

2015 CONVOCATION STRATEGIC PLANNING EXERCISE Mapped to Four Goals as Clarified in Strategic Planning Committee

- 1. Inspire Student Learning and Development (pages 1-7)**
 - 2. Advance Institutional Excellence, Innovation and Tradition (pages 8-10)**
 - 3. Promote Comprehensive Community Engagement (pages 11-14)**
 - 4. Enhance Enrollment Growth and Development (pages 15-18)**
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1. Inspire Student Learning and Development

- Quality of learning
- Technology in teaching
- Lifelong learning
- Advising
- Preparation for careers
- Diversity/Social justice
- Academic Preparation
- Summer sessions
 - Summer 1 and Summer 2
- No required orientation
 - Students need to know the resources available and to make them acquainted to those people in student affairs, etc.
- Communications Department having a party just for those communications students to feed them
- Expansion/ implementation of career assessment resources
- Continued development of student activities
- Development of peer groups/ social
- Reevaluation of 4-day academic schedules
- Expansion of resources to incentivize staying on campus through the weekend
- Freshman seminar required for all incoming students to assist with transition to college, prep for academic rigor. Could be staff teaching to not increase faculty course loads.
- Orientation for transfer students and concurrent courses
- Increase summer course options
- 365 day a year contact points in academic departments - accessibility for current and prospective students, community partners
- Implement service learning. Research shows diverse students benefit even more and increase retention.

- Bachelors in Education
- Master's degree
- Don't lose our personal connection to students with too much technology
- Try not to dilute our overall mission with standardization of SARA and QM
- Keep focused on academic excellence
- The idea of us trying to find people to teach classes in high schools should end. Students are not coming to RSU after they take concurrent classes here.
- We have many good online classes. We need to do more to make sure all of our courses are excellent. We also need to make sure our on-ground courses are excellent.
- More affordable study abroad programs.
- Expand weekday activities for students because many students leave on weekends.
- Opening a coffee shop back up might crease a centralized location for students to gather.
- Students need a collegial space to study and hang out.
- What are we not offering that we could offer?
- Recruiters could take faculty with them to enhance recruiting trips - but identify faculty who are willing to go out with recruiters to promote the university and its programs, which brings us full circle to faculty already having too much to do.
- Make sure the students have a personal connection in the classroom, as well as every other aspect of the students' interaction with all aspects of the university.
- Graduation rates and retention:
 - Who counts for us?
 - Who counts against us?
 - How is success measured?
- Graduate degree offerings increase
- Unique programs and locations
- Competency-based education - (Dr. Garrison acronym CAEL) Doctoral/ graduate programs. Less time to degrees: leverage professional experience to classroom experience
- Focus on freshmen - revisit the 1 credit orientation course
- Do more 1 credit hour courses - in areas that the university has expertise. Continuing ed connection?
- Co-curricular transcripts w/ Jenzabar implementations have ability. Online portfolios from 1st year
- **ALIGN RESOURCES WITH CORE MISSION**
- **QUALITY**
 - Embrace Quality Matters
 - Ensure quality of on-ground and online courses
 - Increase online programs (review current programs to prioritize which lend themselves to online delivery)
 - New science building; more labs and equipment
 - Build stronger general education program - promote the importance of gen ed to students

- Adopt third-party software for assessment of SLO's
- Develop degree cooperation/sharing with other universities
- Reduce all 4 year degree programs to 120 hours
- Develop bridge program between high school and RSU to ensure that students come to RSU prepared to succeed
- Expand ORIE 1151 to 16-week course - include campus-specific issues (importance of reading student code/ bulletin/awareness of deadlines/ campus resources); financial literacy/personal responsibility
- More labs and equipment
- Promote a centralized learning commons - a space with to include library/ tutoring and other resources
- Ensure availability of meaningful work - tie school to community with networking/ real life experiences/ internships - service learning
- Offer Masters in Nursing
- Offer increased online nursing courses
- Work on retention/graduation rates
- Move/ change program to BSN
 - Increase online nursing classes
 - Improve simulation lab
 - Offer master's program
- A stronger, dedicated/permanent full-time faculty presence on our satellite campuses, possibly on a rotating basis
- → Improve retention of satellite students
- Emphasis and participation in co-curricular and extra-curricular activities with /for students.
- More information (on bulletin boards, flyers, etc.) on the satellite campuses so that students feel they are being included in the overall university system.
- Re: the RSU bookstore hours (and branch campuses are included in this suggestion) need to be more accommodating.
- Increased recognition of developmental studies' presence and importance on all campuses. Developmental studies needs to be taken out of limbo. Developmental studies needs to be its own program.
- Re: academic excellence - increased support for the Writing Center and other tutoring facilities.
- Certify college readiness through an established program that is Developmental Studies.
- Spanish for Professionals could be a certification program to certify proficiency in the field (s) such as healthcare, teaching and criminal justice. (Nan - also for EMT's, police, and firemen!!!!)
- Increase the size of the Honors Program, the PLC program, Studies-at-Large program, and international students ("exchange"?) program.

- Improve/update our technology such that students don't leave (or ignore) RSU due to outdated technology (science, computer programs)
- Focused alumni groups - discipline-specific - for examples, an alumni group specifically composed of former Honors or PLC students, etc.
- Changes in the meal plans - students despise the "you live in the dorm, we have to buy this meal program," etc.
- Cafeterias aren't open when students need to eat
- Certificates could be used in Military History and National Security Studies to attract online students
- General educational
 - Good process but not well-understood
- 120 hours requirement for B.A.
 - After 18-24 hour minor
 - Not a lot of electives
- **NEED TO KEEP AT LEAST 12 FREE ELECTIVE HOURS**
- Require orientation for all students - 16 weeks
- Retention
- Required on campus, *not* online
- Commuter student
 - Commuter lounge
 - Students building stronger connections
- Veterans - needs are often different
 - Strengthen resources
- Needs more staff, its own department or office (this would help accommodate rules and resources and bring students together)
- Programs at Pryor
 - Something unique - ag degree? One of the best nationally recognized FFA's
- Try satellite campuses in rural areas. Maybe establish satellite campuses in rural high schools
- Establish a person on grounds on community college campuses and get transfer students - actual presence on grounds
- Build relations with advisors at TCC and educate on agreements with RSU regarding class transfers
- Improve class cancellation communication → like for low enrollment campuses
- Improve class scheduling 4 weeks summers, etc. more condensed classes
- Develop continuing education classes - helps build relationship with community and businesses and possibly, high schools and/or teachers
- Tours for on-site testers
- More focus places on improving developmental math

- Orientation should be a co-requisite for all developmental courses
- Implement a more robust and far-reaching first year experience for all students. Especially at-risk students. Include student mentoring element.
- Incorporate smart phones and games into classroom instruction
- More associates degrees - competition with TCC
- Developing bachelor degrees for science, technology, math and engineering
- Tulsa campus like Bartlesville and Pryor, perhaps in partnership with OU
- Residential (traditional) vs. commuter (non-traditional and *grad*?)
 - Focus on needs of groups independently
- Strategies for commuter students - age 18-24 with life events/ stressors
- Support networks vs. no support
- Buddy-class above sophomore for new students for retention ORU reference (%college hours comped)
- Internships with potential employers
- Strengthen career services - website improvement
- Ensure advisor for students, including online, to ensure degree requirements met - undeclared majors
- Investigate enrollment educational requirements for FT/PT students
- Increase flexibility for students to take concurrent classes in order to graduate or graduate early
- Senior/retired person adopt a student to support, encourage
- Help enrollment
 - Reduce textbook costs
 - Openstax
 - Faculty developed materials
- VISIBILITY - increase exposure of student and faculty
 - University-wide research day
 - Capstone for students and faculty
- DIVERSITY - increase diversity.
 - ➔ promote international students
 - in faculty and staff
 - promote equity
- More time for research = more grant income
- Provide a more structured schedule (for class load) to students, especially for students who have academic deficiencies
- Connect developmental education with advising - keep course loads compatible for non-credit/deficient increasing courses and other scheduled courses
- Increase emphasis on first-year process and experiences (to) better keep freshmen enrolled

- Put in place a formula that will aid students to determine course-load, especially for those working and with families and children
- Consider more demanding /attractive degrees - especially for international students (engineering, etc.)
- ESL course/ needed for intervention
- Exchange program/retention?
- Diversity on campus
- Micro certificates
 - Basic biology
- More evening classes
- Weekend classes!
- Conservation of Reservation
- Bookstore and Library: Need to be open 9:00 on campus students
- Enrollment:
 - ESL programs: for preparing international students and local high school students
 - Exchange programs for faculty and students
 - Studies abroad
 - Increased diversity of student population
 - Student support for international students
 - +200 students ``__ increase in student population
 - Adequate housing available
 - Jim Ford: Academic Enrichment
- 3) Students interventions for retention purposes in fall-spring or spring to fall student who have not retained enrollment
- 4) Research Day: faculty, students, scholarly activity lecture series

2. Advance Institutional Excellence, Innovation and Tradition

- Competitive salaries for faculty and staff
- Full-time to part-time faculty ratio
- Professional development
- Faculty and staff support systems
- Workforce diversity
- Curriculum
- Performance rewards
- Specialized training and support for academic advising
- Diversity and international enrollment → prepare for English language learners, multicultural space for students, training for majority students, faculty and staff
- Students sometimes get the "runaround" between ACS & campus, admissions and academic departments.
- We need more full-time faculty at branch campuses.
- Quality is directly impacted by the ration of full-time to part-time faculty.
- Administration should be considerate of how much they are asking faculty to do without compensation.
- We need more full-time faculty and take care of existing faculty, which also applies to staff.
- Make RSU more attractive as a workplace by managing workloads better. RSU employees burn out and leave.
- Minimum credentials
- Online growth and development program as a strategic advantage
- Top priority - ensure competitive salaries for faculty/staff
- ALIGN RESOURCES WITH CORE MISSION
- If certificate is resurrected will that factor into faculty workload? How will full-time faculty be paid for certificate courses?
- EMT as certificate
 - ↳ tuition
 - ↳ hours
- Doesn't count as faculty workload
- Hours count as college credit
- CAN:
 - Should ? nurse start as a CNA
 - RSU has to re-teach all CNA skills
- What needs for BSN?
 - ↳ Higher Ph.D. presence (50%)
 - ↳ Increased pay
 - ↳ Offer reimbursement RSU off tuition assistance

- ⇓ Compensation that is regionally competitive for all disciplines
 - ⇓ AS with OU
- Improve simulation lab with mannequins/ resources
- Move/ change program to BSN
 - ⇓ Increased Ph.D. presence
 - ⇓ RSU tuition assistance
 - ⇓ Offer reimbursement for Ph.D.
- A stronger, dedicated/permanent full-time faculty presence on our satellite campuses, possibly on a rotating basis
- ➔ Improve retention of satellite students
- Improve relationships - and retention - of all adjuncts
- More communication! For example, an RSU newsletter that tells us what is going on - what we can be involved in now - as opposed to telling us what's already happened.
- **QM – get buy-in
- Create incentives
- Especially adjuncts
- Adjunct pay needs to be raised 3 years ago
- Commitment by RSU in form of stipends or course releases to develop online components and QM ➔ full-time and adjunct
- More voice should be given to part-time faculty and adjuncts. Part-time faculty may benefit from a mentorship program and better overall communication
- Better orientation for adjunct faculty. Orientation program for adjunct faculty members.
- FT faculty for General Education courses
- Identify/development employers for post-placement grads
- Start interviewing early for FT faculty-Sept/Oct start
- Alumni staff develop w/ grads for potential donors
- Work coop - employers/students
- OU Kaiser Foundation - Bachelor in Education paid - Roberta Hovis OU-Tulsa
- Pay for graduate hours at RSU - to add our masters' grads to adjunct pool
- Faculty numbers - inv....? Full-time
- Endowed positions
- Reduce overloads/ reduce adjuncts
- Increase research funding
- Increase travel
- Help enrollment
 - ⇓ Faculty developed materials
- VISIBILITY - increase exposure of student and faculty
 - ⇓ More support for faculty research/ increase grant income
 - ⇓ University-wide research day

3. Promote Comprehensive Community Engagement

- Cultural and economic development of the community
- Cultural heritage
- Athletic reputation enhancement
- Disconnected from the community
- RSU branding all over in Claremore and in Tulsa
- Marketing campaign - needs to improve
- Athletic events
- Alumni
- How do we keep kids on campus? - Social organizations - Greek life
- Community buy-in and involvement
- Alumni
- Visibility in the community
 - Fundraising in all departments, both academically and athletically
 - Need to be more visible in Tulsa
- Faculty and administration
 - Availability
 - Everyone should be geared toward enrollment
 - Someone should be out "recruiting" students
- Make the international student admissions process easier
- Show Claremore how we provide value to the community
- International students is an avenue? What is our BRAND?
- 6000 students at Pittsburg State, but over 50 countries represented which also provides another perspective
- Marketing Plan and Marketing Department
- Use our resources to get out there and use radio, athletics and marketing students to serve as marketing department
- Get communities plugged into the school!
- Shawnee is OBU, Stillwater is OSU, Tahlequah is NSU
- More involved in community events
- People that want to help: Expo, More Claremore
- Radio stops what they are doing to give a tour to potential students
- It takes everyone to market
- If we all pull the rope the same way it goes a long way
- People are looking for something to be proud of in this community - we just need to inform students, staff, faculty of what we are doing
- Does each department have a marketing budget? We need to market the individual departments

- We are NEOK's biggest secret because we don't want to tell them
- Advisement to those with no majors - someone has to help them along with the process
- Career Services will be big to get interns and new alumni into local jobs and in turn they will be involved with alumni and give back
- Using the resources across campus to get more involved
- It's customer service from A to Z from recruitment to alumni relations
- Cooperation /advocacy with city of Claremore to develop city infrastructure (biking lanes, expansion of sidewalks, buses, downtown restaurants/businesses) and availability of rental unity in city.
- Campus signage - update and consistency
- Centralized reservation process - to increase revenue generation
- Facility use fee: Caveat: costs of Sodexo
- Seek out franchise options for the Centennial Center
- Having teachers in the high schools who are adjuncts are not the best promoters of the institution.
- Continue to develop retention strategies and continue building the residential community environment.
- Continue to focus on the development of residential students on campus to enhance retention.
- More billboards might help, even though they are expensive. But we need to find other platforms to get our message out.
- Take advantage of location and branches and state university identify
- Town/gown relationships "college town" things to do for students
- **BRANDING/ MARKETING** - increased visibility in our service area
 - Do market research into area high schools
 - Offer market-driven certificate programs
- Develop continuing education programs - gives RSU more visibility in the community, familiarity
- **COMMUNICATION**
 - Increase interdepartmental communication - so we know what services the units provide, what resources they offer, how their activities dovetail into the larger university picture - more university-wide opportunities to know each other
 - Improve communication with community (within and outside the university) - build bridges
- Build community alliances and partnerships
- **INTERNATIONAL:**
 - Comprehensive support system: ESL and tutoring/mentoring; cultural awareness training for current students/faculty/staff/community; extracurricular activities/ host families/ monitoring-intervention
- Marketing
 - Awareness of programs and who we are
 - Basic strategies

- Commercials on radio promoting degrees/ TV/ Radio
- Tap into Tulsa and Owasso market
- Sports exhibitions on campus
- Involve downtown Claremore to become a "university" town
- More local/community - and broader - advertising for RSU. (Recruitment - let people know we are here.)
- Better tracking of graduates/ alumni
- Explore local support options for money (donations)
- Ad valorem taxes from the county. Tulsa did it! We are a community college institution, also we are open enrollment. This may be applicable in all 3 counties that hold RSU campuses.
- Explore possible donors - i.e., Phillips in Bartlesville - in satellite communities
- We need a community engagement coordinator at RSU to be dedicated to those things
- Foundation
- Enrollment growth → marketing
- Outsource to marketing firm?
- Possible to hire a marketing person to work at this full-time
 - \$100K
- Leverage social media – get onto the H.S student radar
- Former alumni as testimonial → solicit stories
- Make contact with H.S. social media outlook → reach out to social media stuff
- Reach out to non-traditional students
- Costs money? → marketing expertise or advertising _____ time?
- Costs no money:
 - Faculty to visit schools
 - Invite H.S. to campus
 - Get the right faculty to do this
- Going to war to get a piece of the sales tax of surrounding counties – like TCC
 - Start with county commissioners
- Marketing-break into H.S. social media venues – maintain a presence, in Tulsa especially
- Commit money and leverage no-cost resources
- Absolute commitment by RSU to get a taxing district and tax revenue stream for local counties
- Renovate restrooms in Prep Hall on 2nd floor
- Funding - funding _____ without relying 100% on tuition
 - Brick sale - fundraiser
 - Advertising?
 - Online/ in classrooms/ not just in sports venues
- FUNDING (ties to first idea) Do more to track graduates and involve them in fundraising

- Formal mechanism to involve alumni - not just OMA
- Community support through tax revenue or other means

Word cloud using Convocation comments mapped to this goal: **Promote Comprehensive Community Engagement**



4. Enhance Enrollment Growth and Development

- Reach out to home school co-ops and networks (there are likely thousands of home schoolers near Tulsa). Many of these are close-knit to Christian groups. Find faculty who know these people and are comfortable talking with these groups.
- Be willing to give a recruitment officer or faculty oversight for Tulsa
- major goal – RSU senior leadership make absolute do-or-die commitment (for increased funding)
- Faculty involvement in recruitment (professors as guest speaker in area high school)
- Marketing and branding to target specific audiences
- Focused on enrollment improvement and retention
- Grant development to supplement budget and incentives
- Don't try to compete with Tulsa
- Make use of internal resources, such as TV and radio station, to improve advertising
- Promote RSU TV and radio
- Increased recruitment efforts through building relationships with prospective students
- Involve faculty in recruiting
- Partnering with 2-year colleges. Hire their students to work as student workers at RSU. Incentive for them to enroll and finish a 4-year at RSU
- What's the RSU brand/identity for educational niche?
- Recruitment - Senior Day to surrounding H.S. to campuses
- Out of state tuition
- Tradition to keep residents
- We are accepting a number of first in their family college students
- Get the resources across campus more involved
- Marketing Plan
- Target Audience
- Recruitment to Alumni Relations - Customer Service
- Community Engagement
- We must use our resources across campus because we have people with expertise across the board
- Development of a shuttle service) for serving international students and increasing residential population
- Increased resources for recruitment at Bartlesville and Pryor
- More communication between all campuses to enhance student enrollment at the branch campuses. Promote the offerings at all three campuses.
- Discussion of certificates and how that might impact selling goods/services
Tuition rates for certificates - same or different?
- Rates and fees structures - who/how would those be determined.
- Currently OK all charging the same fees/ tuitions

- Incentivizing structure could be used to retain students who come with idea to transfer
- Pricing structures for different offering times for courses - Saturdays/ blended
- Biggest area of growth is online - fee is making our price look higher than competitors
- Help remove barriers students face: Focus on open access texts, e.g. Openstax /transportation/ child care/ etc. - referrals to university and community resources
- Aid to first generation college students
- "Over the Top" scholarship program - to help worthy students who have run out of aid to complete their degrees
- Require demonstrated competency in written skills of all students and provide the resources to attainment =>
- INTERNATIONAL:
 - Strategic plan
 - Start developing infrastructure - housing, etc.
- Increase marketing in an expanded rural area
- If we want to attract international students, we need to provide resources to help them be successful
- Bring more K-12 students onto the RSU campus so that they are aware of us from an early point in time - so that they essentially "grow up" knowing RSU. For example, reading programs, poetry contests, theatre fun, etc., involving kids in extracurricular groups.
- Transportation hub - Tulsa to Claremore
- Student (those who can sell RSU) should go with recruiters
- Financial aid - many students seems unprepared for FA/PAPSA
- Need to target parents (for traditional and non-traditional students)
- IDEAS: Seminars, webinars
- Reach out to high schools and continue financial aid presentations
- International students:
 - Build relationships with international schools "sister schools"
 - Accommodations for students over breaks (housing, dining)
 - More resources and support systems
 - International office to provide support and meet needs
- Foster family for international students
- Explore possibility of forming partnership with DOC to educate offenders who are now allowed PELL grants with the idea ultimately to decrease recidivism
- Offer a "Destination: College" program in summer to different groups - high school, middle school, adults - to encourage people to come on campus with idea of going to school here ultimately
- We are under OU Board of Regents. Can our dependents get free tuition at RSU like OU offers?
- You will keep happier faculty and strong students in Rogers County

- Forming partnerships to provide assistance to first general, low income students to succeed, such as financial aid counseling, credit counseling, child care, transportation, food stability. Refer to the Lumina Foundation ____ has program in place to help universities. Georgia State is example of school that has done this.
- Explore and develop a more inclusive relationship between TRIO programs and RSU. We help with students, we have relationships with students, we have relationship with school staff, we have partnerships with community agencies. We do excellent customer service with admission, enrollment, financial aid counseling. We have a presence in many schools since OK already has education in prisoners (sic) throughout the state.
- OK already has education in prisons. We would like to expand RSU's education offerings to northeast OK area prisons.
- 2008 was when we lost the student support program. Since then, retention has declined - loss of support for a large population - grand paid for staff, supplies, computer lab and cultural and education field trips.
- Increase international student population
- Increase presence and relationship with local/regional high schools (i.e. concurrent student studies, recruitment)
- More user-friendly enrollment process (reduce complications) → continue enrollment day-like activities
- Determine and provide child care option
- How to increase incoming transfer students to come to RSU?
- Using alumni for recruiting effort. Some alumni can't afford to donate money, but their time information and stories are just as valuable.
- Growth: International students bases
- STEM Grants opportunities for high school students = exposure and increased enrollment
- Contact dropout students
- Develop outreach program
 - Personal contact
 - Intervention between semester
- Encourage departments to share student success stories to public
- Drives enrollment/ exposures for RSU
- International students can drive revenue
- Build recruitment in Tulsa
- Other area markets
- Collaborate with other under-representative higher eds
- Community activities sponsored by RSU - set up department booths - doubles as marketing/recruiting
- Showcasing or lecture series (rotated)

Mission-related Convocation Comments

- Shifting demographics of students - less high school/ more adult students
- Mission and commitments to return to certificate program
- Do the certificate programs align with our mission?
- Tie to mission and commitments
- REPRIORITIZE: Further examination of sources/ use of resources
 - Realign priorities to those that support education
 - More shared _____ between faculty/administration
 - Target resources to education

Vision-related Convocation Comments

- We don't have a vision statement. Who we are, who our customer is? Something universally wide that is understood by all of what we do!
- Who are we - target for our students?
- We want to see a vision statement
- See "Native American Serving Institution" status
- WHO IS OUR "IDEAL" RSU STUDENT? Competing student populations...commuting, distance, residential, traditional, adult learner
- Innovation - specialized education in "rural education"
- Define our vision
 - How many students?
 - What kind of students?
 - Make up of programs and services?
- What is our niche/ identity?
- VISION - who are we? What do we want to be?
 - Become a regional force in STEM career preparation
- Institutional Growth
- Aspirational
- Create/establish an IDENTITY
- Growing University
- What's the RSU brand/identity for educational niche?
- Where and what direction of growth
- 10 year plan to enhance International Student population