



RSU 2016-2021 Strategic Plan Implementation Template

Biology Years 1-4

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:

Central to the mission of the School is the preparation of students to achieve professional and personal goals in their respective disciplines and to enable their success in dynamic local and global communities. Our strategy is to foster an academic setting of diverse curricula that inherently incorporates an environment of service and collegiality:

1. The School offers innovative degrees, which focus upon developing skills in oral and written communication, critical thinking, creativity, empirical and evidenced based inquiry, experimental investigation and theoretical explanation of natural phenomena, and innovative technology.
2. The School educates its majors to think independently and have the knowledge, skills and vision to work in all types of situations and careers and communicate with all types of people.
3. The School offers general education courses of high quality and purpose that provide a foundation for lifelong learning.
4. The School fosters a community of scholars among the faculty and students of the institution.
5. The School will offer and promote artistic, scientific, cultural, and public affairs events on the campus and in the region.

Department Mission:

The mission of the Department of Biology at Rogers State University is to support students in their pursuit of knowledge in biology and life science. Our purposes are:

1. To increase the student's critical thinking and reasoning abilities.
2. To increase the student's understanding and appreciation of the biological world and the ability to apply this understanding in his/her personal and professional life.
3. To increase the student's awareness of the benefits of incorporation of technology into science studies.
4. To increase the student's ability to interpret and understand his/her world.
5. To prepare a student to matriculate into a four-year degree program in math or science-related fields or graduate.
6. To serve as a resource for the community, utilizing the expertise of the faculty.

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		Year 2				
3. Increase pursuit of federal (e.g. TRiO) and other grant opportunities		Year 1				
4. Mine data to inform institutional decision making		Year 1 Year 2 Year 3				
5. Advance use of technology in at-risk and support services		Year 1				
6. Implement persistence initiatives		Year 1 through Year 5				
7. Develop an academically based		Year 4 Year 5				

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
residence life program						

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	Meet with local businesses/industries with biological or environmental aspects	Year 1	\$0	100% completion of scheduled meetings with local companies Participate in the 'internship' committee; one faculty will serve on the internship committee	Department Head and faculty	The biology department identified a faculty member to serve on the university 'internship' committee.
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	Faculty will review and update objectives for courses.	Year 2	\$0	Faculty will compare objectives to comparable regional institutions in OK and/or surrounding states. Up to 15 courses/year will be evaluated until all courses have been reviewed and updated.	Department Head and faculty	Faculty have organized a committee to review Biology Research Methods course work. Additionally, BIOL 1114 and BIOL 1144 objectives were reviewed to ensure compliance with the Oklahoma Course Equivalency Project standards
2. Implement the Quality Matters plan in online and blended courses	Faculty will (internally) review online and blended	Year 1	\$0	Submit online/blended courses for formal	Department Head and faculty	BIOL 1114R is in the process of an 'outside'

	courses. If faculty is untrained, provide training to meet QM standards			evaluation with 100% pass rate.		QM review. All faculty teaching online courses have completed QM training.
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	Meet with local businesses/industries with biological or environmental aspects	Year 1	\$0	Percent of meetings scheduled with local companies with 100% completion of scheduled meetings	Department Head and faculty	Students have been selected for internships with local services such as GRDA and Paddlefish Research. Additional opportunities are still being sought.

2. Expand community service opportunities	Develop Monitoring Avian Productivity and Survivorship (M.A.P.S.) program on new RSU research property.	Year 2/3	\$0	Mark/recapture birds. Would involve student/community participation; Process 50 birds per session.	Department Head and faculty	No progress due to reduced faculty resulting in teaching overloads for all faculty.
3. Promote service learning as a required element in appropriate courses	Identify courses in the current curriculum where service learning could be implemented. Identify local/national organizations supporting/requesting biological service	Year 3	\$0	Identify 2 biology courses appropriate to service learning opportunities with 100% implementation Identify at 2 or more groups supporting service opportunities willing to align with the RSU biology program with 100% implementation	Department Head and faculty	No progress due to reduced faculty resulting in teaching overloads for all faculty.

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		Year 1				

and involvement opportunities						
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	Identify courses where students would benefit from supplemental instruction Ask instructors to ‘teach’ a 1 hour class of supplemental instruction	Year 3	1 adjunct hour per course (approx \$650/course/semester) for faculty; Student worker wages for student worker/aid for person who has previously completed the course with A; \$0 received	Students scoring <70% on an exam are required/recommended to attend study circles until exam grades improve to > 70%	Department Head	No progress has been made at this time due to lack of available funds. Volunteers may be forthcoming once faculty

	Teach study skills and note taking skills					load has been addressed.
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)
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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				
7. Establish a Faculty/Staff Social Planning Committee (i.e., Cultural Innovation Committee)		Year 1				

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	Convert all departmental forms to PDF with updatable fields Send departmental administrative assistant to PDF training class	Year 2	\$500/\$?	Departmental forms are converted to updateable forms with 100% conversion	Department Head	Academic Computing Services is in the process of adding Adobe Acrobat to administrative assistant computers.
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		Year 1				

Strategic Actions	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
communication between semesters						
2. Invite adjunct faculty to department and university meetings and events	Invite adjunct faculty to meetings and events	Year 1	\$0	Attendance of University meetings and events with 25% adjunct attendance	Department Head	Adjunct faculty were invited to various meetings/events. Only 1 adjunct faculty attended any events.
3. Engage adjunct faculty in the Faculty Association		Year 2				
4. Post current full-time and adjunct faculty biographical information on department websites	Update Biology faculty biographies Add Biology adjunct biographies	Year 1	\$0	Biology faculty review and update their biographies with 100% updated. Biology adjuncts submit biographies with 100% updated.	Department Head	Completed faculty review Biology adjuncts have not been updated at this time.

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	<p>Contact Master Gardener's program regarding student opportunities</p> <p>Contact High Schools regarding their 'Biology Club'</p> <p>Participate in 'Science Fair(s)'</p> <p>Develop program to provide container gardens for local nursing homes</p>	Year2	<p>\$0</p> <p>\$0</p> <p>\$0</p> <p>\$100; \$0 received</p>	Schedule 2 events per semester; 10 students participating and/or club involvement (Biology club or Pre-professional club)	Department Head	<p>Faculty have participated in Public School events.</p> <p>Students were encouraged to participate in Science Fairs.</p>
4. Increase communication with alumni		Year 1				
5. Plan department and program specific activities, events and reunions	Ask upper-class students to help freshman move into dormitories	Year 2	<p>\$0</p> <p>\$300</p> <p>\$100</p>	Attendance and participation	Attendance and Student/community participation	Still in planning stages. But BBQ and Earth Day 5k have

Strategic Actions	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
	Biology Bar-b-que during Fall semester Halloween Hayride around campus and/or reserve Revitalize the Earth Day 5k event		\$300			been discussed.
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		Year 2				
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 university customer service code		Year 1				

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		Year 1				
3. Establish enrollment metrics and key performance indicators		Year 1				
4. Establish data analytics structure		Year 1				

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				

Strategic Actions	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
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		Year 4				

accommodate increased activities						
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