



RSU 2016-2021 Strategic Plan Employee Feedback
August 1, 2016
(N = 171)

Survey Rating Scale

| <i>Critical</i> | <i>Important</i> | <i>Somewhat Important</i> | <i>Not Important</i> | <i>Does Not Pertain</i> |
|-----------------|------------------|---------------------------|----------------------|-------------------------|
| 4 | 3 | 2 | 1 | 0 |

GOAL #1: INSPIRE STUDENT LEARNING AND DEVELOPMENT

Objective1: Promote Student Success

Initiative 1: Increase persistence and graduation rates

| Strategic Actions | N | Blank | Mean | Std. Dev. | Min | Max |
|---|----------|--------------|-------------|------------------|------------|------------|
| Improve RSU's advisement system | 155 | 16 | 3.39 | .872 | 0 | 4 |
| Implement a comprehensive first-year experience program | 159 | 12 | 3.28 | .789 | 0 | 4 |
| Increase pursuit of federal (e.g. TRiO) and other grant opportunities | 151 | 20 | 3.28 | .776 | 0 | 4 |
| Mine data to inform institutional decision making | 138 | 33 | 3.00 | .828 | 0 | 4 |
| Advance use of technology in at-risk and support services | 141 | 30 | 2.95 | .759 | 0 | 4 |
| Implement persistence initiatives | 142 | 29 | 2.82 | .894 | 0 | 4 |
| Develop an academically based residence life program | 138 | 33 | 2.64 | .878 | 1 | 4 |

Initiative 2: Expand opportunities for undergraduate research/scholarship

| Strategic Actions | N | Blank | Mean | Std. Dev. | Min | Max |
|---|----------|--------------|-------------|------------------|------------|------------|
| Establish internships, research partnerships, and similar opportunities | 149 | 22 | 3.22 | .715 | 0 | 4 |
| Dedicate funds for student research/scholarship | 141 | 30 | 2.98 | .751 | 1 | 4 |

Objective 2: Enhance Transformational Learning Experiences Across the University

Initiative 1: Integrate quality principles across the curriculum

| Strategic Actions | N | Blank | Mean | Std. Dev. | Min | Max |
|--|-----|-------|------|-----------|-----|-----|
| Establish quality standards in on-ground courses | 157 | 14 | 2.89 | .852 | 0 | 4 |
| Implement the Quality Matters plan in online and blended courses | 156 | 15 | 2.76 | .924 | 0 | 4 |
| Expand the role of the CTL in quality implementation | 145 | 26 | 2.50 | .958 | 0 | 4 |

Initiative 2: Strengthen internship and civic engagement programs

| Strategic Actions | N | Blank | Mean | Std. Dev. | Min | Max |
|---|-----|-------|------|-----------|-----|-----|
| Establish more internship opportunities | 168 | 3 | 2.98 | .875 | 0 | 4 |
| Expand community service opportunities | 162 | 9 | 2.81 | .843 | 0 | 4 |
| Promote service learning as a required element in appropriate courses | 160 | 11 | 2.74 | .856 | 0 | 4 |

Initiative 3: Emphasize diversity, inclusion, and global awareness

| Strategic Actions | N | Blank | Mean | Std. Dev. | Min | Max |
|---|-----|-------|------|-----------|-----|-----|
| Provide appropriate co-curricular learning and involvement opportunities | 156 | 15 | 2.65 | .760 | 0 | 4 |
| Increase support and success initiatives for identity-based student populations | 152 | 19 | 2.58 | .910 | 0 | 4 |
| Expand studies-at-large (national and international) programs | 150 | 21 | 2.43 | .900 | 0 | 4 |
| Establish a Native American Student Center | 144 | 27 | 2.26 | .946 | 0 | 4 |

Initiative 4: Promote educational experiences for students outside of the classroom

| Strategic Actions | N | Blank | Mean | Std. Dev. | Min | Max |
|--|-----|-------|------|-----------|-----|-----|
| Establish "Study Circles" among faculty, staff, and students | 152 | 19 | 2.46 | .898 | 0 | 4 |
| Establish colloquia series in each school | 155 | 16 | 2.35 | .828 | 0 | 4 |
| Establish a "scholar in residence" program | 138 | 33 | 2.16 | .873 | 0 | 4 |

GOAL #2: ENHANCE INSTITUTIONAL EXCELLENCE, INNOVATION AND TRADITIONS

Objective 1: Enhance Organizational Culture and Strengthen Internal Communication Systems

Initiative 1: Promote a culture that celebrates innovation, values human resources, and embraces positive change

| Strategic Actions | N | Blank | Mean | Std. Dev. | Min | Max |
|---|-----|-------|------|-----------|-----|-----|
| Reduce/eliminate furlough days through increased revenue and cost containment | 161 | 10 | 3.60 | .745 | 0 | 4 |
| Create a single sign-on to RSU computing systems | 147 | 24 | 3.12 | .957 | 0 | 4 |
| Develop an employee recognition program | 153 | 18 | 3.00 | .874 | 0 | 4 |
| Develop an after-5:00 p.m. student service environment | 139 | 32 | 2.94 | .841 | 1 | 4 |
| Establish an RSU-Bartlesville Student Center and Library | 137 | 34 | 2.80 | .964 | 0 | 4 |
| Apply for Best Places To Work in Oklahoma status and/or Great Colleges to Work For status | 129 | 42 | 2.65 | 1.080 | 0 | 4 |
| Establish a Faculty/Staff Social Planning Committee | 120 | 51 | 2.45 | .995 | 0 | 4 |

Initiative 2: Strengthen internal communication systems

| Strategic Actions | N | Blank | Mean | Std. Dev. | Min | Max |
|--|-----|-------|------|-----------|-----|-----|
| Improve RSU's website (external) and the MyRSU portal (internal) | 149 | 22 | 3.28 | .813 | 0 | 4 |
| Automate university forms | 147 | 24 | 3.23 | .820 | 0 | 4 |
| Maintain a university online event calendar | 151 | 20 | 3.22 | .765 | 1 | 4 |
| Implement an internal communication plan | 148 | 23 | 3.18 | .855 | 0 | 4 |
| Publish an internal newsletter for RSU employees | 124 | 47 | 2.35 | .903 | 0 | 4 |
| Publish a dedicated retiree newsletter | 104 | 67 | 1.77 | .873 | 0 | 4 |

Initiative 3: Engage part-time faculty in University culture

| Strategic Actions | N | Blank | Mean | Std. Dev. | Min | Max |
|---|-----|-------|------|-----------|-----|-----|
| Provide unbroken access to RSU email communication between semesters | 158 | 13 | 3.37 | .825 | 0 | 4 |
| Invite adjunct faculty to department and university meetings and events | 149 | 22 | 3.03 | .908 | 0 | 4 |
| Engage adjunct faculty in the Faculty Association | 147 | 24 | 2.88 | .910 | 0 | 4 |
| Post current full-time and adjunct faculty biographical information on department | 134 | 37 | 2.74 | .941 | 0 | 4 |

| Strategic Actions | N | Blank | Mean | Std. Dev. | Min | Max |
|--|-----|-------|------|-----------|-----|-----|
| websites | | | | | | |
| Create a part-time faculty mentor position | 132 | 39 | 2.66 | 1.083 | 0 | 4 |

Initiative 4: Establish and celebrate RSU traditions

| Strategic Actions | N | Blank | Mean | Std. Dev. | Min | Max |
|--|-----|-------|------|-----------|-----|-----|
| Identify and promote RSU's unique traditions | 147 | 24 | 3.23 | .794 | 0 | 4 |
| Enhance Convocation as a tradition | 128 | 43 | 2.59 | .952 | 0 | 4 |
| Create fulltime and adjunct faculty showcase displayed on building monitors. | 121 | 50 | 2.35 | .998 | 0 | 4 |

Objective 2: Support Professional Growth and Employee Well-Being

Initiative 1: Ensure competitive salaries for faculty and staff (full-time and part-time)

| Strategic Actions | N | Blank | Mean | Std. Dev. | Min | Max |
|--|-----|-------|------|-----------|-----|-----|
| Implement a compensation plan | 162 | 9 | 3.55 | .740 | 0 | 4 |
| Conduct a compensation survey | 159 | 12 | 3.46 | .855 | 0 | 4 |
| Compensate staff for achieving relevant degrees | 160 | 11 | 3.39 | .832 | 0 | 4 |
| Develop a performance development plan for staff | 155 | 16 | 3.27 | .863 | 0 | 4 |

Initiative 2: Pursue pedagogical innovation through faculty and staff support

| Strategic Actions | N | Blank | Mean | Std. Dev. | Min | Max |
|--|-----|-------|------|-----------|-----|-----|
| Increase university-sponsored professional development opportunities | 150 | 21 | 3.14 | .803 | 0 | 4 |
| Develop and implement a new employee orientation program | 146 | 25 | 3.07 | .915 | 0 | 4 |
| Incentivize scholarly and creative research and activities | 144 | 27 | 3.03 | .912 | 1 | 4 |
| Implement an RSU Leadership professional development program | 139 | 32 | 2.83 | .881 | 0 | 4 |

Initiative 3: Build full-time faculty and staff to the level of regional parity

| Strategic Actions | N | Blank | Mean | Std. Dev. | Min | Max |
|--|-----|-------|------|-----------|-----|-----|
| Conduct an employee staffing survey of peer institutions | 152 | 19 | 3.11 | .896 | 0 | 4 |
| Recruit and retain under-represented faculty and staff | 143 | 28 | 3.05 | .899 | 0 | 4 |

GOAL 3: ENGAGE RELEVANT STAKEHOLDERS

Objective 1: Enhance RSU's Image and Build Brand Awareness

Initiative 1: Develop a comprehensive brand identity and marketing plan

| Strategic Actions | N | Blank | Mean | Std. Dev. | Min | Max |
|---|-----|-------|------|-----------|-----|-----|
| Increase RSU presence/visibility in service area | 151 | 20 | 3.50 | .765 | 0 | 4 |
| Formalize and implement university marketing and branding plan | 146 | 25 | 3.23 | .845 | 0 | 4 |
| Implement brand management measures to protect use of RSU marks | 134 | 37 | 2.91 | .938 | 0 | 4 |

Initiative 2: Actively engage alumni and community supporters

| Strategic Actions | N | Blank | Mean | Std. Dev. | Min | Max |
|--|-----|-------|------|-----------|-----|-----|
| Engage prominent community leaders | 153 | 18 | 3.35 | .693 | 0 | 4 |
| Expand the alumni base | 144 | 27 | 3.28 | .770 | 1 | 4 |
| Encourage faculty, staff and student participation in local engagement and/or leadership opportunities | 143 | 28 | 3.17 | .769 | 0 | 4 |
| Increase communication with alumni | 147 | 24 | 3.16 | .868 | 0 | 4 |
| Plan department and program specific activities, events and reunions | 134 | 37 | 2.84 | .903 | 0 | 4 |
| Develop an RSU student-alumni mentorship program | 129 | 42 | 2.79 | .933 | 0 | 4 |

Initiative 3: Enhance external communication

| Strategic Actions | N | Blank | Mean | Std. Dev. | Min | Max |
|--|-----|-------|------|-----------|-----|-----|
| Increase awareness of academic excellence | 156 | 15 | 3.44 | .729 | 0 | 4 |
| Refine effectiveness of RSU digital presence | 146 | 25 | 3.34 | .745 | 0 | 4 |
| Increase awareness of individual accomplishments | 148 | 23 | 3.31 | .798 | 0 | 4 |
| Leverage RSU TV and RSU Radio media assets | 143 | 28 | 3.28 | .883 | 0 | 4 |
| Expand distribution of university news to non-campus publics | 143 | 28 | 3.23 | .811 | 1 | 4 |

Initiative 4: Strengthen RSU Foundation Endowments and Donor Base

| Strategic Actions | N | Blank | Mean | Std. Dev. | Min | Max |
|---|-----|-------|------|-----------|-----|-----|
| Increase RSU Foundation assets by more than 15% annually | 152 | 19 | 3.40 | .748 | 0 | 4 |
| Promote an intentional grant process linking funding priorities to outcomes | 145 | 26 | 3.19 | .876 | 0 | 4 |

GOAL #4: ENHANCE ENROLLMENT GROWTH AND DEVELOPMENT

Objective #1: Strengthen Operational and Student Service Systems

Initiative 1: Maximize the implementation and use of the new administrative services and associated technology systems.

| Strategic Actions | N | Blank | Mean | Std. Dev. | Min | Max |
|--|-----|-------|------|-----------|-----|-----|
| Identify campus specialists and enhance training in technology tools | 140 | 31 | 3.18 | .780 | 0 | 4 |
| Identify and capture resource efficiencies | 143 | 28 | 3.13 | .850 | 0 | 4 |
| Streamline business processes and deploy technological solutions | 144 | 27 | 3.13 | .787 | 0 | 4 |

Initiative 2: Reimagine and reinvigorate RSU's Service Mission

| Strategic Actions | N | Blank | Mean | Std. Dev. | Min | Max |
|---|-----|-------|------|-----------|-----|-----|
| Create and implement a university customer service code | 132 | 39 | 2.95 | 1.047 | 0 | 4 |

Objective #2: Increase Institutional Enrollment

Initiative 1: Develop a comprehensive Strategic Enrollment Plan

| Strategic Actions | N | Blank | Mean | Std. Dev. | Min | Max |
|---|-----|-------|------|-----------|-----|-----|
| Identify RSU enrollment goals and OSRHE enrollment mandates | 140 | 31 | 3.20 | .850 | 0 | 4 |
| Conduct internal/external SWOT analysis on enrollment | 138 | 33 | 3.19 | .876 | 0 | 4 |
| Establish enrollment metrics and key performance indicators | 140 | 31 | 3.19 | .804 | 0 | 4 |
| Establish data analytics structure | 134 | 37 | 3.13 | .853 | 0 | 4 |

Initiative 2: Accelerate academic program development

| Strategic Actions | N | Blank | Mean | Std. Dev. | Min | Max |
|--|-----|-------|------|-----------|-----|-----|
| Advance development of online programs and courses in demand subjects and emerging disciplines | 148 | 23 | 3.26 | .671 | 1 | 4 |
| Add certificate and credential offerings in line with core institutional competencies | 145 | 26 | 3.16 | .831 | 0 | 4 |
| Establish one complete degree/certificate/credential program at each satellite campus location | 137 | 34 | 3.05 | .869 | 1 | 4 |

Initiative 3: Increase institutional retention

| Strategic Actions | N | Blank | Mean | Std. Dev. | Min | Max |
|--|-----|-------|------|-----------|-----|-----|
| Plan and Build a University Welcome Center | 128 | 43 | 2.74 | 1.074 | 0 | 4 |
| Plan and build a University Recreation and | 118 | 53 | 2.71 | 1.005 | 0 | 4 |

| Strategic Actions | N | Blank | Mean | Std. Dev. | Min | Max |
|--|----------|--------------|-------------|------------------|------------|------------|
| Wellness Center | | | | | | |
| Address transportation needs between satellite and main RSU campuses | 132 | 39 | 2.64 | .975 | 0 | 4 |

Initiative 4: Increase volume, quality and opportunities relative to student activities across all RSU campuses.

| Strategic Actions | N | Blank | Mean | Std. Dev. | Min | Max |
|---|----------|--------------|-------------|------------------|------------|------------|
| Establish partnerships with Claremore, Pryor and Bartlesville city leadership to facilitate business, facility and programmatic investment that appeals to and engages local college student population | 148 | 23 | 3.36 | .784 | 0 | 4 |
| Improve and expand physical facilities to accommodate increased activities | 126 | 45 | 2.86 | .874 | 0 | 4 |
| Address transportation needs between satellite and main RSU campuses | 125 | 46 | 2.84 | .919 | 0 | 4 |