

**STRATEGIC PLANNING AND INSTITUTIONAL EFFECTIVENESS**  
**2012-2013 Unit Action Plan – Year Three**

**Unit Name: Research and Sponsored Programs**

**Unit Mission**

The mission of the Office of Research and Sponsored Programs is to promote research and program development that enhances the abilities and opportunities of the Rogers State University community while encouraging scholarly integrity and program compliance. Research and Sponsored programs will assist faculty, staff, and students as they develop programs, identify funding sources, write grant proposals, and submit applications.

Goal (insert number): (Insert name of goal)  
 This *Unit Action Plan* Specifically Supports Commitment(S) 1.2, 2.3, 3.4, 4.5, 4.6, 5.1, 5.3

Plan for 2012-2013 This section due by May 4, 2012.				Report for 2012-2013 This section due by April 1, 2013.	
Objective	Evaluation Measure	Performance Standard	Action	Data/Findings	Status
1.2 Strengthen curricular and co-curricular programs to enrich the overall students experience	Analysis of sponsored programs against proposed objectives, relevant research, and best-practice models to determine quality of academic excellence.	The nature of each project will determine the methods needed to "analyze" the program. Program data will be measured against the following performance standards: <b>Formative</b> <ul style="list-style-type: none"> <li>The program continuously incorporates best-practices.</li> <li>The program improves or expands current best-practices.</li> <li>The program finds innovative ways to deal with unintended outcomes.</li> </ul> <b>Summative</b> <ul style="list-style-type: none"> <li>The program met or exceeded all project objectives.</li> <li>The program advanced academic excellence at RSU.</li> </ul>	<ul style="list-style-type: none"> <li>All sponsored programs will be created through collaboration with relevant stakeholders to determine how to best enhance academic excellence at RSU.</li> <li>Prior to the development of project objectives, research of best practices will be conducted and matched to the unique needs of RSU students.</li> </ul>	<p>For each submitted proposal, stakeholders were contacted and best-practices were researched. To the best of each development team's abilities, all projects were developed with best practices in mind. The goal of all new projects was to build on current models. All funded projects met their objectives. The idea is to use sponsored projects to strengthen curricular and co-curricular programs, and each funded program did build on, and improve (arguably, but supported by description of programs in final reports) current opportunities for students.</p> <p>More involvement is needed from faculty interested in grants to better identify which models are the best to use. The Office of Research and Sponsored Programs made decisions, often independent of departments, about these practices due to lack of involvement. Nevertheless, strengthening programming was also a component of the process.</p>	Completed  (for currently funded grants)

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2.3 Involve All constituencies of the university in student recruitment and retention efforts.	Count of the number of new students recruited as the direct result of sponsored programs.	YES/NO: For projects designed to increase student enrollment, did the project result in either 1. New full or part-time students, or 2. An increase in the number of hours taken by current students.	<ul style="list-style-type: none"> <li>• Involve as internal partners Student Recruitment, Enrollment, and Financial Aid for all programs designed to increase enrollment or retention.</li> <li>• Monitor program participants and track their performance over a period of time appropriate to the programming.</li> <li>• Compare longitudinal data of program participants to their non-program participant peers.</li> </ul>	Unfortunately all programs designed to recruit new students are either pending or were not funded. Efforts have been made to recruit high school students to participant in activities on campus. Grant funding will allow for 16 high school juniors and seniors to do this.	Completed  (since grants addressing this objective are not currently funded)
	Identification of the retention rates of sponsored program participants. Analyze data against trends at RSU and beyond.	YES/NO: Did the sponsored program participants retain at a rate equal to or higher than non-program participants?  <b>Formative</b> The performance standards during programming are: <ul style="list-style-type: none"> <li>• Data can show a relationship between program activities and students retention/graduation.</li> <li>• The program modifies activities when the above relationship is not present.</li> </ul>		Student recruitment, Enrollment, and Financial Aid were internal partners on all grants that intended to increase new student enrollment.  Data will be collected from high school students doing activities on campus to monitor the influence of programming on their likelihood to enroll at RSU.	

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3.4 Increase the enrollment of minority populations.	Count of the number of sponsored programs pursued and funded that directly address increasing the participation of underrepresented groups and minorities.  Count of the number of individual participants from underrepresented groups and minorities present in sponsored programs.	For programs specifically designed to increase the participation of historically underrepresented groups and minorities, the performance standard will be:  The project has a level of participation from persons that are either historically underrepresented (this can include women, low-income, first-generation, etc.) or minorities at a ratio higher than that of the general student population at RSU.	<ul style="list-style-type: none"> <li>• Design programs that meet the specific needs of minority groups.</li> <li>• Collaborate with internal and external partners to target these populations during recruitment efforts.</li> <li>• Monitor participation of minority groups for the duration of the program and beyond.</li> </ul>	<p>Three federal grants were developed and pursued to increase the participation of minority populations. One of these programs was funded. It will allow for 16 low-income, first-generation students to participate in summer programming at RSU.</p> <p>Internal and external partners such as the Cherokee Nation Foundation, and RSU Nursing worked to increase enrollment and participation of minority populations.</p> <p>The funded program will track the activities and successes minority students on campus.</p>	Completed  (since grants addressing this objective are not currently funded)

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4.5 Develop, implement, and advance comprehensive fundraising	Identify a tangible comprehensive fundraising plan and identify that the plan has been implemented.	Standards for this step are: • Activities are taking place according to the plan.	According to best-practices for offices of sponsored programs, and in support of the goals of RSU, a comprehensive fundraising plan will be constructed. During the course of the year, the plan will be implemented and monitored to ensure the plan is relevant and effective.	<p><i>A tangible plan exists as a document ready for implementation and dissemination:</i> A strong funding plan was not developed. Grants were pursued with direction for the Office of Research and Sponsored Programs when there was faculty and staff interest in supporting the program and not according to an pre-determined plan.</p> <p><i>Increased review resulted in programming that improved RSU's ability to meet its strategic goals:</i> New funding did come to RSU through grant funds. This funding supported community service (\$1,000), faculty/student colloquia (\$8,500), faculty and faculty/student research (\$85,500), and summer programming for high school students (\$22,000).</p> <p>The status is completed since the year is over regardless of the outcome, new efforts will be made for a new plan.</p>	Completed
	Analysis of the effectiveness of the plan in its ability to advance fundraising at RSU.	Appropriate data will be gathered to "analyze" the plan according to the following standards" <b>Formative</b> • The plan is dynamic and flexible to meet the needs of RSU. • Unintended outcomes are addressed. <b>Summative</b> • The plan resulted in an increase of revenue for RSU. •			
4.6 Establish an institutional framework to obtain external funding	Identify that such a framework exists and that it is relevant to RSU	Standard for this step is: • A frame work is in place that encourages and aids faculty, staff, and students through the process of funding identification, program development, proposal development, submission, and compliance monitoring.	The Office of Sponsored Programs will put in place a strong framework that acts as a seamless mechanism that carries faculty, staff, and students through a pipeline of support services that address the performance standards for this objective.	<p>The Office of Research and Sponsored Programs did work from start to finish, including post-award management and compliance, on all projects.</p> <p>A framework that includes systematized policies has not been put into place. At this time, the Office is still evaluating the needs of RSU and the best system to motivate and support faculty in staff in the development of projects for external funding.</p>	Ongoing
	Analysis of the effectiveness of the framework to obtain external funding.	<b>Formative</b> • The framework is dynamic and flexible to meet the needs of faculty, staff, and students. • Unintended outcomes are addressed in innovative ways <b>Summative</b> • The framework resulted in			

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		increase in the number of sponsored programs developed and pursued. • The framework resulted in a direct increase of revenue for RSU.			

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5.1 Promote alignment of strategic decisions with mission-critical resources	Analysis of: <ul style="list-style-type: none"> <li>• The strategic decisions of the Sponsored Programs office in connection to its use of RSU resources.</li> <li>• The decisions of Sponsored Programs in connection to grant resources.</li> <li>• The influence of Sponsored Programs on the decision making process for RSU at large.</li> </ul>	Appropriate data will be collected to determine how to best “analyze” this alignment. Standards for this step are: <ul style="list-style-type: none"> <li>• Sponsored Programs considers the use of limited resources when making decisions.</li> <li>• Sponsored Programs makes decisions according to the mission of its department and the goals of RSU.</li> <li>• Sponsored Programs sets a positive example to all stakeholders regarding the successful alignment of strategic decisions with mission-critical resources.</li> </ul>	The Office of Sponsored Programs will review department and University goals on a regular basis. Decisions will be tracked and appropriate data will be collected to measure against the performance standards.		
5.3 Enhance and expand the operation of the Office of Accountability and Academics	Measurement of the performance of the Office of Research and Sponsored Programs.	<ul style="list-style-type: none"> <li>• Ongoing performance will need to demonstrate that the Office of Research and Sponsored Programs expands on the current operations of Accountability and Academics.</li> <li>• Data will be collected to compare the successes of the Accountability and Academics with those of Sponsored Programs to determine in “enhancement” has occurred.</li> </ul>	The Office of Sponsored Programs, as a new department, will ensure continuous productivity to expand the operation of Accountability and Academics. Effort will be made to understand current operations and goals to ensure new activities enhance current ones.		

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**Budget Request Supplement for Academic Year 2012-2013**  
 Year Three – Strategic Planning Cycle

This section due by April 1, 2012.						
University Objective	Action for 2012-2013	Requested Resources				Estimated Cost
		Human	Financial	Physical/Capital	Other (e.g., Technology)	
N/A						