



## **RSU 2016-2021 Strategic Plan Implementation Template**

### **EMERGENCY MEDICAL 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:**

**SCHOOL OF PROFESSIONAL STUDIES  
Mission Statement**

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. Three departments comprise this School, the Departments of Biology, Health Science, and Math and Physical Science. These departments pledge to deliver existing and newly developed programs that meet student demands, and to be responsive to the evolving culture of academia in general and the sciences in particular.

Our Strategy is to foster an academic setting of diverse curricula that inherently incorporates an environment of service and collegiality.

*The **Curriculum** utilizes academically rigorous methodologies delivered by a quality faculty who possess a broad base of content knowledge and promote the acquisition, application and discussion of current subject matter. The School uses effective instructional techniques, empirical and evidenced-based inquiry, innovative technology, and a variety of learning environments for the purpose of enhancing student learning.*

Our commitment to **Service** enhances the public welfare and economic development potential of our region by cultivating strategic partnerships with health and science-related industries, secondary and higher education institutions, and through active participation and leadership in civic and professional organizations by our faculty and students. These collaborative efforts are based on the belief that through shared relationships, service reinforces and strengthens learning, and learning reinforces and strengthens service. An emphasis of service encourages social awareness and responsibility among faculty and students.

The School promotes a challenging, positive, and inquisitive **collegial** environment of high ethical standards and of frequent interactions between faculty and students to foster independent thought and the collegial exchange of ideas. Furthermore, the School recognizes the importance of scientific literacy in general education and its contribution to the liberal studies curriculum of the university.

## Department Mission:

### DEPARTMENT OF HEALTH SCIENCES

#### MISSION STATEMENT

The Department of Health Sciences is one of eleven academic departments at Rogers State University. The Health Sciences Department supports the mission of Rogers State University. The department mission is to prepare students to achieve personal and professional goals and to educate safe and competent beginning practitioners of selected health fields. The department also prepares students majoring in other fields with health courses to support their degrees.

The faculty is committed to excellence in teaching and student service. Learning is best accomplished by providing students with accurate and reliable information, opportunities for individualized learning experiences, and guidance and direction to support resources. The teacher-learner relationship is enhanced when accountabilities and expected outcomes are clear. Students are supported and guided by the faculty to become active participants in learning in order to achieve professional and personal goals. The Health Sciences faculty believes that scientific reasoning and critical thinking are reflected as clinical judgment.

The purpose of the RSU Health Sciences Department is to:

1. Provide baccalaureate degrees, associate degrees, and educational opportunities for students, both traditional and non-traditional.
2. Provide opportunities for students to demonstrate competence in written and oral communications, scientific reasoning, and critical thinking, which emphasizes qualitative as well as quantitative skills.
3. Promote and encourage a positive academic climate with students, community, faculty, and staff for instruction and communication.

### **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 students' preparation for certification exam at end of program.	1. Change fourth semester testing process to better prepare students for the standardized National Registry exam for certification.  2. Implement standardized computer simulation program to encourage critical thinking skills.	Year 1 Year 2 Year 3	\$0	1. a. Achieving minimum cut score of 68% on end of program final computer exam. 1. b. Achieving a passing score on the National Registry certification exam. 2. Achieve minimum score 70% on each module exam.	EMS Coordinator and faculty	1.a.Fully Implemented Spring 2017  1. b.Increased overall pass rate to 88% in 2017.  2. Currently in Phase 2 of 3. 100% pass rate the class of 2018. Evaluating standards in each phase.
2. Implement opportunities for off-campus learning	1. Field trip to Guardians of the Heart Conference and Cadaver Lab, Quapaw, OK. 2. Field trip to Taney County Ambulance	Year 1 Year 2 Year 3	Year 3 \$500	1. Attend and participate in the field trip.  2. Attend and participate in the field trip.	EMS Coordinator and faculty	1. Implemented in year 1 with all students achieving standard.  2. Implemented in year 1 with all students achieving

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
	District, Branson, MO for Capstone Project development. 3. Specialized skills check-offs at OSU-CHS campus, Tulsa, OK			3. Successfully complete the required skills as required for passing.		standard.  3. Fully implemented year 1 with all students achieving standard. 100% successfully passed all required skills in the Spring of 2018.
3. Increase use of technology in the classroom.	1. Utilize High Fidelity HPS simulation to enhance real-life training experiences.	Year 1 Year 2 Year 3	\$0	1. Participate in HPS simulations and meet the performance standards established by the faculty for successful scenario completion.	EMS Coordinator and faculty	1. Fully implemented year 1 Faculty has implemented the use of cell phone technology games, such as Kahoot to enhance student learning in the Spring of 2018. Faculty also continues to utilize the simulation lab for scenario based learning.
4. Implement program entry	1. Utilizing FISDAP	Year 3	Year 3 \$1000	1. Score on the assessment tool. Used as	EMS Coordinator	1. Not yet implemented. Goal

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
assessment tool for paramedic applicants.	program, require paramedic applicants to complete an entry-level assessment tool.			a predictor of student success in the EMS Program. A student will not be excluded from admission based solely on the assessment score.	and faculty	date is Fall, 2019 Budget item deferred. Faculty is looking at using the FISDAP assessment tool for entrance into the program.
5. Advance use of technology in at-risk and support services		Year 1				Continues to be successfully driven by (Strategic Action#3), increase use of technology.
6. Implement persistence initiatives		Year 1 through Year 5				
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. Explore internships, research partnerships, and	1. Faculty will seek opportunities for	Year 3	\$0	1. Students involvement in	EMS Coordinator and faculty	1. Not yet implemented in



similar opportunities relevant to the EMS field of study	EMS students to become involved in these activities.			internships, research partnerships and similar opportunities.		the Fall 2017  2. Implement in the Fall of 2018 and continues until fully integrated in the EMS program.
2. Seek funds for student research/scholarship	1. Faculty will notify students of scholarship opportunities when they are presented and students are encouraged to pursue these opportunities.	Year 1 Year 2 Year 3	\$0	1. Student applications for potential scholarship opportunities.	EMS Coordinator and faculty	1. Ongoing process with multiple EMS Program students being awarded scholarships.  2. Four EMS students have been awarded the EMS Success Scholarship offered by Air Methods.

**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)
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<p>1. Establish quality standards in on-ground courses</p>	<p>1. Establish passing scores on chapter and comprehensive final exams (Cognitive Domain) for courses. 2. Establish acceptable behaviors (Affective Domain) in classroom and clinical performances.</p> <p>3. Follow nationally mandated skill performance standards (Psychomotor Domain) which students must meet before graduation</p>	<p>Year 1 Year 2 Year 3</p>	<p>\$0</p>	<p>1. As noted in Student Handbook and listed in syllabus. Meets required criteria for successful completion and verified by faculty, program director and medical director</p>	<p>EMS Coordinator and faculty</p>	<p>1. Fully implemented. Use the current Health Science Dept. standard scores for passing.</p> <p>2. Faculty uses an objective scoring sheet for affective behaviors at both formative and summative levels. Students have access to these sheets to know the criteria they are being scored on.</p> <p>3. Faculty use nationally standardized skill performance sheets to track all student skills in a portfolio, which is a requirement of our accrediting body.</p>
<p>2. Implement the Quality Matters plan in online</p>		<p>Year 1</p>				

and blended courses						
3. Expand the role of the CTL in quality implementation		Year 1				

Initiative 2: Strengthen internship and civic engagement programs

<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 more internship opportunities	<p>1. EMS students actively Participate in Car Seat Safety Fair in collaboration With Claremore Indian Hospital</p> <p>2. EMS Students participate With State and Local Emergency Services agencies In annual disaster drills</p> <p>3. EMS students provide Frequent CPR and First Aid Training classes to various Community groups</p>	Year1 Year 2 Year 3	\$0	Successful completion Of the required Tasks (yes/no)	EMS Coordinator and faculty	<p>1. Implemented in year 1 and continues each year the event is held.</p> <p>2. Implemented in year 1 and continues each year the community-wide drills are held.</p> <p>3. Implemented year 1 and ongoing.</p>

2. Expand community service opportunities	1. Service learning project Currently implemented in EMS 2115 Special Patient Populations.	Year 1 Year 2 Year 3	\$0	1. Completion of Service Learning experience with written paper and oral presentation of experience at 75% or greater	EMS Coordinator and faculty	1. Implemented year 1 and continues each fall in Special Patient Populations class.
3. Promote service learning as a required element in appropriate courses						1. Continues each fall in Special Patient Populations class as stated in Strategic Action Item #2 above.

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	1. Research and presentations done by students to identify the beliefs and values of a variety of different ethnic groups.	Year 1 Year 2 Year 3	\$0	1. Successful completion of the assignment and mean grade of 75% or better.	EMS Coordinator and faculty	1. Implemented in year 1. Assignment in the Intro to EMS and Patient Assessment class each fall.  2. Successful completion at 100% of students passing the course.

						3. Same as #2
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	1a. Field trip to Guardians of the Heart Conference and Cadaver Lab, Quapaw, OK.  1b. Field trip to Taney County Ambulance	Year 3	Year 3-\$500 requested; \$0 received	1a. Attend and participate in the field trip.  1b. Attend and participate in the field trip	EMS Coordinator and faculty	1a. Implemented in year 1 with all students achieving standard.  1b. Implemented in year 1 with all students achieving

	<p>District, Branson, MO for Capstone Project development.</p> <p>1c. Specialized skills check-offs at OSU-CHS campus, Tulsa, OK.</p> <p>2. Faculty will monitor and encourage the use of a social media page by students.</p>		\$0	<p>1c. Attend and participate in the field trip, pass the skills check-offs as required</p> <p>2. None</p>	<p>EMS Coordinator and faculty</p>	<p>standard.</p> <p>1c. Fully implemented year 1 with all students achieving standard</p> <p>2. Fully implemented. Students now utilizing Facebook page to pass along information and instructional items to help enhance learning.</p>
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 Faculty/Staff Social		Year 1				

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 My RSU portal (internal)	1. Faculty will develop And submit website page updates and changes as needed	Year 1 Year 2 Year 3	\$0	1. Number of new communications Generated by the EMS program Webpage	EMS Coordinator and faculty	1. Partially implemented. EMS Program posts upcoming Continuing Education classes on the website. Working to develop a system to further update the inter-and intranets. Goal is to have fully implemented by Fall, 2019
2. Automate university forms		Year 2				
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	EMS Mentoring program for part-time faculty; part-time faculty will be assigned a fulltime faculty mentor.	Year 1	\$0	Successful integration of part time faculty into University culture measured by peer review of part-time faculty.	EMS Coordinator and faculty	1. New EMS Adjunct and full-time faculty are assigned a full-time faculty member as a mentor for the initial year of instruction.
2. Invite adjunct faculty to department and university meetings and events		Year 1		Successful completion of orientation training from the CTL and keeping the new faculty updated.	EMS Coordinator and faculty	1. Adjunct Faculty have been invited to attend program meetings and events to aid with their facilitation in the classroom.
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	Faculty will inform students of upcoming events and will post them on the class Facebook page.	Year 1	\$0	Student participation in Extracurricular activities	EMS Coordinator and faculty	Implemented year 1. This has become standard practice for faculty to inform students of upcoming activities this way. Student's also post events and learning opportunities as well.

**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		Year 2				

<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>
compensation survey						
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	Attend Regional and National EMS Professional Workshops and conferences; Bring to the classroom new and innovative instructional techniques to enhance student learning and	Year 1 Year 2 Year 3	Year 1-2 \$0 Year 3 \$3000 requested; \$0 received	1. Improved technique in student clinical skill level as measured by positive feedback from Hospital and Field Preceptors regarding students' knowledge and	EMS Coordinator and faculty	1. Implemented on an as-funded basis. EMS faculty must stay up to date on current trends, practices, and procedures in order to prepare students for the current practice environment.

<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>
	faculty professional development			skills performance.		2. New teaching techniques integrated in classroom with increased student engagement.
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

<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		Year 1				

faculty and staff						
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**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 EMS presence/visibility in service area	1. EMS students wear Clinical attire with RSU logo in clinical Sites.	Year 1 Year2 Year 3	\$0	1. Feedback from preceptor and clinical visits by Clinical Coordinator and EMS faculty.	EMS Coordinator and faculty	Implemented year 1. EMS students in clinical rotations wear either a polo with RSU EMS program logo or scrubs with EMS program patch. Patch is newly designed.
2. Develop and implement EMS marketing plan	1. Faculty will promote the development of a marketing video in conjunction with the RSU Communications Program	Year 1	\$0	1. EMS promotional video was developed by RSU Communications Department and a segment is available on the EMS webpage.	EMS Coordinator and faculty	1. Implemented and completed. EMS promotional video completed by Visual Arts students and now used by EMS faculty and students in PR visits to schools, conferences, and other venues.

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	1. Emergency Medical Services Student Advisor will encourage students to develop a quarterly email sent to EMS alumni.	Year 3	\$0	Submission of a quarterly email to EMS alumni	EMS Coordinator and faculty	1. Not implemented. Goal date for implementation is Fall, 2019 2. Deferred at this time.
2. Expand the alumni base		Year 1				
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		Year 2				

<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>
and program specific activities, events and reunions						
6. Develop an RSU student-alumni mentorship program		Year 1				

Initiative 3: Enhance external communication

<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 awareness of academic excellence		Year 1				
2. Refine effectiveness of RSU digital presence		Year 1				
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		Year 1				



technology tools						
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 implement a university customer service code		Year 1				

**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

<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. 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	1. Develop and Implement the EMS Paramedic Certificate Program	Year 3	\$5,500 requested; \$0 received	1. Student enrollment in the program.	EMS Coordinator and faculty	1. The EMS Paramedic certificate program was approved in the Spring of 2018 and is scheduled to begin January, 2019.
3. Establish one complete		Year 2				

degree/certificate/credential program at each satellite campus location						
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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		Year 2				

business, facility and programmatic investment that appeals to and engages local college student population						
2. Improve and expand physical facilities to accommodate increased activities		Year 4				