

**2016-2021 Strategic Plan Prototype/Template
for Distribution to Strategic Planning Group
Based on Spring 2016 SWOT Analysis**

Goal #1: Inspire Student Learning and Development

Identified Gaps from SWOT Analysis:

- (23) *Curriculum and Internships*
- (20) *Course Variety and Scheduling*
- (19) *Student Life on Campuses*
- (18) *Course Quality and Delivery*
- (16) *Types of Degrees Offered*
- (16) *Resources and Financial Independence*
- (12) *Branch Campus Resources*
- (10) *Tuition & Fees, Scholarships, and Financial Aid*
- (9) *Diversity, Inclusion and Global Awareness*
- (9) *Advisement, Tutoring and Mentoring*
- (8) *Career Services and Internships*
- (6) *Miscellaneous issues*
- (4) *Service Learning and Civic Engagement*

Initiative 1: Improve the Quality of Learning Across the Curriculum

1. Offer the right mix of lifelong learning opportunities and provide a sufficient range of courses and programs in areas that are in demand locally and nationally.
2. Provide classes in a variety of formats to offer students flexible and convenient learning opportunities at all university locations.
3. Integrate Quality Matters principles throughout the distance learning curriculum.
4. Provide diverse educational experiences for all students by leveraging the University's diversity in resources.

Initiative 2: Promote Student Success Across the University

1. Increase the 100% and 150% time-to-completion graduation rates of all students and eliminate the achievement gaps of under-represented students.
2. Develop and implement a first-year experience and Orientation class for all entering students in order to increase persistence and student success.
3. Promote adult learner and commuter student success based on results of a needs assessment by the areas of Student Affairs, Enrollment Management, and Academic Affairs with relevant support and resources.

4. Convene a broad-based task force of faculty, staff, and administrators to evaluate approaches to integrating learning analytics, early alert results, and the student information system to allow timely interventions that promote student success at course and curricular scales.
5. Increase availability of student scholarships, and streamline financial aid processes to assist students with college affordability.

Initiative 3: Enhance Transformational Educational Experiences

1. Strengthen internship and mentoring programs to foster students' professional development
2. Work collaboratively with our alumni to create an alumni network that supports current students and lifelong success for all alumni.
3. Expand opportunities for undergraduate scholarship through innovative courses, experiences, and engagement.
4. Fund academic programs to the level of regional parity.

Performance Analysis Measures for Goal #1

1. Improved Retention Rates
 - a. Improved Fall-to-Fall Retention Rates
 - b. Decreased Five- and Six-Year Transfer-Out Rates
2. Decreased time to degrees
 - a. Improved Two- and Three-Year Graduation Rates for associate degree-seeking students
 - b. Improved Four- and Six-Year Graduation Rates for bachelor's degree-seeking students
 - c. Improved Two- and Three-Year Graduation Rates for master's degree-seeking students
3. Elimination of Achievement Gaps in Graduation Rates
4. Increased retention rate and graduation rate for remediated students
5. Growth in Student Honors and Achievements
6. Increased percentage of Quality Matters-certified online and blended courses and sections.

Goal #2: Advance Institutional Excellence, Innovation and Tradition

Identified Gaps from SWOT Analysis:

- (57) *Culture and Climate*
- (37) *Staffing and Wages*
- (29) *Internal Communication*
- (21) *Tradition*
- (16) *Professional Development*
- (11) *Policies, Procedures, and Protocols*
- (9) *Budget and Resource Concerns*
- (7) *University Vision*
- (6) *Miscellaneous issues*
- (3) *Alumni Services*

Initiative 1: Enhance Organizational Culture and Strengthen Internal Communication Systems

1. Promote a culture that celebrates innovation, values human resources, and embraces positive change.
2. Strengthen internal communication systems with the development and implementation of an internal communication plan.
3. Engage part-time faculty in university culture and required training by providing unbroken access to RSU email communications between semesters.
4. Develop and celebrate RSU traditions.
5. Implement the strategic plan developed by the SPG and strengthen existing programs that foster diversity and intercultural literacy.
6. Develop an environmentally sustainable campus

Initiative 2: Support Professional Growth and Employee Well-Being

1. Ensure competitive salaries for faculty and staff.
2. Pursue pedagogical innovation through faculty support.
3. Build fulltime faculty and staff lines to the level of regional parity.
4. Enhance professional development through the incorporation of technology in teaching and the organization, and through planned professional development opportunities for all employees.
5. Foster the development and growth of excellence in research and creative endeavors.
6. Invest in the recruitment and retention of under-represented faculty and staff through targeted activities.
7. Continue institutional commitment to the design, development, assessment, and promotion of high-quality courses, programs and degrees through funding for

instructional technology services, online course/instructional design, and faculty-assigned time for commitment to the Quality Matters initiative and State Authorization Reciprocity Agreement requirements.

Performance Analysis Measures for Goal #2

1. Enhanced climate as measured by employee satisfaction survey and focus groups.
2. Increased faculty scholarship and creative activities.
3. Increased average faculty and staff salaries over five years.
4. Improved full-time to part-time faculty ratio over five years.
5. Increased Diversification of faculty and staff.
6. Percent of Quality Matters-certified courses.
7. Increased number of online and blended course offerings

Goal #3: Promote Comprehensive Community Engagement

- (36) Community Image and Awareness
- (16) Branding and Promotion
- (16) Resources and Funding

Initiative 1: Enhance RSU's Image in the Community and Build Awareness of RSU Excellence

1. Develop a comprehensive marketing plan, and implement the new branding and promotion plan.
2. Expand our community leadership role.
3. Actively engage our alumni and community supporters in university planning and events.
4. Enhance external communication to raise awareness of RSU excellence.
5. Enhance RSU's new website with a fully functioning search feature.

Initiative 2: Strengthen RSU Endowments and Donor Base

1. Grow RSU assets in excess of \$2 million annually to support strategic planning initiatives.
2. Contribute to the advancement of the Claremore, Bartlesville, and Pryor regions, informed by an environmental scan of RSU's community.
3. Promote an intentional grant process, linking funding priorities to outcomes.

Performance Analysis Measures for Goal #3

1. Achieved annual indicators from comprehensive marketing plan.
2. Increased service activities by faculty, staff and students, disaggregated by category of service and engagement.
3. Increased external partnerships disaggregated by scope and duration.
4. Increased number and events of alumni and community supporters collaborating with RSU.
5. Improved feedback from community focus groups.
6. Increased RSU asset growth.
7. Increased RSU grant monies awarded.
8. Significant increase in favorable media coverage of RSU.

Goal #4: Enhance Enrollment Growth and Development

- (25) Understanding RSU Target Market
- (11) Capacity and Resources
- (7) Diversity and Inclusion
- (6) Student Preparation
- (5) Student Costs
- (5) Miscellaneous issues

Initiative 1: Enhance Enrollment Growth

1. Identify RSU's target market; develop and implement a targeted enrollment management plan.
2. Enhance the universities virtual front door, implementing multiyear student recruitment plans
3. Invest funds to increase the recruitment and retention of diverse student populations through targeted recruitment and outreach
4. Increase the recruitment and retention of Tulsa-area, adult learners, and under-represented students through targeted recruitment and outreach
5. Fund athletic programs to the level of regional parity.

Initiative 2: Strengthen Student Services (Also see Goal #1)

1. Develop a strong service culture.
2. Create a data-rich environment to inform decisions and evaluate strategies.
3. Improve process, organizational and financial efficiency and outcomes.

4. Increase collaboration among departments across the campus to support the enrollment program.

Performance Analysis Measures for Goal #4

1. Increased student enrollment
2. Increased first-time freshman enrollment
3. Increased enrollment for students of color
4. Increased transfer-in enrollment
5. Student, staff, and faculty satisfaction with enrollment management processes and outcomes