Challenge to Fulfillment of 5 Criteria	Knowledge/Action Needed to Navigate	What Can RSU do?
Insufficient number of online programs/ course offerings		Provide consistent training for faculty teaching online
Inconsistent faculty training for online courses		More one-on-one, hands on training for faculty
Lack of robust online student support		Provide system for quick answers to technical questions
Inforamtion Technology degree programs not current (AS/BS)	Know that we are losing potential IT students to our competitors	Create relevant, timely IT and computer science degree programs that are online available on-ground
Lack of situational awareness - not matching needs of communities we're in (Branch campuses and individuals)	Bartlesville has lots of companies working in the cloud, but not offering relevant programs; also Phillips in BV but no engineering	Environmental scan (routine, not a one-shot effort)
Lack of junt-in-time (quick) answers for tech questions for faculty or students	Frustrating to students	More one-on-one, hands on training for faculty
General Education Committee has yet to achieve its charge	General Education Committee has yet to make decisions - no specific recommendations to Curriculum Committee Departments are making changes to curriculum without coordinating with Gen Ed committee	Close General Ed assessment loop; Have key members of the General Education Committee attend the HLC workshop on measure general education programs Have Gen Ed and Curriculum committees collaborate
Some stakeholders have a different perception of RSU's mission		Educate the stakeholders Focus on piloting new/ relevant online degree programs

Challenge to Fulfillment of 5 Criteria	Knowledge/Action Needed to Navigate	What Can RSU do?
Lack of competitive salaries to recruit, hire and retain qualified faculty and staff	IT has to hire unqualified people and train them in-house or use consultants	Use existing infrastructure to lead the charge for change
Insufficient number of faculty and staff (human capital)	Know that the leadership knows this is a problem and wants to do something about it	Conduct a salary/compensation survey and have it ready to implement when budget monies become available
Lack of professional development for staff		Cross-train current staff Develop professional development plans
Over-reliance on adjunct faculty	There will always be adjuncts There is no perfect formula for FT/adjunct balance Ratio also depends on location - urban vs rural Available adjuncts often change from semester to semester	Find right ratio of full-time to adjunct faculty
Lack of community for/connection with adjuncts		Develop community for/ connections with adjunct faculty
Lack of co-curricular learning	Student Affairs understaffed/ under-resourced	
Lack of sufficient infrastructure and support for at-risk and developmental students	Losing students with unmet needs	Hire more advising/ retention specialists
RSU attracts a large number of students with academic deficiencies	RSU has an open admission policy - that's the way it is (assoc degree)	Hire more advising/ retention specialists Talent search - recruit more high quality students Pay attention to success strategies for developmental students

Challenge to Fulfillment of 5 Criteria	Knowledge/Action Needed to Navigate	What Can RSU do?
RSU high-centered in using/demonstrating use of assessment results to make curricular changes		More conversations in department meetings and academic council
Lack of sufficient student engagement	Construction of new dorms intended to develop community coincided with change of class schedule to 4 days; many students leave campus on Thursday night; Know that 85% of our students are commuter students and have limited opportunity to participate outside of class and employment Some attribute lack of engagement to 4-day class schedule	Find opportunities that commuter students can engage in with their families; find events that engage on-campus students
Unsatisfactory success rate	Identify at-risk students and provide specifically-tailored support	Never be satisfied; always work to be better
Insufficient financial aid for students		Find more scholarship money Hold the line on tuition
Insufficient capital resources		Write and secure more grants Increase enrollment and retention Do a rigorous talent search for faculty and staff that bring more to the table: a following, grants, resources, credentials
Lack of communication - university-wide; Lack of positive communication	Communication remains critical	University committees to meet and communicate their results
Climate of negativity		??

African-American Male First-Time Freshmen
Focus Groups, COMBINED Summer and Fall, 2009

Challenge to Fulfillment of 5 Criteria	Knowledge/Action Needed to Navigate	What Can RSU do?
Poor morale	Low morale has lots of consequences Low morale and lack of resources have negatively impacted our ability to deliver personalized attention - especially necessary for at-risk students, first-generation students or those in need of remediation	Individuals can take more responsibility
Lack of communication	People don't like "things done TO them"	Communicate and ask for input
Mission statement isn't a mission statement Too broad and ambiguous Doesn't allow for measurability		Revise to create a mission statement that is short and memorable
Lack training and human capital to get full effectiveness of Jenzabar/ERP system	Inability to generate many necessary and useful reports, especially noticeable for enrollment management	More and more widely spread Jenzabar training More reports and more widely distributed reports
Inability to track effectiveness of activities in support of admissions and enrollment strategies	Jenzabar reports could be used to track effectiveness of our activities in support of admissions and enrollment strategies	Active the Enrollment Management metrics modules
Lack of systematic tracking of why students are leaving the university	Systematic tracking would be a building block to help us address retention issues	Systematically track why students leave RSU; Reinstitute the withdrawing student survey

Challenge to Fulfillment of 5 Criteria	Knowledge/Action Needed to Navigate	What Can RSU do?
University is spending too much time in survival mode, rather than proactive/planning mode	Customer service mentality needed by all staff members	
Strategic planning process is not widely embraced outside of the academic affairs unit		Develop a shorter, more impactful mission statement with measurable parameters

What Works?
Quality Matters (to an extent)
Faculty
Institutional review in spring 2018
Strong assessment process and active Assessment Committee
Strong and appropriate mission

What Works?
Dedicated faculty and staff
Dedicated faculty and staff
Many strong, committed adjunct faculty
Advising/ Retention Specialists Restructured co-requisite supplemental courses for those borderline students with 17-18 ACT scores
First year experience initiatives for first-time freshmen and transfer students

What Works?
Career Services
Current fall to fall retention rate is the best yet; Graduation rate continues to be strong
RSU Foundation
Using what we have strategically
Adminstrators who care

What Works?
Being open and transparent Making people feel like they are a part of the solution
New Jenzabar system has functions that we need
New Jenzabar system has functions that we need

What Works?