



## RSU 2016-2021 Strategic Plan Implementation Template

### Career Services

#### 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 Student Affairs division has general responsibility to provide students with the opportunity to meet their academic goals by fostering an environment that is conducive to the learning process. Part of this mission is to enable and encourage each student to participate in an accessible, co-curricular learning experience.

**Department Mission:**

The mission of RSU Career Services is to help students develop lifelong career management skills to prepare them for the transition from student to professional. Career Services seeks to complement and enhance the academic learning environment for students by providing career assessment and advising as well as career development and job search assistance to help students achieve their professional goals. Furthermore, Career Services assists employers and graduate school representatives with their recruitment efforts on campus with the goal of connecting students to meaningful internships, careers, and graduate school opportunities. The office serves as a clearinghouse for employers to advertise job, internship, and graduate school opportunities and for students to access this information.

**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

<b>Strategic Actions</b>	<b>Operational Actions</b>	<b>Priority Year</b>	<b>Budget Requested/Received</b>	<b>Evaluation Measure and Performance Standard</b>	<b>Person(s) Responsible</b>	<b>Status (Due Date and Progress)</b>
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	Partner with Accountability & Academics (Dr. Millikin, AVPAA) to coordinate surveys and share data for reporting	Year 1 Year 2 Year 3 Year 4 Year 5	<u>Year 4</u> : \$2,000	<u>Year 1, 2, 3, 4, 5</u> : Increased percent of respondents; Reports developed and distributed <u>Year 1, 2, 3, 4, 5</u> : 10% increase in respondents from previous year;	Career Services & AVPAA	<u>Year 1</u> : Determined survey <u>Year 2</u> : Developed report for 15-16 cohort and distributed

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
	<p>purposes. Utilize Career Services management platform (Handshake) for surveys and program evaluations.</p> <p><u>Year 3 Requested Budget</u></p> <p><u>Explanation:</u> hire an 8-10 week summer Career Services-dedicated student intern to mine data from evaluations and surveys specifically, the First Destination Survey (FDS). Student will then develop reports to be distributed University-wide and submit data to the National Association of Colleges and</p>			<p>reports distributed to relevant stakeholders and NACE</p>		<p>throughout campus (Total respondents equals 10%). 16-17 cohort survey updated to meet standards of sharing with AVPAA and implemented with goal of 30% respondents. 17-18 cohort survey implemented with Commencement Countdown.</p>

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
	Employers (NACE) to contribute to nationally published First Destination Survey. The University-wide document can, therefore, be utilized with recruiting and marketing material.					
5. Advance use of technology in at-risk and support services	Utilize Career Services management platform (Handshake) to streamline advising appointments and centralize resources.  <i><u>Year 3 Requested Budget</u></i> <i><u>Explanation:</u></i> to attend the Handshake	Year 1 Year 2 Year 3 Year 4 Year 5	<u>Year 4:</u> \$3,000	<u>Year 1:</u> Determine platform and gain approval <u>Year 2:</u> Implementation and training of approved platform <u>Year 3:</u> Identify continued training opportunity <u>Year 4, 5:</u> Continued implementation and streamlining of services/resources	Career Services	<u>Year 1:</u> Platform determined but put on hold <u>Year 2:</u> Purchased appointment scheduler. Determined new CSM and negotiated lower rate

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
	Symposium to broaden understanding and further learn how to best utilize Handshake to benefit students.					
6. Implement persistence initiatives	HILL Awards which recognized student learners of excellence.	Year 1 through Year 5	<u>Year 4:</u> \$1,000 <u>Year 5:</u> \$1,000	<u>Year 2:</u> Nomination form available in Student Affairs, including data on awards given.	Student Activities, Career Services	<u>Year 2:</u> Inaugural HILL Awards ceremony in Spring 2018 recognizing 38 students, 1 recent alum, and two community partners
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		Year 1				



partnerships, and similar opportunities						
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: Partner with Faculty over	Year 1 Year 2 Year 3	Year 3 & 4: Part A: \$2,400 Part B: \$40,000*	Year 1: Identify Key faculty Year 2: Develop	Career Services	Year 1: Identified Dr.

	<p>internship programs to establish a more streamlined system and foster congruency in requirements. <u>Year 2 (move to Year 3):</u> Work with key faculty and RSU Web Coordinator to create a centralized location so all parties including Career Services, Faculty over internship programs, retention specialists, interested organizations and students can obtain appropriate information on</p>	<p>Year 4 Year 5</p>	<p>(*Estimated Salary + Benefits) <u>Year 5:</u> \$20,000* (estimated part-time salary)</p>	<p>centralized (web page) location and database of key organizations <u>Year 3:</u> Identify outreach plan to key organization and event attendance; effective communication strategy with interested students <u>Year 1:</u> Meet with key faculty <u>Year 2:</u> Completion of web page and key organizations <u>Year 3:</u> Evidence of increased opportunities and student participation</p>		<p>O'Malley, Dr. Kennemer, &amp; Christi Mackey <u>Year 2:</u> Year 2 operational action moved to Year 3. <u>Year 2:</u> Formed a committee and met to determine plan of action. Committee completed an internship policy to add to Academic Policies and Procedures Handbook</p>
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	<p>RSU policy, procedures, guidelines, requirements, previously approved internship site locations, etc. for internship program.</p> <p><u>Year 2 &amp; 3:</u> Career Services will act as a liaison between faculty and organizations to cultivate co-op and other experiential learning opportunities</p> <p><u>Year 3 &amp; 4</u> <u>Requested Budget</u> <u>Explanation:</u> &gt; If Part A requested budget is granted, purchase a modular compatible</p>					
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	<p>with Career Services Management platform for faculty to manage internship program.          &gt; If Part B requested budget is granted, hire a Career Counselor to allow for Career Services Coordinator to aggressively develop new internship opportunities and agreements through effective outreach to key organizations through partnerships with RSU Foundation &amp; Alumni</p>					
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	<p>connections, various city Chamber meeting attendance, business networking events, and more.</p> <p><u>Year5</u></p> <p><u>Requested</u></p> <p><u>Budget</u></p> <p><u>Explanation:</u></p> <p>With all the emphasis on developing internship opportunities, a designated staff person must be put in place to assist with management of opportunities and supporting of faculty.</p>					
2. Expand community service opportunities		Year 2				
3. Promote service learning as a required element in		Year 3				

appropriate courses						
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Initiative 3: Emphasize diversity, inclusion, and global awareness

<b>Strategic Actions</b>	<b>Operational Actions</b>	<b>Priority Year</b>	<b>Budget Requested/Received</b>	<b>Evaluation Measure and Performance Standard</b>	<b>Person(s) Responsible</b>	<b>Status (Due Date and Progress)</b>
1. Provide appropriate co-curricular learning and involvement opportunities	<p>Provide workshops and seminars focused on diversity, inclusion, and global awareness in relation to career readiness.</p> <p><u>Year 4 &amp; 5 Requested Budget Explanation:</u>            &gt; Part A: Utilize guest speaker(s) as budget is available.            &gt; Part B: Hire a Career Services-dedicated student worker</p>	<p>Year 1            Year 2            Year 3            Year 4            Year 5</p>	<p><u>Year 4, 5:</u>            Part A: \$2,000            Part B: \$6,000</p>	<p><u>Year 1-5:</u> Tracking student attendance and satisfaction surveys</p> <p>Student participation; average and above average satisfaction</p>	<p>Career Services</p> <p>Director of Student Development (DSD)</p>	<p><u>Year 1 &amp; 2:</u> Developed Public Service Showcase (PSS) with DSD to showcase non-profit and service organizations.  <u>Year 3:</u> Incorporate PSS into MLK Week of Service</p>

	to coordinate events for academic year.					
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

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

<b>Strategic Actions</b>	<b>Operational Actions</b>	<b>Priority Year</b>	<b>Budget Requested/Received</b>	<b>Evaluation Measure and Performance Standard</b>	<b>Person(s) Responsible</b>	<b>Status (Due Date and Progress)</b>
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		Year 1				



Faculty/Staff Social Planning Committee (i.e., Cultural Innovation Committee)						
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Initiative 2: Strengthen internal communication systems

<b>Strategic Actions</b>	<b>Operational Actions</b>	<b>Priority Year</b>	<b>Budget Requested/Received</b>	<b>Evaluation Measure and Performance Standard</b>	<b>Person(s) Responsible</b>	<b>Status (Due Date and Progress)</b>
1. Improve RSU’s website (external) and the MyRSU portal (internal)		Year 1				
2. Automate university forms	Utilizing Google Docs, Dynamic Forms, and Career Service Management Platform (Handshake)	Year 1 Year 2 Year 3	\$0	Identify applicable forms  Year 1: All forms were automated Year 2: Transition applicable forms to Handshake (move to Year 3)		Year 1: Google form created and utilized
3. Implement an internal communication plan		Year 1				

Initiative 3: Engage part-time faculty in University culture

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

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

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

<b>Strategic Actions</b>	<b>Operational Actions</b>	<b>Priority Year</b>	<b>Budget Requested/ Received</b>	<b>Evaluation Measure and Performance Standard</b>	<b>Person(s) Responsible</b>	<b>Status (Due Date and Progress)</b>
1. Increase university-sponsored professional development opportunities		Year 1 Year 2 Year 3				
2. Develop and implement a new employee		Year 3				

<b>Strategic Actions</b>	<b>Operational Actions</b>	<b>Priority Year</b>	<b>Budget Requested/ Received</b>	<b>Evaluation Measure and Performance Standard</b>	<b>Person(s) Responsible</b>	<b>Status (Due Date and Progress)</b>
orientation program						
3. Incentivize scholarly and creative research and activities		Year 1				

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

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

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

<b>Strategic Actions</b>	<b>Operational Actions</b>	<b>Priority Year</b>	<b>Budget Requested/ Received</b>	<b>Evaluation Measure and Performance Standard</b>	<b>Person(s) Responsible</b>	<b>Status (Due Date and Progress)</b>
1. Engage prominent community leaders		Year 1				
2. Expand the alumni base		Year 1				
3. Encourage faculty, staff and student participation in local		Year 2				

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
engagement and/or leadership opportunities						
4. Increase communication with alumni	<p><u>Item 1:</u> Work with Alumni Director to engage key alumni members for Career Services-related events</p> <p><u>Item 2:</u> Identify additional programs or events in which Alumni &amp; Career Services can co-present</p> <p><u>Item 3:</u> Increase efforts to inform alumni of services available to them through Career Services.</p>	<p>Year 1</p> <p>Year 2</p> <p>Year 3</p> <p>Year 4</p> <p>Year 5</p>	\$0	<p>Identify events and programs</p> <p>Increased alumni utilizing career services</p>	<p>Career Services</p> <p>Director of Alumni Relations</p>	<p><u>Year 2:</u> Utilized RSU Alum for workshop facilitators</p>
5. Plan department and program specific activities, events and reunions		Year 2				

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
6. Develop an RSU student-alumni mentorship program	<p><u>Year 1:</u> Partner with Alumni to develop and implement student-alumni mentoring program (S+AMP, pronounced, “stamp”)</p> <p><u>Year 2:</u> Increase student participation through marketing efforts, which will therefore increase alumni engagement.</p> <p><u>Year 3:</u> Continue to increase student participation through marketing efforts and add new components such as community service projects.</p>	<p>Year 1 Year 2 Year 3 Year 4 Year 5</p>	<p>\$1,000</p>	<p><u>Year 1:</u> Implementation of Program</p> <p><u>Year 2:</u> Increased participation</p> <p><u>Year 3:</u> Increased participation; Identify new components</p> <p><u>Year 1, 2, 3:</u> Evaluation of program through survey</p> <p><u>Year 3:</u> Add new components</p> <p><u>Year 1, 2, 3:</u> Average and above average satisfaction</p>		<p><u>Year 1:</u> Four students and four alumni participated</p> <p><u>Year 2:</u> 150% increase in student sign-up for Year 2 (as of EOY 1)</p>

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
	<u>Year 3 Requested Budget</u> <u>Explanation:</u> to provide professional environments for kick-off and wrap-up events in addition to contribute to participant gifts (for example, S+AMP t-shirts, tumblers, etc. with RSU logo as approved by RSU PR for additional RSU exposure.)					

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		Year 1				



<b>Strategic Actions</b>	<b>Operational Actions</b>	<b>Priority Year</b>	<b>Budget Requested/ Received</b>	<b>Evaluation Measure and Performance Standard</b>	<b>Person(s) Responsible</b>	<b>Status (Due Date and Progress)</b>
digital presence						
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**

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

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

<b>Strategic Actions</b>	<b>Operational Actions</b>	<b>Priority Year</b>	<b>Budget Requested/Received</b>	<b>Evaluation Measure and Performance Standard</b>	<b>Person(s) Responsible</b>	<b>Status (Due Date and Progress)</b>
1. Create and		Year 1				

implement a university customer service code						
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**Objective #2: Increase Institutional Enrollment**

Initiative 1: Develop a comprehensive Strategic Enrollment Plan

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

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

<b>Strategic Actions</b>	<b>Operational Actions</b>	<b>Priority Year</b>	<b>Budget Requested/ Received</b>	<b>Evaluation Measure and Performance Standard</b>	<b>Person(s) Responsible</b>	<b>Status (Due Date and Progress)</b>
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		Year 2				

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