Pryor campus. RSU will host course laboratories delivered by Bismarck State College.

High Impact Strategy – Certificate Program Development RSU			
Implementation	Responsible Party	Measures of Effectiveness	Results to Date
Develop and implement certificate or certification program(s) for regional businesses and community <u>Timeline:</u> Planning year in 2016-2017, approval year in 2017-2018, implementation in 2018-2019 (Relates to Goal 4.2.2.1 of RSU’s Strategic Plan)	Academic department heads and school Deans	Number of certificate programs developed and implemented	Certificates in Emergency Medical Service and in Cyber Security have been approved by RSU’s board of regents. HLC approval will be sought in fall 2017 with implementation planned for spring or fall 2018.

4. **Adult Completion.** Further expand and develop Reach Higher or other completion program(s) as a degree and certificate completion effort that involves the entire system of postsecondary education.

High Impact Strategy - Reach Higher or other Initiatives CCO			
Implementation	Responsible Party	Measures of Effectiveness	Results to Date
Provide multiple program options for Organizational Leadership program in conjunction with business and industry needs <u>Timeline:</u> Ongoing (Relates to Goal 4.2.2.1 of RSU’s Strategic Plan)	Department Head of Business in conjunction with the Dean of Professional Studies	Number of degree options Number of enrollees and graduates in OL program	Maintained four OL degree options. RSU had a total of 57 majors in four options in Fall 2016 and 42 graduates in three options for 2015-16. RSU ranks 3 rd in the state for Reach Higher enrollment and 2 nd for degree completions for its BS in Organizational Leadership degree program.

5. Other Institutional Priority Areas for Degree Completion.

High Impact Strategy – Graduate Degree Program Development RSU			
Implementation	Responsible Party	Measures of Effectiveness	Results to Date
<p>Continue development of Master of Business Administration degree, RSU’s first graduate degree, to meet area needs. <u>Timeline:</u> Implemented Fall 2014, with first graduating class in spring 2016 (Relates to Goal 4.2.2.1 of RSU’s 2016-2021 Strategic Plan)</p>	<p>Dean of Professional Studies and Department Head for Business program</p>	<p>Number of MBA students and graduates; employment statistics will be incorporated upon graduation</p>	<p>28 MBA majors in fall 2016, an increase of 65% over fall 2015. RSU awarded 13 graduate degrees in 2016-2017, an increase of 63% over the number of graduates in RSU’s 2015-2016 inaugural graduating MBA class. Graduating class had 100% employment.</p>

B. Summary of academic programs and services in the following areas:

- 1. Priorities/Programs.** RSU's academic priorities for the 2017-2018 year and the planned activities that will be used to achieve these priorities, including how these academic priorities relate to high priority academic programs and any new academic program requests to be submitted in the 2017-2018 year and the corresponding budget priorities/needs to be requested. Budget need documentation is attached.

a. Priorities/Programs

Inspire Student Learning and Development *(Strategic Plan Goal #1)*

- Implement a co-requisite model for developmental studies *(Goal 1.1.1.1 and 1.1.1.6)*
 - Pair developmental courses with college-level coursework with supplemental learning opportunities to increase student success
- Offer unique student experiences *(Goal 1.1.1.2 and 1.1.1.3)*
 - Military History Day
 - Fine Arts Summer Studies-At-Large program
 - Fine Arts student and faculty gallery exhibitions
 - Internships with businesses and agencies including Phillips 66, Will Rogers Museum, Davis Gun Museum, University of Tulsa Special Collections, RSU TV and radio, energy and environmental companies
 - Multicultural student activities and events, including the Inclusion Project
 - Bartlesville Student Center addition
- Offer improved student experiences *(Goal 1.1.1.2)*
 - New comprehensive first-year student experience program
- Implement new Career Services digital platform to enhance and streamline services. *(Goal 1.1.1.5 and 4.1.2.1)*
- Create web-based hub for internship opportunities for students. *(Goal 1.1.2.1 and 1.2.2.1)*
- Provide video-based (e.g., Skype) personal counseling services to students at Bartlesville and Pryor campuses. *(Goal 1.1.1.5 and 4.1.2.1)*
- Obtain equipment (braille labeler, FM classroom system) for students with physical disabilities. Purchase software to help decrease dependence on student note takers. *(Goal 1.1.1.5 and 4.1.2.1)*
- Expand community partnerships in Mayes, Washington, and Tulsa Counties to increase opportunities for volunteerism across all campuses and to build more connections in Tulsa. *(Goal 1.1.2.1 and 4.2.4.1)*

Advance Institutional Excellence, Innovation & Tradition *(Strategic Plan Goal #2)*

- Offer new degrees and certificates *(Goal 2.1.4.1, 4.2.2.1, and 4.2.2.2)*
 - Cyber Security certificate¹
 - EMS Paramedic certificate¹
 - National Security Studies minor (in development)
 - Actuarial Science degree (in development)
 - Environmental Regulation (in development)
 - Implement articulation agreement with Bismarck State College and Grand River Dam Authority in Power Plant and Process Plant Technology
 - Continuing education opportunities
 - Through RSU Works online portal and face-to-face classes. RSUWorks is a

collaborative project between RSU Public TV and Las Vegas Public Television to offer non-credit classes and training programs. Audience will be regional business and industry, as well as lifelong learners.

- Disability Services will implement longer office hours during the first three weeks of each new semester to ensure effective and efficient completion of accommodation requests. *(Goal 2.1.1.4)*
- Student Activities intends to create a competitive tradition during Hillcamp (new student orientation) that will build year upon year. *(Goal 2.1.4.1)*
- Strengthen focus on effective customer service throughout the university. *(Goal 2.1.1.4 and 4.1.2.1)*

Engage Relevant Stakeholders *(Strategic Plan Goal #3)*

- Create community pathways *(Goal 3.1.2.1 – 3.1.2.6 and 3.1.3.1)*
 - Math and Science faculty deliver STEM workshops in area schools
 - EMS students participate and collaborate with Claremore Indian Hospital for Car Seat Safety Fair
 - EMS students provide CPT and First Aid training classes to community groups
 - Host Google camp at Pryor campus
 - Alumni reunion events
- Residential Life will re-connect with alumni who served as Resident Assistants (RA) with plans to develop an RA reunion to coincide with future Homecoming festivities. *(Goal 3.1.2.5 and 3.1.2.6)*
- Continue strengthening university branding initiatives, as well as increase market presence in our targeted geographic locations. *(Goal 3.1.1.1 – 3.1.1.3)*
- Continue to expand private giving and support to help off-set declining state allocations. *(Goal 3.1.4.1 and 3.1.4.2)*
- Expand and develop comprehensive community engagement initiatives designed to increase the amount of student volunteerism in the Rogers County area. *(Goal 3.1.2.3)*

Enhance Enrollment Growth and Development *(Strategic Plan Goal #4)*

- Enrollment Stabilization & Growth Plan – Launch of Drive for 5000: Increase student headcount by 250 persons each year through combination of increased admission and retention gains. *(Goal 4.1.2.1)*
- Admissions Focus: *(Goal 4.2.1.1 – 4.2.1.4)*
 - Accelerate lead generation through use of search service.
 - Increase promotional efforts including social, commercial and print media in regional recruitment areas.
 - Accelerate HS visits in Tier 1 OK, AR, MO, KS schools.
 - Establish faculty, current student and alumni recruitment team to supplement professional staff team.
 - Expand international recruitment efforts in SE Asia and survey additional markets in Central America and Eastern Europe.
 - Expand recruitment efforts for adult learners including transfer students from feeder community colleges and adult returning students to Reach Higher.
 - Expand outreach efforts to veteran, Hispanic and native communities.
 - Leverage Raise Me scholarship opportunities in collaboration with OU
 - Re-structure financial aid awards and increase leveraging strategies to targeted student populations include high-EFC families.
- Retention Focus: *(Goal 4.2.3.1 – 4.2.3.3)*
 - Launch analytics functionality of Jenzabar Retention module for FTFT 2017 cohort
 - Increase utilization of Jenzabar Retention Early Alert system in collaboration with financial aid attendance tracking and mid-term grading efforts
 - Develop initial phase of First Year Experience program; Mandatory New Student Orientation participation and required College Orientation course to start in fall 2018.

- Identify and resolve obstacles to student success; explore 100% professional advising strategy, institute exit interview/survey for exiting students (withdrawal and transfer), develop communications plan and online support service programming.
 - Launch '15 to Finish' enrollment campaign to improve persistence and graduation rates
 - Increase training for faculty and students on Jenzabar degree auditing tools to enable greater student responsibility for progress toward degree
 - Examine and change RSU policies and procedures that are not student success centered.
 - Re-engineer our college readiness support structure, including advising, course offerings, academic support services, tracking and intervention strategies.
- Partnership Initiatives: *(Goal 4.2.4.1 and 1.1.2.1)*
- Partnership with Tulsa Community College on international student admissions & transfer student pipeline. Current discussion includes ESL/IEP resource/program collaboration; joint-admission and residential housing sharing.
 - Promotional Partnership with City of Claremore on highway billboards and signage on major arteries surrounding city.
 - Claremore Chamber of Commerce partnership to adopt 'Hillcat Friday' across the city; initiative would include selling RSU gear, promoting the wearing of RSU gear and business discounts for RSU ID holders, etc. for current students and special offerings for prospective students and families who take campus tours and visit local businesses.

¹*Certificate programs are program-embedded and require no additional budget considerations.*

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

- In summer 2016, RSU migrated to new Enterprise Resource Planning (ERP) software, Jenzabar EX, replacing its business and academic records system. RSU is the first in the state to successfully implement a conversion to this software.
- Effective fall 2016, RSU migrated to a new Learning Management System (LMS), Jenzabar eLearning, replacing its former obsolete LMS for online learning. All faculty teaching online or blended courses are trained in navigation processes.
- Online student orientation course developed for LMS navigation and online professional development course developed for new faculty teaching online or blended courses
- Developed mandatory protocol and processes for lead instructors/course designers of online courses facilitated by and in alignment with Quality Matters
- Certified first five online courses using Quality Matters principles
- Security improvements made via security cameras in Herrington Hall and Health Sciences and other campus buildings

b. Future Plans

- (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)*
- Complete remodel of the Markham Enrollment Center to include expansion and refurbishment of public-facing enrollment admissions areas, as well as offices for staff who regularly meet with students and their families. (Encumbered in 2017-2018 budget)
 - Plan and develop new first year experience for entering freshmen and transfer students, collaborating across disciplines in conjunction with the John Gardner Institute or Higher Learning Commission. Local needs will be determined through participation of students with Academic Affairs, Enrollment Management, and Student Affairs
 - Create online open source textbook development opportunities for general education courses, in

- conjunction with the School of Arts & Sciences and the Center for Teaching and Learning
- Certify 20 online master courses using Quality Matters official review during 2017-2018. Reach 100% certification within five years.
- Build a Web Accessibility Program to verify and validate that all online/blended courses meet accessibility standards.
- Upgrade academic facilities and equipment as funding allows
- Develop and implement an online portal designed to prepare the underemployed and unemployed for advancement in today's workforce through training and economic development certification programs

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 description of how those decisions were made.

a. Current Status

- Availability of more than 30% of all RSU courses through online and blended course delivery
- Development of online and blended Master Courses for LMS environment
- Tutor.com availability for 24/7 online tutoring in nine subject areas
- ProctorU availability for online course proctored testing
- Camtasia added to resources at Claremore campus Multipoint Conference Room
- New 24/7 e-Campus Help Desk
- Development of policy allowing adjunct faculty access to RSU email and MyRSU on a yearly expiry cycle
- Implementation of a print management program reducing the number printers and copiers on campus and consolidating work group functionality
- Automation of university forms, including many academic and business services forms
- Relocation of university switchboard operations to the administration building with the President's Office having oversight to ensure callers' needs are met
- Contract with the University of Oklahoma utilizing its Institutional Review Board
- Continuation of furloughs (one day per month) for all full-time RSU faculty and staff

Note: Academic and service departments collaborated through departmental meetings, the strategic planning process and Strategic Planning Committee, and the Budget Advisory Committee,

b. Future Plans

(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)

- Establish internships and research partnerships for undergraduate students in all academic programs as developed by faculty and department heads with area businesses and in collaboration with Student Affairs, including Career Services (needs determined through student focus groups)
- Expand co-curricular student opportunities with area agencies, working with academic affairs and student affairs (determined through student surveys and focus groups)
- Use video conferencing software to create collaborative opportunities using GoToMeeting for Study Circles among faculty, staff, and students
- Use Lunch and Learn training events for professional development opportunities, creating collegiality and collaboration among faculty and staff
- Work with MoreClaremore and the City of Claremore to provide students with more available volunteer opportunities
- Continue automating university forms, including online student activity forms, residential life

forms, Computer Account Request form, and computerized university maintenance management system.

- Utilize Career Services management platform (Symplicity) to streamline advising appointments and centralize resources
- Implement a program to scan and save archive records for access availability and storage

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 2017, 2018, 2019 projections for fall headcount enrollment and annual FTE by undergraduate and graduate separately.

- Fall 2017: Undergraduate Headcount: 3,975
- Fall 2017: Graduate (if applicable) Headcount: 26
- 2017 Annual FTE: 2,935

- Fall 2018: Undergraduate Headcount:4,225
- Fall 2018: Graduate (if applicable) Headcount: 25
- 2018 Annual FTE: 3,135

- Fall 2019: Undergraduate Headcount: 4,475
- Fall 2019: Graduate (if applicable) Headcount: 25
- 2019 Annual FTE: 3,335