



## RSU 2016-2021 Strategic Plan Implementation Template

### Pryor Campus Years 1-4

#### **Mission**

Our mission at Rogers State University is to ensure students develop the skills and knowledge required to achieve professional and personal goals in dynamic local and global communities.

Our commitments, which support the RSU mission, are as follows:

- To provide quality associate, baccalaureate, and graduate degree opportunities and educational experiences which foster student excellence in oral and written communications, scientific reasoning, and critical and creative thinking.
- To promote an atmosphere of academic and intellectual freedom and respect for diverse expression in an environment of physical safety that is supportive of teaching and learning.
- To provide a general liberal arts education that supports specialized academic programs and prepares students for lifelong learning and service in a diverse society.
- To provide students with a diverse, innovative faculty dedicated to excellence in teaching, scholarly pursuits, and continuous improvement of programs.
- To provide University-wide student services, activities, and resources that complement academic programs.
- To support and strengthen student, faculty, and administrative structures that promote shared governance of the institution.
- To promote and encourage student, faculty, staff, and community interaction in a positive academic climate that creates opportunities for cultural, intellectual, and personal enrichment for the University and the communities it serves.

## Vision

Rogers State University aspires to be the regional university of choice for Northeast Oklahoma and beyond, recognized as a model for excellence in face-to-face and online academic programs at both the undergraduate and graduate levels.

### Explanation of RSU's Vision Statement:

Rogers State University (RSU) has advanced its reputation for quality undergraduate education since becoming a four-year university in 2000. This is evidenced in U.S. News & World Report rankings where RSU placed as one of the top 50 public regional colleges in the West. RSU focuses on excellence in teaching and seeks to become a regional leader in Quality Matters approved distance education.

As a regional university of choice, RSU cultivates a vibrant campus culture with a focus on substantive, relevant degree programs at the undergraduate and graduate program levels that align with regional business, industry, and educational needs. Through curricular and co-curricular offerings, RSU promotes and embraces an appreciation for cultural diversity and global awareness.

Today:  
*Mission*



Future:  
*5-year Vision*

**Area or School Mission:**

The Rogers State University Office of Academic Affairs has general responsibility for the University’s academic programs and personnel.

**Department Mission:**

The Rogers State University Pryor campus is the only university serving the Pryor and Mayes County area. On average more than 350 students attend the RSU Pryor campus each semester.

Students at RSU Pryor range from high school students getting a jump on their college requirements to adult learners returning to earn a degree or advance in their careers. The RSU Pryor campus maintains a close alliance with the area public schools, business, and industry.

The RSU Pryor campus has both regular and High Definition Telepresence System classrooms, a computer lab, testing center, **technology laboratory**, and science laboratories. Our student services include advisement, enrollment, financial aid, testing, student activities, and a library. We offer a variety of classes including accounting, algebra, art, business, composition, economics, music, theatre, Spanish, and other courses.

**Process and Instructions:**

Operational planning is planning that takes place at the department level or across departments in an organization. RSU’s operational plans are developed by each department on an annual basis, and all department plans are guided by the University’s prioritized strategic actions selected by RSU’s Strategic Planning Committee. Departments may choose to include additional action items in their annual plans, but only those actions that support the annually prioritized strategic actions will be considered for institutional resources

when resources become available. Further, key performance indicators are necessary to assess the success of each operational plan. Operational plans will be submitted to and reviewed by the vice president for each respective area as well as the Strategic Planning Committee and the Budget Advisory Committee.

In the tables that follow, please work collaboratively with your team to select three to six strategic actions for the specific year of implementation for your Unit to accomplish.

**Years 3 and 4 Priorities:**

- Goal 2.1.1.1: Reduce/eliminate furlough days through increased revenue and cost containment
- Goal 2.2.1.1: Ensure competitive salaries for faculty and staff (full-time and part-time)
- Goal 1.1.1.6: Enhance and implement academic quality and persistence initiatives (Development of a first-year experience program)

Departments' Operational Plans are reviewed by the Strategic Planning Committee and the Budget Advisory Committee to develop the upcoming budget for submission to OSRHE. Henceforth, each year after the University's budget is finalized, departments will be informed of approval or disapproval of budget monies requested in their Operational Plans.

**GOAL #1: INSPIRE STUDENT LEARNING AND DEVELOPMENT**

**Objective 1: Promote Student Success**

Initiative 1: Increase persistence and graduation rates

<b>Strategic Actions</b>	<b>Operational Actions</b>	<b>Priority Year</b>	<b>Budget Requested/Received</b>	<b>Evaluation Measure and Performance Standard</b>	<b>Person(s) Responsible</b>	<b>Status (Due Date and Progress)</b>
1. Improve RSU’s advisement system		Years 1-5				
2. Implement a comprehensive first-year experience program		Year 2				
3. Increase pursuit of federal (e.g. TRiO) and other grant opportunities		Year 1				
4. Mine data to inform institutional decision making		Year 1 Year 2 Year 3				
5. Advance use of technology in at-risk and support services		Year 1				
6. Implement persistence initiatives						
7. Develop an academically based residence life program		Year 4 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						
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						
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

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



**GOAL #2: ENHANCE INSTITUTIONAL EXCELLENCE, INNOVATION AND TRADITIONS**

**Objective 1: Enhance Organizational Culture and Strengthen Internal Communication Systems**

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

<b>Strategic Actions</b>	<b>Operational Actions</b>	<b>Priority Year</b>	<b>Budget Requested/Received</b>	<b>Evaluation Measure and Performance Standard</b>	<b>Person(s) Responsible</b>	<b>Status (Due Date and Progress)</b>
1. Reduce/eliminate furlough days through increased revenue and cost containment		Year 1				
2. Create a single sign-on to RSU computing systems		Year 5				
3. Develop an employee recognition program		Year 1				
4. Develop an after-5:00 p.m. student service environment		Year 3				

5. Establish an RSU-Bartlesville Student Center and Library		Year 1 Year 2				
6. Apply for Best Places To Work in Oklahoma status and/or Great Colleges to Work For status		Year 5				
7. Establish a 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 Year 2 Year 3				
2. Develop and implement a new employee orientation program		Year 3				
3. Incentivize scholarly and creative research and activities		Year 1				

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

<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						
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	Host Google Camp for Community members	Year 1 Year 2 Year 3 Year 4	No additional funds requested or received.	Number of camps and number of participants	Director of Pryor Campus	Year 1 Implemented 2 camps: AeroCamp,

Strategic Actions	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
		Year 5		with participants increasing annually		Girls STEAM CAMP Year 2: continued camps and implemented 3 <sup>rd</sup> summer camp: APP Camp Year 4-5: plan and implement more camps for a few to participants.
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 and program specific		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>
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 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

<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				

<p>2. Add certificate and credential offerings in line with core institutional competencies</p>	<p>Plan, initiate and implement a Continuing Education program at RSU</p>	<p>Year 2 Year 3 Year 4 Year 5</p>	<p>No additional budget requested or received</p>	<p>Number of CE courses offered, increasing annually</p>	<p>Director of Pryor Campus</p>	<p>Year 2 attempted : no enrollment Year 3: plan, create, and attempt Drone CE course. Year 4-5: attempt to expand the programs within the Tech Lab</p>
<p>3. Establish one complete degree/certificate/credential program at each satellite campus location</p>	<p>Facilitate and implement articulation agreement with Bismarck State College and Grand River Dam Authority in <i>Power Plant and Process Plant Technology</i></p>	<p>Year 1 Year 2 Year 3 Year 4 Year 5</p>	<p>No additional budget requested or received</p>	<p>Delivery of articulated program/ training and facility rental, with annual increase</p>	<p>Director of Pryor Campus</p>	<p>Year 1-2: carried out Year 3: modifications made to program Year 4-5: Pending approvals</p>

						imple nt and carryout Career Technolo gy & Educatio n Certificat e (CTE). Also, planning of additiona l certificat es.
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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		Year 2				

Strategic Actions	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress )
between satellite and main RSU campuses						

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

Strategic Actions	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Establish partnerships with Claremore, Pryor and Bartlesville city leadership to facilitate business, facility and programmatic investment that appeals to and engages local college student population		Year 2				
2. Improve and expand physical facilities to accommodate increased activities	Collaborate with the Mid America Industrial Park to create educational and training opportunities.	Year 2 Year 3 Year 4 Year 5	None requested or received	Number of collaborations, with at least one each year	Director of Pryor Campus	Year 2: creation and implementation of phase 1 of the Technology Lab from

						external funds and grants. <b>Year 3:</b> Phase 2 of the Technology initiative <b>Year 4-5:</b> Continue to develop the lab
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