



RSU 2016-2021 Strategic Plan Implementation Template

Residential Life

Mission

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

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

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

Vision

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

Explanation of RSU's Vision Statement:

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

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

Today:
Mission



Future:
5-year Vision

Area or School Mission:

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

Department Mission:

The mission of RSU Residential Life is to provide and foster a comfortable, secure, and well-maintained living environment that inspires personal development, academic excellence, and student involvement. Furthermore, the Residential life staff will foster communities where students are responsible to themselves and to one another and will challenge residents to become mature, contributing citizens of a global community.

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 Year 2 Year 3				
2. Implement a comprehensive first-year experience program	<p>During year 1, Director of Residential Life (DRL) will serve on first year steering committee.</p> <p>During year 2, DRL will continue on steering committee to help develop a program.</p> <p>During year 3, the proposed program will introduce phase 1 of plan.</p> <p>During year 4, the</p>	Year 1 Year 2 Year 3 Year 4		<p>Year 1- Attend all meetings</p> <p>Year 2- Attend all meetings</p> <p>Year 3- Residential Life will implement phase 1 of plan into housing operations</p> <p>Year 1 & 2- Have 100% attendance at meetings</p> <p>Year 3- Have 100% of all proposed changes made</p> <p>Year 4- Have 100% of all proposed changed made</p>	<p>Director of Enrollment Management</p> <p>Vice President of Student Affairs</p> <p>DRL</p>	<p>Year 1- Completed</p> <p>Year 2- Completed</p>

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
	proposed program will introduce phase 2 of plan					
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		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. Establish internships, research partnerships, and similar opportunities		Year 1				

2. Dedicate funds for student research/scholarship		Year 1				
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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	During year 2, DRL will	Year 2 Year 3		Year 2- Completion of List	DRL	Year 2- In progress

opportunities	develop list of opportunities for students and RAs. During year 3, DRL will change the RA programming requirements to include event from year 2 list and have requirement of community service as part of being RA.			Year 3- Modify programming RA requirements to include community service from approved list Year 2- List having at least 15 opportunities Year 3- Offer at least 12 different community service opportunities for residents		
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	During year 1,	Year 1		Year 1, 2, & 3-	DRL	Year 1

appropriate co-curricular learning and involvement opportunities	2, & 3, Residential Life will offer monthly programming to residents to meet needs of each building.	Year 2 Year 3		Compile list of all RA events hosted and attendance at each one Year 1, 2, & 3- Residential Life will host at least 12 programs each year	RAs	Completed Year 2 Completed
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

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	During year 2, DRL facilitate interest meeting & tours among	Year 2 Year 3	Year 4- Funding needed to purchase refreshments and prizes. Existing budget should support.	Year 2- Host interest meetings Year 3- Setup study circles	DRL Faculty Staff	Year 2- Moved to year 3

	faculty, staff, and students. This is moved to year 3. During year 4, DRL will establish study circles based on feedback from interest meetings.			Year 2- Host 3 meetings Year 3- Have a study circle once a month	Students	
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 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

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	<p>During year 2, DRL will examine what forms are not online for students to complete and begin communication with other departments to have forms created. This is moved to year 3.</p> <p>During year 4, All Residential Life forms will be online.</p>	Year 2 Year 3 Year 4		<p>Year 2- Set up meetings with Computing Services and Public Relations to discuss moving forms online.</p> <p>Year 3- Have all forms online.</p> <p>Year 2- Have list of forms missing from online by October and have meetings by February.</p>	<p>DRL</p> <p>Computing Services</p> <p>Public Relations</p>	Year 2 – Moved to Year 3
3. Implement an internal communication plan		Year 1				

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 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

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				

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
3. Encourage faculty, staff and student participation in local engagement and/or leadership opportunities		Year 2				
4. Increase communication with alumni	<p>During year 1, DRL will compile list of previous Residential Life RAs and contact information.</p> <p>During year 2, DRL will initiate communication with individuals and determine interest for an event. This is moved to year 3.</p> <p>During year 4, DRL will plan and implement event for former Residential Life workers.</p>	<p>Year 1</p> <p>Year 2</p> <p>Year 3</p> <p>Year 4</p>		<p>Year 1- Go through RA records to obtain names and contact information</p> <p>Year 2- Contact each person on list and create spreadsheet with replies</p> <p>Year 3- Host event</p> <p>Year 1- Have list completed by January</p> <p>Year 2 – Contact at least</p>	<p>DRL</p> <p>Assistant Director of Residential Life</p> <p>Previous RAs</p>	<p>Year 1 In Progress</p> <p>Year 2- Incomplete; Moved to year 3</p>

Strategic Actions	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
				40 individuals Year 4- Have fifty percent of interested individuals attend event		
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		Year 1				

Strategic Actions	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
of individual accomplishments						
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		Year 1				
2. Identify and capture resource efficiencies		Year 2				
3. Streamline business processes and deploy technological solutions	During year 3, DRL will examine current procedures and determine how new features of Jenzabar can improve functionality of department.	Year 3		Year 3- Setup meetings with other departments on campus Year 3- Have at least 4 meetings with other departments affected by Residential Life policies	DRL Computing Services Admissions Bursar's Office Financial Aid	

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 1				

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 1				
2. Conduct internal/external SWOT analysis on enrollment		Year 1				
3. Establish enrollment metrics and key performance indicators		Year 1				
4. Establish data analytics structure		Year 1				

Initiative 2: Accelerate academic program development

Strategic Actions	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
1. Advance development of online programs and courses in demand subjects and emerging disciplines		Year 1				
2. Add certificate and credential offerings in line with core institutional competencies		Year 2				
3. Establish one complete degree/certificate/credential program at each satellite campus location		Year 2				

Initiative 3: Increase institutional retention

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)
1. Establish partnerships with Claremore, Pryor and Bartlesville city leadership to facilitate business, facility and programmatic investment that appeals		Year 2				

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