



RSU 2016-2021 Strategic Plan Implementation Template

ACCOUNTABILITY AND ACADEMICS

Mission

Our mission at Rogers State University is to ensure students develop the skills and knowledge required to achieve professional and personal goals in dynamic local and global communities.

Our commitments, which support the RSU mission, are as follows:

- To provide quality associate, baccalaureate, and graduate degree opportunities and educational experiences which foster student excellence in oral and written communications, scientific reasoning, and critical and creative thinking.
- To promote an atmosphere of academic and intellectual freedom and respect for diverse expression in an environment of physical safety that is supportive of teaching and learning.
- To provide a general liberal arts education that supports specialized academic programs and prepares students for lifelong learning and service in a diverse society.
- To provide students with a diverse, innovative faculty dedicated to excellence in teaching, scholarly pursuits, and continuous improvement of programs.
- To provide University-wide student services, activities, and resources that complement academic programs.
- To support and strengthen student, faculty, and administrative structures that promote shared governance of the institution.
- To promote and encourage student, faculty, staff, and community interaction in a positive academic climate that creates opportunities for cultural, intellectual, and personal enrichment for the University and the communities it serves.

Vision

Rogers State University aspires to be the regional university of choice for Northeast Oklahoma and beyond, recognized as a model for excellence in face-to-face and online academic programs at both the undergraduate and graduate levels.

Explanation of RSU's Vision Statement:

Rogers State University (RSU) has advanced its reputation for quality undergraduate education since becoming a four-year university in 2000. This is evidenced in U.S. News & World Report rankings where RSU placed as one of the top 50 public regional colleges in the West. RSU focuses on excellence in teaching and seeks to become a regional leader in Quality Matters approved distance education.

As a regional university of choice, RSU cultivates a vibrant campus culture with a focus on substantive, relevant degree programs at the undergraduate and graduate program levels that align with regional business, industry, and educational needs. Through curricular and co-curricular offerings, RSU promotes and embraces an appreciation for cultural diversity and global awareness.

Today:
Mission



Future:
5-year Vision

Area or School Mission:

The Rogers State University Office of Academic Affairs has general responsibility for the University’s academic programs and personnel.

Department Mission:

In support of the University mission, the Office for Accountability and Academics seeks to promote and increase the ability of Rogers State University to ensure students develop the skills and knowledge required to achieve professional and personal goals in our dynamic local and global communities. Goals include the following:

- Facilitate institutional improvement through internal data management strategic reporting
- Promote student success through support for the assessment of student learning outcomes
- Assist the University in complying with accountability and other reporting requirements associated with state and federal regulatory agencies and accreditation organizations
- Assess the effectiveness of University programs, units and related functions in order to determine the extent to which goals are being met.
- Facilitate University planning, evaluation, and assessment by providing leadership in research design and implementation
- Increase availability of data, review processes, evaluation results and survey via the department web site and the internet.

Process and Instructions:

Operational planning is planning that takes place at the department level or across departments in an organization. RSU’s operational plans are developed by each department on an annual basis, and all department plans are guided by the University’s prioritized strategic actions selected by RSU’s Strategic Planning Committee. Departments may choose to include additional action items in their annual plans, but only those actions that support the annually prioritized strategic actions will be considered for institutional resources when resources become available. Further, key performance indicators are necessary to assess the success of each operational plan.

Operational plans will be submitted to and reviewed by the vice president for each respective area as well as the Strategic Planning Committee and the Budget Advisory Committee.

In the tables that follow, please work collaboratively with your team to select three to six strategic actions for the specific year of implementation for your Unit to accomplish.

Years 3 and 4 Priorities:

- Goal 2.1.1.1: Reduce/eliminate furlough days through increased revenue and cost containment
- Goal 2.2.1.1: Ensure competitive salaries for faculty and staff (full-time and part-time)
- Goal 1.1.1.6: Enhance and implement academic quality and persistence initiatives (Development of a first-year experience program)

Departments' Operational Plans are reviewed by the Strategic Planning Committee and the Budget Advisory Committee to develop the upcoming budget for submission to OSRHE. Henceforth, each year after the University's budget is finalized, departments will be informed of approval or disapproval of budget monies requested in their Operational Plans.

GOAL #1: INSPIRE STUDENT LEARNING AND DEVELOPMENT

Objective 1: Promote Student Success

Initiative 1: Increase persistence and graduation rates

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|--|---|--------------------------------------|--|---|--------------------------------------|--|
| 1. Improve RSU's advisement system | | Year 1 Year 2 Year 3 | | | | |
| 2. Implement a comprehensive first-year experience program | Work with John Gardner Foundations of Excellence (FoE) Team to create first year experience for transfer students | Year 3 Year 4 Year 5 | \$6000/year requested and received + cost of travel to annual conference | Year 3: Creation of FoE plan/surveys of students and faculty/staff Year 4: Analyze surveys; implement plan Year 5: Continued implementation | FoE Team | Ongoing; Completion of Surveys by end of Year 3 |
| 3. Increase pursuit of federal (e.g. TRiO) and other grant opportunities | | Year 1 | | | | |
| 4. Mine data to inform institutional decision making | Work with each Area as requested to analyze and mine needed, prioritized data | Year 1 Year 2 Year 3 Year 4 | \$0 | 100% completion of prioritized requests; "Satisfied" ratings of process/results | AVP for Accountability and Academics | All prioritized requests completed; survey to be |

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|--|---|----------------------------|--|---|-----------------------|---|
| | | | | | | implemented in 2019 |
| 5. Advance use of technology in at-risk and support services | | Year 1 | | | | |
| 6. Implement persistence initiatives | Work with John Gardner Foundations of Excellence (FoE) Team to create first year experience for transfer students | Year 3 Year 4 Year 5 | \$6000/year requested and received + cost of travel to annual conference | Year 3: Creation of FoE plan/surveys of students and faculty/staff Year 4: Analyze surveys; implement plan Year 5: Continued implementation | FoE Team | Ongoing; Completion of Surveys by end of Year 3 |
| 7. Develop an academically based residence life program | | Year 4 Year 5 | | | | |

Initiative 2: Expand opportunities for undergraduate research/scholarship

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|--|---------------------|---------------|---------------------------|---|-----------------------|--------------------------------|
| 1. Establish internships, research partnerships, and similar opportunities | | Year 1 | | | | |

| | | | | | | |
|--|--|--------|--|--|--|--|
| 2. Dedicate funds for student research/scholarship | | Year 1 | | | | |
|--|--|--------|--|--|--|--|

Objective 2: Enhance Transformational Learning Experiences Across the University

Initiative 1: Integrate quality principles across the curriculum

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|---|----------------------------|----------------------|----------------------------------|--|------------------------------|---------------------------------------|
| 1. Establish quality standards in on-ground courses | | Year 2 | | | | |
| 2. Implement the Quality Matters plan in online and blended courses | | Year 1 | | | | |
| 3. Expand the role of the CTL in quality implementation | | Year 1 | | | | |

Initiative 2: Strengthen internship and civic engagement programs

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|--|----------------------------|----------------------|----------------------------------|--|------------------------------|---------------------------------------|
| 1. Establish more internship opportunities | | Year 1 | | | | |

| | | | | | | |
|--|--|--------|--|--|--|--|
| 2. Expand community service opportunities | | Year 2 | | | | |
| 3. Promote service learning as a required element in appropriate courses | | Year 3 | | | | |

Initiative 3: Emphasize diversity, inclusion, and global awareness

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|--|----------------------------|----------------------|----------------------------------|--|------------------------------|---------------------------------------|
| 1. Provide appropriate co-curricular learning and involvement opportunities | | Year 1 | | | | |
| 2. Increase support and success initiatives for identity-based student populations | | Year 1 | | | | |
| 3. Expand studies-at-large (national and international) programs | | Year 5 | | | | |
| 4. Establish a Native American Student Center | | Year 3 | | | | |

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

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|---|---------------------|---------------|---------------------------|---|-----------------------|--------------------------------|
| 1. Establish “Study Circles” among faculty, staff, and students | | Year 3 | | | | |
| 2. Establish colloquia series in each school | | Year 4 | | | | |
| 3. Establish a “scholar in residence” program | | Year 5 | | | | |

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 | Operational Actions | Priority Year | Budget Requested/Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|--|----------------------------|----------------------|----------------------------------|--|------------------------------|---------------------------------------|
| 1. Reduce/eliminate furlough days through increased revenue and cost containment | | Year 1 | | | | |
| 2. Create a single sign-on to RSU computing systems | | Year 5 | | | | |
| 3. Develop an employee recognition program | | Year 1 | | | | |
| 4. Develop an after-5:00 p.m. student service environment | | Year 3 | | | | |
| 5. Establish an RSU-Bartlesville Student Center and Library | | Year 1 Year 2 | | | | |
| 6. Apply for Best Places To Work in Oklahoma status and/or Great Colleges to Work For status | | Year 5 | | | | |

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|--|--|--------------------------------------|--|---|--------------------------------------|---|
| 7. Establish a Faculty/Staff Social Planning Committee (i.e., Cultural Innovation Committee) | Collaborate with the University's <i>Cultural Innovation Committee</i> to organize, promote, and implement a data-informed, employee-friendly culture to include scheduled events and activities | Year 1 Year 2 Year 3 Year 4 | Year 3 \$1000 requested; \$0 received. | Implement ≥ 1 event a year. Above average satisfaction on organizational culture survey, and increasing satisfaction each year | AVP for Accountability and Academics | Employee appreciation cookout held Years 1-3. Focus groups held rather than survey in Year 3. Morale still affected from environmental factors. |

Initiative 2: Strengthen internal communication systems

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|---|---------------------|---------------|---------------------------|---|-----------------------|--------------------------------|
| 1. Improve RSU's website (external) and the MyRSU portal (internal) | | Year 1 | | | | |
| 2. Automate university forms | | Year 2 | | | | |

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|---|----------------------------|----------------------|----------------------------------|--|------------------------------|---------------------------------------|
| 3. Implement an internal communication plan | | Year 1 | | | | |

Initiative 3: Engage part-time faculty in University culture

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|---|----------------------------|----------------------|----------------------------------|--|------------------------------|---------------------------------------|
| 1. Provide unbroken access to RSU email communication between semesters | | Year 1 | | | | |
| 2. Invite adjunct faculty to department and university meetings and events | | Year 1 | | | | |
| 3. Engage adjunct faculty in the Faculty Association | | Year 2 | | | | |
| 4. Post current full-time and adjunct faculty biographical information on department websites | | Year 1 | | | | |

Initiative 4: Establish and celebrate RSU traditions

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|---|----------------------------|----------------------|----------------------------------|--|------------------------------|---------------------------------------|
| 1. Identify and promote RSU's unique traditions | | Year 1 | | | | |

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 | Operational Actions | Priority Year | Budget Requested/Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|--|----------------------------|----------------------|----------------------------------|--|------------------------------|---------------------------------------|
| 1. Implement a compensation plan | | Year 4 | | | | |
| 2. Conduct a compensation survey | | Year 2 | | | | |
| 3. Develop policies to compensate staff for achieving relevant degrees, certificates, or licensure | | Year 1 | | | | |
| 4. Develop a performance development plan for staff | | Year 5 | | | | |

Initiative 2: Pursue pedagogical innovation through faculty and staff support

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/ Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|---|----------------------------|----------------------------|-----------------------------------|--|------------------------------|---------------------------------------|
| 1. Increase university-sponsored professional development opportunities | | Year 1 Year 2 Year 3 | | | | |
| 2. Develop and implement a new employee orientation program | | Year 3 | | | | |
| 3. Incentivize scholarly and creative research and activities | | Year 1 | | | | |

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

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/ Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|---|----------------------------|----------------------|-----------------------------------|--|------------------------------|---------------------------------------|
| 1. Conduct an employee staffing survey of peer institutions | | Year 2 | | | | |
| 2. Recruit and retain under-represented faculty and staff | | Year 1 | | | | |

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 | Operational Actions | Priority Year | Budget Requested/ Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|--|----------------------------|----------------------|-----------------------------------|--|------------------------------|---------------------------------------|
| 1. Increase RSU presence/visibility in service area | | Year 1 – Year 5 | | | | |
| 2. Formalize and implement university marketing and branding plan | | Year 1 – Year 5 | | | | |
| 3. Implement brand management measures to protect use of RSU marks | | Year 1 | | | | |

Initiative 2: Actively engage alumni and community supporters

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/ Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|---------------------------------------|----------------------------|----------------------|-----------------------------------|--|------------------------------|---------------------------------------|
| 1. Engage prominent community leaders | | Year 1 | | | | |
| 2. Expand the alumni base | | Year 1 | | | | |

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/ Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|---|----------------------------|----------------------|-----------------------------------|--|------------------------------|---------------------------------------|
| 3. Encourage faculty, staff and student participation in local engagement and/or leadership opportunities | | Year 2 | | | | |
| 4. Increase communication with alumni | | Year 1 | | | | |
| 5. Plan department and program specific activities, events and reunions | | Year 2 | | | | |
| 6. Develop an RSU student-alumni mentorship program | | Year 1 | | | | |

Initiative 3: Enhance external communication

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/ Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|---|----------------------------|----------------------|-----------------------------------|--|------------------------------|---------------------------------------|
| 1. Increase awareness of academic excellence | | Year 1 | | | | |
| 2. Refine effectiveness of RSU digital presence | | Year 1 | | | | |

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/ Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|---|----------------------------|----------------------|-----------------------------------|--|------------------------------|---------------------------------------|
| 3. Increase awareness of individual accomplishments | | Year 1 | | | | |
| 4. Leverage RSU TV and RSU Radio media assets | | Year 1 | | | | |
| 5. Expand distribution of university news to non-campus publics | | Year 1 | | | | |

Initiative 4: Strengthen RSU Foundation Endowments and Donor Base

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/ Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|--|----------------------------|----------------------|-----------------------------------|--|------------------------------|---------------------------------------|
| 1. Increase RSU Foundation assets by more than 15% annually | | Year 1 | | | | |
| 2. Promote an intentional grant process linking funding priorities to outcomes | | Year 1 | | | | |

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 | Operational Actions | Priority Year | Budget Requested/ Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|---|---|----------------------------|-----------------------------------|---|--|---------------------------------------|
| 1. Identify campus specialists and enhance training in technology tools | | Year 1 | | | | |
| 2. Identify and capture resource efficiencies | Collaborate with Student Affairs to share software for surveys and business analytics | Year 2 Year 3 Year 4 | Year 3 \$3000; \$0 received | Purchase of software with shared cost; satisfied feedback re: user friendliness | AVP for Accountability and Academics with Coordinator of Career Services | Budget to be evaluated for Year 4 |
| 3. Streamline business processes and deploy technological solutions | | Year 3 | | | | |

Initiative 2: Reimagine and reinvigorate RSU's Service Mission

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/ Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|---------------------------|----------------------------|----------------------|-----------------------------------|--|------------------------------|---------------------------------------|
| 1. Create and implement a | | Year 1 | | | | |

| | | | | | | |
|----------------------------------|--|--|--|--|--|--|
| university customer service code | | | | | | |
|----------------------------------|--|--|--|--|--|--|

Objective #2: Increase Institutional Enrollment

Initiative 1: Develop a comprehensive Strategic Enrollment Plan

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/ Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|--|--|--------------------------------------|--|--|--|--|
| 1. Identify RSU enrollment goals and OSRHE enrollment mandates | | Year 1 | | | | |
| 2. Conduct internal/external SWOT analysis on enrollment | Collaborate with Enrollment Management to conduct SWOT analysis and report out | Year 1 Year 2 Year 3 Year 4 | \$0 (\$6000/year + travel for initiative) | Survey of faculty and students | John Gardner Foundations of Excellence (FoE) Team | FoE Survey implemented and to be analyzed summer 2018; |
| 3. Establish enrollment metrics and key performance indicators | | Year 1 | | | | |
| 4. Establish data analytics structure | Collaborate with Enrollment Management to conduct SWOT analysis and report out | Year 1 Year 2 Year 3 Year 4 | \$0 (\$6000/year + travel for initiative) | Survey of faculty and students | John Gardner Foundations of Excellence (FoE) Team | FoE Survey implemented and to be analyzed summer 2018; |

Initiative 2: Accelerate academic program development

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/ Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|---|----------------------------|----------------------|-----------------------------------|--|------------------------------|--|
| 1. Advance development of online programs and courses in demand subjects and emerging disciplines | | Year 1 | | | | |
| 2. Add certificate and credential offerings in line with core institutional competencies | | Year 2 | | | | |
| 3. Establish one complete degree/certificate/credential program at each satellite campus location | | Year 2 | | | | |

Initiative 3: Increase institutional retention

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/ Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|---|----------------------------|----------------------|-----------------------------------|--|------------------------------|--|
| 1. Plan and Build a University Welcome Center | | Year 5 | | | | |
| 2. Plan and build a University Recreation and Wellness Center | | Year 5 | | | | |
| 3. Address transportation needs between satellite and main RSU campuses | | Year 2 | | | | |

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

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/ Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|--|----------------------------|----------------------|-----------------------------------|--|------------------------------|---------------------------------------|
| 1. 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 | | Year 2 | | | | |

| | | | | | | |
|---|--|--------|--|--|--|--|
| 2. Improve and expand physical facilities to accommodate increased activities | | Year 4 | | | | |
|---|--|--------|--|--|--|--|