



RSU 2016-2021 Strategic Plan Implementation Template **Enrollment Management**

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:

Enrollment Management

The Enrollment Management mission is to design, implement, and provide the services necessary to promote student success from recruitment to pre-enrollment through graduation. The Office commits to strategically plan, implement, and assess services and programs which facilitate student preparation for university, recruitment, enrollment, and graduation.

Enrollment Management strives to:

- Maintain optimal levels of enrollment to achieve the goals outlined in the University's Strategic Plan.
- Increase matriculation and retention of high-achieving students, with a focused effort on increasing students of diverse and international populations.
- Honor the University's founding principles including a special attentiveness to the people and needs of the Northeast Oklahoma region, the Midwest, and beyond.
- Create connections and work collaboratively in a strategic fashion with campus agencies including distance education, academic departments and Schools, student accounts, and institutional research, assessment and planning to enhance the University's ability to attract, retain, and graduate students.
- Provide transparent communication, operational efficiencies, user-friendly services, technological advancements, and partnership-building experiences across campus.
- Develop leaders with vision, integrity, inclusiveness, sound judgment, wisdom, and energy, engendering a team approach across our integrated functions.

Department Mission:

ADMISSIONS

The Office of Admissions recruits, admits, and encourages enrollment of applicants who are academically prepared, accomplished in extracurricular endeavors, and broadly diverse. It is the university's experience and judgment that this mix of students will foster the vibrant educational atmosphere that provides the best educational experience for all students.

FINANCIAL AID

The Office of Financial Aid supports the University's goal of ensuring that accomplished students from a wide range of backgrounds and experiences are able to attend the university. In a fair, confidential, and responsible manner, we strive to provide financial assistance, information, options, and advice that remove financial barriers and allow students to focus on academic success. We continually work to improve our processes to offer the best service possible to students and the university community.

REGISTRAR

The Office of the Registrar is committed to ensuring the integrity of the university's academic records. We strive to enhance the educational experience by serving students, faculty, staff, alumni, and the greater community in responsible use of these data and related information systems.

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 3: Revise Admissions funnel & team members tasks	Year 3	\$0/\$0	Year 3: Publish revised Admissions funnel for use with data analytics with increased yield rates 5% every two years.	VPEM and Director of Admissions	
	Year 4: Develop training program for new Admissions staff and cross train	Year 4		Year 4: Completed development of Plan and training schedule		
2. Implement a comprehensive first-year experience program	Year 3: Develop plan for FTF and Transfers guided by Foundations of Excellence (FoE) principles	Year 3	<ul style="list-style-type: none"> • \$6000 FoE with Tulsa Consortium • \$6000 travel to FoE conference • \$65,000 + benefits for Director of Student Success 100% of funding approved	Year 3: Approval of FYE plan	VPEM, VPAA, VPSA, with FYE and Transfer Steering Committees	
	Year 4: Implement plan	Year 4		Year 4: Implement plan; 5% increase in retention first two years		
3. Increase pursuit of federal (e.g. TRiO) and other grant opportunities		Year 1				

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
4. Mine data to inform institutional decision making	Year 3: Activate and use Jenzabar EX Admissions module	Year 3	?	Increase in yield rate by 5% over two years	Director of ACS, Assistant Registrar, VPEM	
	Year 4: Activate and use all EM reporting modules	Year 4				
5. Advance use of technology in at-risk and support services		Year 1				
6. Implement persistence initiatives	Develop plan for FTF and Transfers guided by Foundations of Excellence (FoE) principles (see #1.1.1.2 above)	Year 3	<ul style="list-style-type: none"> • \$6000 FoE with Tulsa Consortium • \$6000 travel to FoE conference • \$65,000 + benefits for Director of Student Success 	Year 3: Approval of FYE plan	VPEM, VPAA, VPSA, with FYE and Transfer Steering Committees	
		Year 4		Year 4: Implement plan; 5% increase in retention first two years		
7. Develop an academically based residence life program		Year 4 Year 5				

Initiative 2: Expand opportunities for undergraduate research/scholarship

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

Objective 2: Enhance Transformational Learning Experiences Across the University

Initiative 1: Integrate quality principles across the curriculum

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

Initiative 2: Strengthen internship and civic engagement programs

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Establish more internship opportunities		Year 1				
2. Expand community service opportunities		Year 2				
3. Promote service learning as a required element in appropriate courses		Year 3				

Initiative 3: Emphasize diversity, inclusion, and global awareness

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

international) programs						
4. Establish a Native American Student Center		Year 3				

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

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

GOAL #2: ENHANCE INSTITUTIONAL EXCELLENCE, INNOVATION AND TRADITIONS

Objective 1: Enhance Organizational Culture and Strengthen Internal Communication Systems

Initiative 1: Promote a culture that celebrates innovation, values human resources, and embraces positive change

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

7. Establish a Faculty/Staff Social Planning Committee (i.e., Cultural Innovation Committee)		Year 1				
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Initiative 2: Strengthen internal communication systems

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

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Initiative 3: Engage part-time faculty in University culture

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

Initiative 4: Establish and celebrate RSU traditions

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

Objective 2: Support Professional Growth and Employee Well-Being

Initiative 1: Ensure competitive salaries for faculty and staff (full-time and part-time)

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

Initiative 2: Pursue pedagogical innovation through faculty and staff support

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

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

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

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

GOAL 3: ENGAGE RELEVANT STAKEHOLDERS

Objective 1: Enhance RSU’s Image and Build Brand Awareness

Initiative 1: Develop a comprehensive brand identity and marketing plan

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

Initiative 2: Actively engage alumni and community supporters

Strategic Actions	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Engage prominent community leaders		Year 1				
2. Expand the alumni base		Year 1				
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		Year 1				
5. Plan department and program specific activities, events and reunions		Year 2				
6. Develop an RSU student-alumni mentorship program		Year 1				

Initiative 3: Enhance external communication

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

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

Initiative 4: Strengthen RSU Foundation Endowments and Donor Base

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

GOAL #4: ENHANCE ENROLLMENT GROWTH AND DEVELOPMENT

Objective #1: Strengthen Operational and Student Service Systems

Initiative 1: Maximize the implementation and use of the new administrative services and associated technology systems.

Strategic Actions	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Identify campus specialists and enhance training in technology tools	Utilize Raise.Me Micro-scholarship program recruitment tool	Year 3	\$?	Scheduled report(s) from Raise.Me	Director of Admissions	
2. Identify and capture resource efficiencies	Recruit Stop-Outs	Year 3	\$0	Benchmark of Stop-Outs by end of Year 3 with 5% increase in re-enrollment annually	Director of Admissions	
3. Streamline business processes and deploy technological solutions		Year 3				

Initiative 2: Reimagine and reinvigorate RSU’s Service Mission

Strategic Actions	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Create and implement a university customer service code	Year 4: Develop a revitalized university customer service code (Year 5 is for implementation)	Year 4	\$0	Year 4: Development of plan To be implemented in Year 5 with 3% overall increase in student satisfaction on SOSurvey	VPEM with FoE and FYE Steering Committee including Director of First Year & Transfer Experience (FYTE)	

Objective #2: Increase Institutional Enrollment

Initiative 1: Develop a comprehensive Strategic Enrollment Plan

Strategic Actions	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Identify RSU enrollment goals and OSRHE enrollment mandates	Year 3: Set and publish enrollment goals. Year 4: Set and publish enrollment goals for FTF, Transfers, continuing	Year 3 Year 4	\$0	Meet or exceed goals: Fall 2018: 4001 Fall 2019: 4001 Goals and KPIs approved	VPEM and FoE and Transfer Steering Committee	

	students, and by demographics			by Cabinet in fall 2019		
2. Conduct internal/external SWOT analysis on enrollment	Conduct focus groups/survey of students, faculty and staff	Year 4	\$0	Published analysis	VPEM	
3. Establish enrollment metrics and key performance indicators	Year 3: Set benchmarks Year 4: Review and update benchmarks and goals	Year 3	\$0	Published analysis and KPIs by end of Year 3	VPEM, President's Cabinet	
		Year 4				
4. Establish data analytics structure	Year 3: Activate all Jenzabar EX modules relevant to EM Year 4: Activate Izenda	Year 3	\$?	Activation of modules	Director of ACS with VPEM	
		Year 4		Access to Izenda		

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		Year 2				

institutional competencies						
3. Establish one complete degree/certificate/credential program at each satellite campus location		Year 2				

Initiative 3: Increase institutional retention

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

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

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
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1. Establish partnerships with Claremore, Pryor and Bartlesville city leadership to facilitate business, facility and programmatic investment that appeals to and engages local college student population		Year 2				
2. Improve and expand physical facilities to accommodate increased activities		Year 4				