



RSU 2016-2021 Strategic Plan Implementation Template

Student Development

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 Office of Student Development is committed to providing co-curricular learning opportunities and experience that allow students to develop skills that will support them as they enter an increasingly diverse and global environment. Through an array of programs, services, and experiences, Student Development assists students in developing as leaders who are holistically formed, critically reflective, and socially and personally responsible.

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 | | 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 | | | | |

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|---|----------------------------|-----------------------------|----------------------------------|--|------------------------------|---------------------------------------|
| 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 | | | | |

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 | a. Coordinate with Faculty, Career Services, and Student Activities to develop a database and classification system | Year 3 | \$0 | Year 3: Completion of classification system and of database community partners Year 3: Assessment to understand | Student Development | |

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| | for evaluating community partners | | | | | |
| | b. Expand community partnerships to increase opportunities for internships, volunteering, and service learning across all campuses | Year 4 | \$0 | | number of students volunteering/hours completed (no instrument to gather data) Year 4: increase number of community partners or level of collaboration with RSU | |
| | c. Implement service-related trips during university breaks in collaboration with Student Leadership initiatives | Year 5-6 | \$5,000 | | Year 4: Assessment to evaluate increase in participation or hours completed (no instrument to gather data) Year 5-6: Evidence of student learning through participation | |
| | d. develop database for tracking student volunteering and service learning | Year 3-5 | N/A | | | |
| | e. RSU hire engaged learning coordinator to oversee internship, community service, and service learning (faculty/administrator) | Year 6+ | \$60,000 (salary + benefits) | | Year 4: Identify reliable database or system for tracking volunteer service and service learning | |

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| 3. Promote service learning as a required element in appropriate courses | Collaborate with faculty to integrate service learning into course curriculum | Year 3-6 | | Year 4-6: Evaluate # of courses with service learning and # of students enrolled in service learning classes | Student Development or eventually engaged learning coordinator | |

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 | a. Implement the Inclusion Project incentive program to encourage attendance at diversity-related programs | Year 1 | \$0 | Year 1: Tracking program attendance Year 2: Tracking student attendance and satisfaction surveys Year 3: Evaluations | Student Development | Incentive program completed and discontinued |
| | b. Pilot weekend programming, connected to orientation, to | Year 2 | \$0 | Year 2: Average and above average satisfaction | | Pilot program suspended due to staff turnover |

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| increase campus student involvement | | | | | |
| c. Develop comprehensive prevention programming focused on gender-based misconduct, including a Peer Educator model | Year 3 | \$2,000 | | Year 3: Evidence of student learning through program attendance | GBM prevention programming with peer education on hold due to lack of personnel and effective oversight |
| d. Collaborate with faculty to develop guest speaker series focused on diversity and equity issues | Year 2-6 | Year 2-3: \$0 Year 4-6: \$3,500/year | | Year 2-6: Evidence of student learning through attendance and participation | Year 2: two guest speakers + classroom presentations |
| e. Collaborate with faculty to sponsor off campus learning opportunities, | Year 2-6 | Year 2-3: \$0 Year 4-6: \$5,000/year | | Year 2-6: Evidence of student learning through attendance, participation, and | Year 2: Field trip to Greenwood Cultural Center/ John H. Franklin |

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| | <p>i.e. experiential learning or field trips</p> <p>f. Coordinate RSU participation in community cultural events</p> | Year 2-6 | Year 2-3: \$0 Years 4-6: \$1,000/year | <p>reflection assignments</p> <p>RSU represented at 2 or more community cultural events, i.e. MLK parade and Tulsa Pride</p> | | <p>Reconciliation Park</p> <p>Year 2: RSU represented in Tulsa MLK parade</p> |
| 2. Increase support and success initiatives for identity-based student populations | <p>a. Capture student success and retention data by identity-based student populations.</p> <p>b. Form subcommittee within the Diversity Committee to analyze metrics and conduct research into</p> | <p>Year 1</p> <p>Year 2</p> | <p>\$0</p> <p>\$0</p> | <p>Year 3: Data received Year 3: Review and presentation of data to stakeholders.</p> <p>Year 2: Meet with Committee and identify program initiative</p> | Student Development | <p>Moved to Year 3</p> <p>Moved to Year 3</p> |

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| | <p>research-based initiatives</p> <p>c. Coordinate with International Student Advisor, Faculty, and Staff to develop RSU cousins program</p> <p>d. Implement targeted trial initiatives to pilot (cousin’s program)</p> <p>e. develop RSU Ally program focused on LGBTQ issues and student support</p> | <p>Year 3</p> <p>Year 3-5</p> <p>Year 4-6</p> | <p>Year 3: \$0 Years 4-6: \$5,000/year</p> <p>Year 4: \$0 Years 5-6: \$2,000</p> | <p>Year 3: Action plan developed and proposed to stakeholders.</p> <p>Year 3-4: International student welcome event</p> <p>Year 5-6: Increased retention figures among pilot participants Year 5-6: Evidence amongst pilot program participants of improved persistence and success indicators.</p> | | |
| 3. Expand studies-at-large (national | | Year 5 | | | | |

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| and 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 Year 2 | | | | |

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| 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 | | 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 | | Year 1 | | | | |

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|------------------------------------|----------------------------|----------------------|----------------------------------|--|------------------------------|---------------------------------------|
| information on department websites | | | | | | |

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 | | | | |

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/ Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|--|----------------------------|----------------------|---------------------------------------|--|------------------------------|---------------------------------------|
| 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 | | 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) |
|---|----------------------------|----------------------|-----------------------------------|--|------------------------------|---------------------------------------|
| 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 | | | | |

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| 2. Recruit and retain under-represented faculty and staff | | Year 1 | | | | |
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GOAL 3: ENGAGE RELEVANT STAKEHOLDERS

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

Initiative 1: Develop a comprehensive brand identity and marketing plan

| 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 | | Year 1 | | | | |

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| measures to protect use of RSU marks | | | | | | |
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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 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 | | | | |

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/ Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|---|----------------------------|----------------------|-----------------------------------|--|------------------------------|---------------------------------------|
| 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 | | | | |
| 4. Leverage RSU TV and RSU Radio media assets | | Year 1 | | | | |

| Strategic Actions | Operational Actions | Priority Year | Budget Requested/ Received | Evaluation Measure and Performance Standard | Person(s) Responsible | Status (Due Date and Progress) |
|---|----------------------------|----------------------|-----------------------------------|--|------------------------------|---------------------------------------|
| 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 | | 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) |
|--------------------------|----------------------------|----------------------|-----------------------------------|--|------------------------------|---------------------------------------|
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| 1. Create and implement a university customer service code | | Year 1 | | | | |
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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 | | Year 2 | | | | |

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