



## RSU 2016-2021 Strategic Plan Implementation Template

### ENGLISH AND HUMANITIES

#### 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: In accordance with the missions and strategy, the school:

- 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.
- 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.
- The School offers general education courses of high quality and purpose that provide a foundation for life- long learning.
- The School fosters a community of scholars among the faculty and students of the institution.
- The School will offer and promote artistic, scientific, cultural, and public affairs events on the campus and in the region.

**The School of Arts & Sciences** serves the academic community and the region by providing a broad range of enriching programs that fall outside of the normal classroom experience. The School is also a strong contributor to the University's general education program. Professors in the School are very active in the local community, contributing time and talent to local service, political, and cultural organizations. The School's degree programs consciously foster this type of community involvement among our students. The interdisciplinary strengths of the School of Arts

& Sciences prepare students holistically for lifelong learning. This exploration of ideas and experiences is intended to stimulate the student's imagination and fuel creative thought and activity. Graduates in the Arts & Sciences pursue diverse careers and options. The primary mission is to educate students for life.

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Our commitment to service enhances the public welfare and economic development potential of our region by cultivating strategic partnerships with industry, secondary and higher education institutions, and 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.

### **Department Mission:**

The mission of the Department of English and Humanities at Rogers State University is to support students in their pursuit of knowledge and to prepare them for participation in the increasingly globalized culture of the 21st century. The goals are:

1. Foster the skills of critical and creative thinking, writing, communication, and research among our students.
2. Serve the University and the community by providing quality general education courses that prepare students for their roles as citizens and cultural participants.
3. Offer innovative programs and quality teaching within the classroom and through distance education.
4. Facilitate the formation of groups of citizen-scholars consisting of faculty and students that meet outside the traditional classroom setting.
5. Foster the values of scholarship, creativity, appreciation of diversity, and community service among our faculty, staff, and students.

### **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<br>Year 2<br>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<br>Year 2<br>Year 3 |  |   |   |   |
| 5. Advance use of technology in at-risk and support services             | Investigate potential for online lab for developmental studies, and | Year 2<br>Year 3           | \$0 additional budget requested;<br>\$0 received | Online lab implementation                   | Dept Head and Developmental Faculty Coordinator | Year 2: Co-requisite model implemented.<br>Reading program remains as potential |

| Strategic Actions   | Operational Actions   | Priority Year                        | Budget Requested/Received                     | Evaluation Measure and Performance Standard   | Person(s) Responsible               | Status (Due Date and Progress)  |
|---|---|--------------------------------------|---|---|-------------------------------------|---|
|   | implement if warranted  |                                      |   |   |                                     | need for online lab in Year 3.  |
| 6. Enhance and implement academic quality and persistence initiatives | 1. Reassess and revise the Spanish Minor  | Year 2<br>Year 3                     | \$0 additional budget requested; \$0 received | 1. Revision of Minor (yes/no)   | Dept Head and Spanish faculty       | 1. Year 2: Revision of minor in process to reflect < 24 SCHs.                                       |
|   | 2. Revise the BALA Capstone process for enhanced student success                              | Year 2<br>Year 3                     |   | 2. Revision of BALA Capstone and student satisfaction (positive feedback from students)   | Dept Head and English faculty       | 2. Year 2: Revised Capstone process to allow two options. Strong positive feedback from completers. |
|   | 3. Plan and implement co-requisite developmental studies model                                | Year 1<br>Year 2<br>Year 3<br>Year 4 |   | 3. Developmental student success rate ( $\geq 5\%$ increase in student success with C or better)  | Dept Head and Developmental faculty | 3. Year 1: Model planned.<br>Year 2: Model implemented.<br>Results indicated: - (insert in July)    |
|   | 4. Evaluate potential for Accelerated Learning Program for Reading and implement if warranted | Year 2<br>Year 4                     |   | 4. Implementation of ALP for Reading and student success rates ( $\geq 5\%$ increase in student success with C or better for ALP Reading courses) | Dept Head and Developmental faculty | 4. Year 2: Not yet implemented. Planned for Year 4  |

| <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> |
|---|----------------------------|----------------------|----------------------------------|--|------------------------------|---------------------------------------|
|   |                            |                      |                                  |  |                              |                                       |
| 7. Develop an academically based residence life program |                            | Year 4<br>Year 5     |                                  |  |                              |                                       |

Initiative 2: Expand opportunities for undergraduate research/scholarship

| <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 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

| <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 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

| <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                               |                            | 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

| <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        |  | 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

| <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<br>Year 2     |                                  |  |                              |                                       |
| 6. Apply for Best Places To Work in Oklahoma status and/or Great                 |                            | Year 5               |                                  |  |                              |                                       |

|  |  |        |  |  |  |  |
|--|--|--------|--|--|--|--|
| Colleges to Work For status  |  |        |  |  |  |  |
| 7. Establish a Faculty/Staff Social Planning Committee (i.e., Cultural Innovation Committee) |  | Year 1 |  |  |  |  |

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  |                            | 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                       |                            | 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<br>Year 2<br>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

| <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               |                                   |  |                              |                                       |



| <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> |
|---|----------------------------|----------------------|-----------------------------------|--|------------------------------|---------------------------------------|
| 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

| <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               |                                   |  |                              |                                       |

| <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> |
|---|----------------------------|----------------------|-----------------------------------|--|------------------------------|---------------------------------------|
| 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 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

| 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 | 1. Revise and implement a Pre-Law degree<br>2. Develop and implement a Masters of Arts in English | Year 2<br><br>Year 2 | \$0 additional budget requested; \$0 received | 1. Proposed Pre-Law BA degree approval and implementation<br>2. Proposed MA in English approval and implementation | Dept Head and English and Humanities faculty | Postponed until funding becomes available |
| 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 |                            | Year 2               |                                   |  |                              |                                       |

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