

**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?
Concern about loss of students with dropping the A.S. in nursing	Know that rural Northeast Oklahoma relies on AAS nurses	Postpone the the traditional BS Nursing program or implement it concurrently
Lack of support for incoming freshman	Freshman are often "lost"	Mandatory first-year experience Make sure developmental students are given an opportunity to test before being sent to advisors Add at least one more advisor in each school More student engagement activities Redevelop RSU's personal touch
Unhealthy parental involvement	Increase in students being unprepared for university - academically and socially	Mandatory first-year experience Make sure developmental students are given an opportunity to test before being sent to advisors Add at least one more advisor in each school More student engagement activities
Some faculty burned out	Some faculty are not keeping office hours, advising, not grading papers (from both faculty and students)	Find a way to review student evaluations of course instruction that holds all faculty accountable
Faculty tenure can get in the way of quality teaching		Find a way to review student evaluations of course instruction that holds all faculty accountable
Faculty taking RSU political issues into the classroom; Talking to students about the \$200K stipends to some ERP/Jenzabar EX team members for their work during the conversion	Stipends perceived as "unethical", "tanked morale"	RSU leadership can meet with faculty routinely to regender trust
Poor morale due to stipends	Know that unequal pay affects morale	Faculty/staff appreciation activities Celebrations for people who stay
Student complaints that faculty don't know how to help them, esp with technical issues - online and onground	Students call about course complications (e.g. incorrect settings in LMS)	Review Help Desk FAQs

**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?
Lack of student academic engagement	Know high schools are graduating students who are underprepared for college	Be ready for developmental course change initiatives
Unequal pay scale - salaries not equitable	Know that unequal pay affects morale	Conduct a salary compensation survey to implement once there are additional resources
Job posting website not current		Keep website current
Lack of training - for management and all positions		Train on policies and procedures, sexual harassment Pull in trainers from Tulsa for employee professional development Employee orientation/ onboarding
Lack of professional development		Create a professional development position
Gap in replacing employees - positions go empty	Know that there will be no incumbent in place to train new employee	Develop an employee replacement policy
Lack of appropriate credentials for some hires (we're so desperate)		Create a professional development position
Non-competitive salaries (FT faculty, adjuncts, staff)	Know turnover will continue to be a problem	Conduct a salary compensation survey to implement once there are additional resources
Lack of internal job postings (have to go to HR for posting)		Keep website current
Sodexo overpriced	Know it's par for the course	
Sodexo catering overpriced	Know it's par for the course	
Maintenance understaffed ==>poor housekeeping	First impressions are important for students	Take a second look. Replace flooring in Herrington
Floor tiles in HS and Herrington have com off and are unreplaced for a year		Replace flooring when possible
Low enrollment in Game Development program - not performing		

**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?
Students don't understand BGS degree		Change name of BGS
Lack of strategic goals in Strategic Plan re Student Learning Outcomes		Find a way to excentuate student learing outcomes in the strategic plan
Multitude of students complain about admissions - lack of customer service mentality, lack of assistance		Create a customer service model
Students are sent to advisors/advising faculty before they are actually enrolled	Know students express frustration with out of sequence customer service	Make sure students are fully admitted before being sent to advisors or advising faculty so they can actually enroll in classes
Non-degree seeking students are an issue	Know that every student needs to submit HS transcript, etc. for proper advising	
Hard to engage online students	Know that's the nature of online classes	
Lack of clear career track for some degree programs	Liberal arts majors may question career tracks	Publish career tracks on website Connect students to mentors in their field Develop internship pathways
Hard to find instructors		Increase adjunct pay to parity
Hard to find and keep quality instructors for Pryor	Know it's an hour drive from Tulsa	Increase adjunct pay to parity
Lack of college prep for many Mayes County students	Know that Pryor campus needs developmen course options	
Heightened barriers to entry for non-traditional students	Know to give residual ACT and Accuplacer	Conduct focus groups for non-traditional students and create a website with FAQs for them
Lack of structure/oversight in registrar/enrollment/financial aid/advising		Hire needed staff to absorb EM responsibilities

**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?
Don't know who's who at the university	Faculty offices on other end of Pryor campus - don't connect with staff	Better onboarding through academic departments and connecting with Pryor staff and protocols
Evenings classes often don't make		Perhaps offer more online classes and training for Pryor students to know how to navigate online courses well
Lack of communication	It affects morale	Talk to others Monthly mixer for faculty and staff (using farewell party money) Engage leadership Need Presidential presence in Budget Advisory Committee Inform university community of changes
People know others are busy, don't always ask for what they need		People need to say what they need
Departments/areas don't know what others are doing		Cross training
EX degree audits aren't accurate	Know we are in transition	Hire help!
Many students lack personal accountability	Students don't take responsibility for their degree plans	Hire Life Skills coordinator Enhance ORIE 1151 Require all incoming freshman to take orientation Implement first year experience
Insufficient course offerings and delivery	If can't find convenient ground section or course doesn't make, then move to online course	Create a two-class schedule and stick with it

**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?
Most IT programs are offered mostly or completely online	International students can only take one online course per semester - but most are unaware of this crucial fact	
Not enough faculty		Hire more faculty
Not enough money	Know that there is more than meets the eye to revenue/ spending	Spend consistently and transparently
Poor customer service for incoming students	Know that some key personnel screen calls	Oversight from supervisors/ hold people accountable for their performance
Lack of staffing		
Some departments don't answer internal calls	Understand that coworkers are also clients Know that we are all interrelated	Develop a customer service model
Lack of training across the university	New staff don't know what they're doing --> can't do their jobs/ get overwhelmed/ get disheartened	Develop training materials - EX and everything else Initiate a quality control group
Lack of accountability	Some people work their hearts out while others seems to sit back and there are no consequences	Have leadership hold all employees to the same standard
Lack of oversight	Some people work their hearts out while others seems to sit back and there are no consequences	Have leadership hold all employees to the same standard
Lack of leadership	Know that in difficult financial times, proactive leadership becomes particularly important.	Employees would love to have the president and vice presidents stop by their departments to chat and uplift their spirits, making them feel important

**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?
Organizational confusion from the top down		
No formal performance appraisals	Employees need goals that are valued by their supervisors and evaluated annually/routinely	Institute annual performance appraisals for professional staff development. Faculty do these.
Sometimes RSU grads are given hiring preference over more qualified applicants from outside	Know this depends on hiring manager	Training for hiring practices
Sometimes ineffective hiring decisions	Know this depends on hiring manager	Training for hiring practices
Some inflexibility in hiring - balancing years of experience with hiring those with potential	Know this depends on hiring manager	Training for hiring practices
Unclear about personal role in achieving mission	Keep mission in mind in daily activities Combine resources	
Lack of organizational communication	There are divisions (divisiveness) throughout the university. Know that communication becomes especially important in hard financial times	How about an internal communication website?
RSU doesn't often ask stakeholders what they need	End up wasting time and money Decisions taken without considering / listening to or caring about other departments negatively affect their ability to function	Understand we're all interrelated and things have to work for everyone Understand that changes made/decisions taken affect other functions, often negatively Understand functions/needs/constraints of other departments Listen to each other and care about others' needs

**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?
Lack of EX training materials	No training means it takes six months to learn EX Affects efficiency/accuracy of EX system	Develop EX training materials and a training program
Lack of training on ERP that we were forced to adapt to	No training means it takes six months to learn EX Affects efficiency/accuracy of EX system	Develop EX training materials and a training program
New ERP is "poor man's Banner"	No training means it takes six months to learn EX Affects efficiency/accuracy of EX system	Develop EX training materials and a training program
Enormous budget problems	Know this makes everyone's job more challenging	Visit with employees to let them know they matter. Find budget-neutral ways to connect with employees
Insufficient Foundation (not generating enough money)		?
Students often get runaround from financial aid	Develop and implement training for financial aid staff	Hold them accountable for customer service mentality
Lack of customer service attitude in financial aid and bursar's office		Develop a customer service model
Lack of training, bursar's office		Develop a customer service model
Furloughs are a grave burden	Faculty are required to take furloughs but are still required to teach, keep office hours, respond within 24 hours - really just amounts to a pay reduction	Recruitment is especially important. There is a perception the we are missing the opportunity to recruit in our local high schools and focusing too much on Tulsa and out of state.
No backup staff for phone calls		?
Students are being bounced back and forth - sent back and forth all over campus		Focus on retention; Training, and develop a customer service model

**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?
Lack international student coordinator/ advising for international students	Know that having go-to persons for international students makes all the difference Insufficient planning for international students over breaks	Hire an international student coordinator
No infrastructure for international students		Hire designated advisors and support staff for international students
Lack of relationships with employers where we can develop internships		Work with department chairs
Lack of advising/retention staff	Unable to follow up with students for specific need	Hire another advisor for Business
Insufficient advising/retention staff to follow up with students for specific needs		Hire more advising/retention specialists
Some faculty don't take holistic approach - don't see their role in retention		Training
Insufficient planning for incoming students from Vietnam		
Lack of communication - don't know when people are coming or going		
Lack of intentionality integrated into daily activities	Know this is about intentionality	Keep mission in mind in daily activities
Poor morale		This is a call to arms for our leadership

**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?
Lack of appreciation of staff	Some thanks just feels like lip service Length of service awards lacked substance	Invest in staff Develop culture of appreciation from the top down Have drawing for gift cards/prizes at assemblies Use RSU portal to welcome new employees/ do onboarding/
Staff don't feel supported when following policies and procedures: they do as they've been instructed and higher ups disregard policy and undercut them	Staff trying to follow policy are made to feel worthless	This is a call to arms for our leadership
Still cleaning up data 2 years on from ERP/Janzabar EX system migration/conversion	Know that some dirty data was migrated and not yet cleaned up	Hire a consult to data audit and clean up

What Works?
The AAS Nursing program
RSU has some very committed people
New First-Year Experience initiative and new Foundations of Excellent initiative
Quality Matters RSU has the first internationally certified course
Many dedicated faculty
Understanding we're all on the same team
The Help Desk

What Works?
The Co-requisite model
New HR personnel
New HR personnel
Faculty participation in SHIELD
New HR personnel
Food quality ok for some
Food quality ok for some
Outdoor campus is beautiful. Facilities works very hard
Re-developed as an option in BS program

What Works?
Student Learning Outcomes
Many caring staff
New Enrollment Management Help Desk professional is fantastic!
Flexibility in enrollment options
The new co-requisite model

What Works?
Helpful staff
Budget Advisory Committee - they're trying
Pryor Endowed Chair- activities at Pryor/ MAIP/ what he's bringing to Claremore
Jabber is a convenient tool
Many committed, devoted faculty & staff who could make more money on the outside - and stay because they believe in the mission
First year experience

What Works?
Starting in spring 2018, course schedules are being projected one year out. Students cannot enroll, but can see online what will be available
Advisor/Retention Specialists
Motivated employees
Motivated employees
Motivated employees
Motivated employees

What Works?
Communication
RSU mission and commitments
Talking to employees

What Works?
Current corrective actions with ACS
Current corrective actions with ACS
Current corrective actions with ACS
Financial Aid when it is applied

What Works?
Internships
Advisor/retention specialists
Faculty with international experience
Many excellent staff and excellent faculty

What Works?
Committed staff and faculty.