



RSU 2016-2021 Strategic Plan Implementation Template

Department of Technology and Justice Studies 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 mission of the School of Professional Studies (SPS) is to develop students' skills and knowledge so they can successfully perform in their professional career of choice, and to prepare them to be lifelong learners in a diverse society. This is accomplished in a positive academic climate which is supported by academic and intellectual freedom, and faculty who are dedicated to a quality educational experience.

Curricula for the associate, bachelors and graduate degrees are developed by expert faculty who are dedicated to an excellence in teaching, research and university service. The programs in the SPS are dynamic, and foster student achievement of their personal and professional goals reflective of their field of study. Innovative teaching strategies are used across diverse educational platforms to facilitate student learning outcomes.

Department Mission:

The mission of the Department of Technology and Justice Studies is to support the School of Professional Studies and RSU in their mission to prepare students to achieve professional and personal goals in dynamic local and global communities. Specifically, the organizational structure of the Department of Technology and Justice Studies provides the technology course support for the Associate in Science and Associate in Applied Science degrees, as well as the Bachelor of Science in Business Information Technology, the Bachelor of Science in Game Development, and the Bachelor of Technology in Applied Technology. The department also offers a Bachelor of Science in Justice Administration and an Associate in Arts degree in Criminal Justice with options in Law/Justice and the Collegiate Officer Program (COP). As indicated, many of the programs offered by the Department of Technology and Justice Studies are available online.

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						
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	Complete curriculum mapping of CJ/JA degree program to better ensure that students are taught well-	Year 1 Year 2 Year 3	\$0	Pre-Post testing in 1000 – 4000 level courses: 90% of students will score an 80% or better on the series of pre/post exams.	Department Head and CJ faculty	This action has stalled due to degree program updates to be

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
	established body of knowledge					submitted Fall 18; Action due 12/15/2019
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	At least one departmental course is QM certified each year.	Year 1 Year 2 Year 3 Year 4	\$0	QM review team evaluates selected courses: Satisfactory results of external QM review and certification of CS 1113 Select another CS/IT/TECH/CJ course for internal Review	Department Head and faculty	CS 1113 will be ready for external QM Review 2018-2019. It has been reviewed internally by CTL and others. The Lead faculty retired but she agreed to continue to develop the course for the external Review as an adjunct.

3. Expand the role of the CTL in quality implementation		Year 1				
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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						
2. Increase support and success initiatives for		Year 1				

identity-based student populations						
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		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				
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		Year 1				

(i.e., Cultural Innovation Committee)						
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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				

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		Year 1				

Strategic Actions	Operational Actions	Priority Year	Budget Requested/Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
university meetings and events						
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		Year 3				

Strategic Actions	Operational Actions	Priority Year	Budget Requested/ Received	Evaluation Measure and Performance Standard	Person(s) Responsible	Status (Due Date and Progress)
employee orientation program						
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	Person(s) Responsible	Status (Due Date)
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				Performance Standard		and Progress)
1. Increase RSU presence/visibility in service area	Develop and conduct CJ/JA “annual update” about graduate accomplishments	Year 1 Year 2 Year 3	\$0	75% of graduates will be located for acknowledgment of their professional accomplishments within the CJ/JA “annual update”	Department Head with faculty	Career Services released the first annual “First Destination Survey” on 5/2018 for AY15-16; zero CJ/JA graduates responded
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 engagement and/or leadership opportunities		Year 2				
4. Increase communication with alumni		Year 1				
5. Plan department and program specific activities, events and reunions		Year 2				
6. Develop an RSU student-alumni mentorship program		Year 1				

Initiative 3: Enhance external communication

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				
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		Year 1				

process linking funding priorities to outcomes						
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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)
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	Discontinue BS in Game Development (BSGD) and develop and implement a new option in BIT to replace BSGD	Year 2 Year 3 Year 4	\$0	Year 2 OSRHE approvals; Year 3 30 majors, 2 graduates	Department Head with faculty	OSRHE approved discontinuation of BSGD and approved BTGD. 80% of core and support courses in BSGD were moved to the new option.
2. Add certificate and credential offerings in line with core institutional competencies	Develop and implement Cybersecurity programs in BTAT option, certificate, minor and Justice Admin option.	Year 1 Year 2 Year 3 Year 4	\$0	Year 1 OSRHE approval Year 3 Total 12 majors, 2 graduates	Department Head with faculty	OSRHE approved Cybersecurity and Information Assurance Certificate Program, and Option in BTAT; Cybersecurity Investigation Option in BS in Justice Admin; Minor in Cybersecurity

						and Information Assurance; and Career Technology Education (CTE) Certificate Program.
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		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	Coordinate with Pryor High School for co-enrollment in IT 1411 and IT 2143 or advanced standing credits so that their students may continue in RSU Cybersecurity certificate program upon graduation.	Year 1 Year 2 Year 3 Year 4	\$0	Number of Pryor High School students co-enrolled or receive advanced standing credits: Year 3 will have 3 or more	Department Head with faculty	The OD Mayor Endowed Chair has been coordinating with Pryor High School Principal for co-enrollment in IT 1411 and IT 2143.
2. Improve and expand physical facilities to		Year 4				

accommodate increased activities						
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