ACADEMIC PLAN
2019-2020
June 28, 2019

ROGERS STATE UNIVERSITY
Claremore, Oklahoma

Prepared for the Oklahoma State Regents for Higher Education
by the Office of Accountability and Academics

Rogers State University
Academic Plan
2019-2020

OKLAHOMA STATE REGENTS FOR HIGHER EDUCATION
Improving our future by degrees

COMPLETE COLLEGE AMERICA
Alliance of States

Institutional Degree Completion Form A
2019-2020 Outline

The State Regents have a public agenda with the goals to: 1) enhance access and improve the quality of public higher education for all Oklahomans, 2) increase the number of college graduates, and 3) better prepare student to meet the challenges of a global economy. In joining the Complete College America (CCA) Alliance of States, Oklahoma pledged to extend its Public Agenda scope and reach, recommit to its performance funding program, and make college completion a top priority with commitments to state and campus goals, solid action plans, removal of policy barriers, and measures of progress. Though the college completion efforts of Oklahoma to expand upon current state and campus programs, there will be new initiatives at local and state levels developed to meet the degree and certificate completion goals. Review of the CCA datasets and best practices within the CCA network of states have revealed several opportunities that Oklahoma can pursue to ensure that more students are prepared for college, that barriers to degree completion are diminished, and that graduates have certificates and degrees that have value and flexibility in establishing careers and/or advancing graduate and professional school opportunities. Examples of state and campus activities in support of these goals include:

- Adult degree completion initiatives in high-demand academic disciplines at the associate and bachelor's degree levels.
- Reverse transfer initiatives that allow students with significant hours toward a degree to complete meaningful associate degrees in the short-term with clear paths to bachelor's degree options.
- Targeted initiatives to increase freshman to sophomore retention and overall graduation rates.
- More effective and efficient completion of remediation and freshman gateway courses.
- Development of innovative and workforce-driven academic programs at the certificate, associate, and bachelor's levels.
- Development of more intentional partnerships between higher education and K-12 to enable better preparation of students for collegiate success and smoother transition between 12th grade and the freshman year.
- Better documentation of degree completion contributions of private and for-profit postsecondary education and the Career Tech system cooperative agreement programs.
- Information regarding the use of predictive analytics should be embedded in the institution's academic plan.

The Institutional Degree Completion Plan provides a means for the State Regents to view each institution's priorities, statewide initiatives and commitment to the public agenda and CCA.

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Based on RSU's priorities, statewide initiatives, and commitment to the public agenda and CCA, address each of the four goals of the Complete College Oklahoma plan.

For the purposes of this document, the following terms are defined.

High Impact Strategy: strategies that address each of the four CCA Initiatives in Oklahoma, activities that have been or are being developed on campus or as part of statewide initiatives to accomplish the goals of Complete College America

Implementation: activities with timelines that will be used to implement this strategy, short- and long-term timelines that have been established for implementation of the high impact strategies

Responsible Party: people, offices or functions responsible for implementing this strategy or each activity; who/what are the key people or offices responsible for development, implementation, and assessment

Measures of Effectiveness: metrics used to evaluate the effectiveness of each activity.

Results to Date: current status and results of the activity.

1. **Focus on Readiness.** Higher education and K-12 will work together to develop and implement a strategy that seeks to identify students not on target to be college-ready by graduation and targets activities in the 11th and 12th grades to reduce remediation demands in the transition from high school to college.

High Impact Strategy - 12th Grade Math (Middle School Through High School Seniors)			
Implementation	**Responsible Party**	**Measures of Effectiveness**	**Results to Date**
Involve RSU Applied Technology, Mathematics, Science, and Physical Science faculty in STEM demonstrations and workshops in area schools and at RSU for public events. Timeline: Each semester and annually *(Relates to Goal 1.1.2.1 of RSU's Strategic Plan)*	Applied Technology, Mathematics, Science, and Physical Science faculty	Successful implementation of strategy is measured by completion of events and positive feedback from participants.	Collaborated with Google in spring 2019 to host 7th annual Aero-Games at RSU-Claremore and AeroCamp Academy at RSU-Pryor, with additional STEM-based camps. Strong positive feedback from participants with 8th annual Aero-Games planned for 2020.

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High Impact Strategy - Concurrent Enrollment

Implementation	Responsible Party	Measures of Effectiveness	Results to Date
Promote concurrent enrollment for qualifying area high school juniors and seniors through all three RSU campuses Timeline: Ongoing (Relates to Goal 1.1.2.1 of RSU's Strategic Plan)	VPAA, deans and academic department heads working with branch campus directors and regional high school principals.	Increased number of concurrently enrolled students.

Increased number of MOUs with area high schools for onsite delivery of RSU general education courses. | A total of 421 concurrent high school students enrolled in fall 2018 compared to 448 in fall 2017. This decrease in concurrent students is primarily on the Pryor campus as a result of a change in tuition funding by the Cherokee Nation. There has been a 28.4% overall increase in concurrently enrolled students over the last five years.

Additionally, RSU's VPAA is collaborating with Bartlesville High School for enhanced delivery of onsite general education courses for qualifying junior and seniors. |

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2. **Transform Remediation.** Every Oklahoma institution will implement transformational models of remedial placement and support through a statewide phased implementation and refinement process.

High Impact Strategy - Co-Requisite Remediation

Implementation	Responsible Party	Measures of Effectiveness	Results to Date
Ongoing implementation of a co-requisite at-scale remediation program for writing and mathematics, scheduling developmental coursework simultaneously with appropriate college-level coursework for entering remedial students Timeline: Ongoing (Relates to Goal 1.1.1.1 of RSU's Strategic Plan)	Coordinator of Developmental Studies collaborating with the Department Head of English and Humanities, Department Head of Mathematics and Physical Sciences, and Dean of Arts & Sciences	Increased success rates in coursework and increased retention rate.	During the 2018 AY, co-requisite College Algebra students had a similar success rate in College Algebra as those in the historical remedial mathematics model. They persisted fall-to-fall at a rate of 70% compared to 57% of the overall RSU baccalaureate and associate degree students combined. Further, students in the co-requisite model were almost three times as likely to successfully complete College Algebra in their freshman year than in the historical model. For students enrolled in the co-requisite English model, the average percent scoring a C or better in Comp I was within 6% of the historical model. Additionally, co-requisite students were nearly twice as likely to successfully complete Comp I within their freshman year as those in the historical model.

High Impact Strategy - Course Placement			
Implementation	**Responsible Party**	**Measures of Effectiveness**	**Results to Date**
Re-evaluate mathematics requirements for programs majors, determining appropriateness for College Algebra and Quantitative Reasoning/Quantitative Literacy Timeline: Ongoing (Relates to Goal 1.1.1.1 of RSU's Strategic Plan)	Vice President for Academic Affairs, Dean of Arts & Sciences, with department heads and faculty	Mathematics course success rates (percent C or better) for majors	Success rate (C or better) for MATH 1513, College Algebra, in 2018 AY for STEM majors and those enrolling in College Algebra was significantly higher for the corequisite implementation group than for the historical developmental group (95% confidence level). However, there was no significant difference in success rate for the introductory semester of College Math Foundations. Further, students in majors that do not require College Algebra were likely to continue to enroll in College Algebra rather than opt for Math for Critical Thinking in case they change their major to a STEM discipline in the future.

High Impact Strategy -

Implementation	Responsible Party	Measures of Effectiveness	Results to Date
Improve accuracy of course placement by using multiple assessments, including change from ACT Compass to College Board Accuplacer, advanced placement testing, and CLEP tests for entering students, with Course Equivalency Project outcomes for transfer students (Relates to Goal 1.1.1.1 of RSU's Strategic Plan)	Vice President for Enrollment Management and Registrar in collaboration with Vice President for Academic Affairs. Academic department heads and faculty for advanced placement testing and course transfer.	Increased percentage of entering freshmen who are placed directly in college-level course work	The change in placement instrument from ACT Compass to College Board Accuplacer resulted in an 11% decrease in remedial math placement for fall 2017 at initial implementation. In fall 2018, only 49.7% of FT and PT freshmen required remediation, with 42.9% requiring remediation in mathematics.

High Impact Strategy – Information Literacy

Implementation	Responsible Party	Measures of Effectiveness	Results to Date
Implement Online Information Literacy pre/post-test to assess student learning and improve student information literacy Timeline: Delay in implementation (Relates to Goal 1.1.1.6 of RSU's Strategic Plan)	Director and Assistant Director of Library	Results of Information Literacy Test	Literacy Test rescheduled for 2019-2020 due to staff changes.

3. **Build Bridges to Certificates and Degrees.** Develop, implement, or expand a "Program Equivalent Project" that bridges Career Tech course completion to certificate and Associate in Applied Science (AAS) degree completion in the community colleges. Projects may also include college and university partnerships in reverse-transfer initiatives for certificate and associate degree completion.

High Impact Strategy - Reverse Transfer			
Implementation	**Responsible Party**	**Measures of Effectiveness**	**Results to Date**
Maintain articulation agreements with three community colleges to offer 2 plus 2 transfer Timeline: Ongoing (Relates to Goal 4.2.2.1 of RSU's Strategic Plan)	Vice President for Academic Affairs, deans, and respective department heads	Number of articulation agreements, number of students transferred to RSU, and number of degrees earned	RSU continues to maintain 28 articulation agreements with Tulsa Community College. Other community colleges include Coffeyville Community College and Northeastern Oklahoma A&M College. A total 112 transfer students matriculated from TCC in fall 2018 compared to 116 students in fall 2017. This mirrors the change in overall student enrollment during the same period.

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High Impact Strategy – Cooperative Agreements/Contracts: Tulsa-Area Transfer Consortium			
Implementation	**Responsible Party**	**Measures of Effectiveness**	**Results to Date**
Develop seamless transfer student collaboration initiative with six Tulsa area colleges and universities using the John N. Gardner Institute Foundations of Excellence program with a grant from the Schusterman Foundation. Timeline: Ongoing (Relates to Goal 4.2.2.1 of RSU's Strategic Plan)	Vice President for Academic Affairs, Vice President for Enrollment Management, Vice President for Student Affairs, Deans, faculty and Assistant Vice President for Accountability and Academics	Number of students transferred seamlessly to RSU from consortia institutions, and number of degrees earned	Interventions being planned for implementation in the 2019-2020 AY.

High Impact Strategy - Prior Learning Assessment			
Implementation	**Responsible Party**	**Measures of Effectiveness**	**Results to Date**
Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.

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High Impact Strategy - Math Initiatives (Gateway Math, Math Advising, Degree Clusters, etc.)			
Implementation	**Responsible Party**	**Measures of Effectiveness**	**Results to Date**
As described above in **#2, Transform Remediation: Corequisite Remediation**, a substantial Gateway Math initiative has been implemented at RSU beginning fall 2017 using the Dana Center Mathematics Pathway model. Timeline: Ongoing (Relates to Goal 1.1.1.1 of RSU's Strategic Plan)	Coordinator of Developmental Studies collaborating with the Department Head of English and Humanities, Department Head of Mathematics and Physical Sciences, and Dean of Arts & Sciences	Increased success rates in coursework and increased retention rate.	During the 2018 AY, co-requisite College Algebra students had a similar success rate in College Algebra as those in the historical remedial mathematics model. They persisted fall-to-fall at a rate of 70% compared to 57% of the overall RSU baccalaureate and associate degree students combined. Further, students in the co-requisite model were almost three times as likely to successfully complete College Algebra in their freshman year than the historical model. Students in non-STEM majors are being advised by Retention Specialists to enroll in Math for Critical Thinking; however, students are likely to enroll in College Algebra in case their major changes in the future.

High Impact Strategy - Certificate Program Development at RSU			
Implementation	**Responsible Party**	**Measures of Effectiveness**	**Results to Date**
Develop and implement certificate or certification program(s) for regional businesses and community Timeline: Ongoing (Relates to Goal 4.2.2.2 of RSU's Strategic Plan)	Academic department heads and school Deans	Number of certificate programs developed and implemented	Certificates in Cybersecurity, EMS Paramedic, and Career Technology & Education were approved by the OUBOR, OSRHE, and the Higher Learning Commission for implementation in the 2018-2019 academic year. The EMS Paramedic degree program is being sunset along with the certificate program. Cybersecurity and Career Technology & Education certificates have been moved for launch in the Fall 2019 semester.

4. **Adult Completion.** Further expand and develop Reach Higher or other completion program(s) as a degree and certificate completion effort that involves the entire system of postsecondary education.

High Impact Strategy - Reach Higher Direct Complete (Lumina Workforce Completion)			
Implementation	**Responsible Party**	**Measures of Effectiveness**	**Results to Date**
Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.

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High Impact Strategy - Reach Higher Flex Finish (Organizational Leadership and Enterprise Development)

Implementation	Responsible Party	Measures of Effectiveness	Results to Date
Provide multiple program options for Organizational Leadership program in conjunction with business and industry needs Timeline: Ongoing (Relates to Goal 4.2.2.1 of RSU's Strategic Plan)	Coordinator of Reach Higher program, Department Head of Business in conjunction with the Dean of Professional Studies	Number of degree options Number of enrollees and graduates in OL program	Maintained four OL degree options. RSU had a total of 44 majors in four options in fall 2018 and 22 graduates in three options for 2017-18. In the most recent OSRHE report (2017), RSU ranked 3rd in the state for Reach Higher enrollment and 2nd for degree completions for its BS in Organizational Leadership degree program

5. Other Institutional Priority Areas for Degree Completion.

High Impact Strategy - Data Analytics

Implementation	Responsible Party	Measures of Effectiveness	Results to Date
Develop first-time freshman and transfer student repository using John N. Gardner Foundations of Excellence data analytics tools to develop a strong First-Year Experience. Timeline: Ongoing (Relates To Goal 4.2.1.3 of RSU's Strategic Plan)	Associate Vice President for Accountability and Academics in collaboration with Vice President for Academic Affairs, Vice President for Enrollment Management, Vice President for Student Affairs, Deans, faculty and staff	Development of transfer student and first-time freshmen data model as well as improved First Year Experience as rated by incoming students.	During 2018-2019, a team of 63 faculty, staff, and administrators formed nine Dimension teams to analyze RSU's transfer student data and propose interventions. The final report will be completed during summer 2019, and interventions are scheduled to be launched beginning fall 2019 with the hire of a new Director of First Year Experience and Transfer.

High Impact Strategy - 15 to Finish

Implementation	Responsible Party	Measures of Effectiveness	Results to Date
Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.

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High Impact Strategy - Degree Audit Program

Implementation	Responsible Party	Measures of Effectiveness	Results to Date
Conduct an institutional review of RSU's academic programs based on comprehensive market analysis Timeline: Beginning spring 2018 and ongoing (Relates to Goal 4.2.2.1-3 of RSU's Strategic Plan)	Academic Affairs leadership team and faculty working with consulting group	Development and implementation of detailed plan recommending growth, maintenance, or sunsetting of university degree programs, incorporating employer and student demand and market analysis	Plan developed in May 2018 to identify specific programs to grow, sunset, or initiate. Health Science programs, MS in Counseling, Data Analytics, and Chemical Engineering were identified as potential programs to develop. Several low producing programs are being sunset, including the EMS program.

High Impact Strategy - Advising

Implementation	Responsible Party	Measures of Effectiveness	Results to Date
Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.

High Impact Strategy - Graduate Degree Program Development RSU			
Implementation	**Responsible Party**	**Measures of Effectiveness**	**Results to Date**
Development of Master of Business Administration degree, RSU's first graduate degree, for online delivery. Timeline: Implemented Fall 2014, with first graduating class in spring 2016 (Relates to Goal 4.2.2.1 of RSU's 2016-2021 Strategic Plan)	Dean of Professional Studies, Department Head for Business program, and department faculty	Number of MBA students and graduates; employment statistics will be incorporated upon graduation	Online MBA program scheduled for fall 2019 launch. 27 MBA majors in fall 2018, which maximizes current faculty resources. RSU awarded 12 graduate degrees in 2017-2018, for a total of 27 MBAs for this program over three years. Graduating class had 100% employment.
Development of Master of Counseling degree program to meet NE Oklahoma needs. (Relates to Goal 4.2.2.1 of RSU's 2016-2021 Strategic Plan)	Dean of Arts & Sciences, Department Head for Psychology and Sociology, and department faculty	Approval of MS in Counseling program by OUBOR, OSRHE and HLC. Enrollment and graduation rates after implementation.	Curriculum development of MS in Counseling to be finalized fall 2019.

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Academic Plan Form B
2019-2020 Outline

The Academic Plan provides a means for the State Regents to view each institution's priorities and aspirations in the context of the State System. The plan is divided into two parts: A) informing the State Regents of academic program, technology, and efficiency plans for the future, and B) projecting enrollment targets for the next three years. Institutions are encouraged to utilize this form to submit information electronically. Although the length of the completion and academic plans can be expected to vary, it is anticipated a concise plan should be possible within fifteen or fewer pages. The template format is provided. The 2019-2020 Degree Completion and Academic Plan is due **June 28, 2019**. This due date will allow for compilation and preparation for the State Regents' annual review.

A. Summary of academic programs and services

1. **Priorities/Programs.** academic priorities for the 2019-2020 year and the planned activities that will be used to achieve these priorities.

   a. **Priorities/Programs**

Inspire Student Learning and Development

- Hire Director of First-Year and Transfer Experience to assist in implementation of comprehensive first-year program for new and transfer students
- Develop university-wide general education curricula in support of first year experience course for all new and transfer students
- Expand the use of co-requisite developmental education to include statistics in mathematics
- Continue implementation of Gray Associates recommendations on programmatic development and discontinuance
    o Launch new program in Allied Health, including options in Pre-Occupation Therapy, Pre-Physical Therapy, and Pre-Athletic Training
    o Launch new associate and baccalaureate programs in Unmanned Aerial Systems
    o Transition B.S. in Business Administration Accounting Option to full online delivery
    o Complete approval process for new Master's Degree in Community Counseling
    o Develop career emphasis options within the Master of Business Administration
    o Sunset Associate of Applied Science in Emergency Medical Services program
    o Sunset Associate of Applied Science in Nursing program
- Student Affairs will develop a Big Tent Day type event for the start of the spring semester to welcome and inform new students who start classes in January
- Re-energize Diversity Committee with enhanced faculty participation and student involvement
- Pursue TRIO grants including Student Support Services and Veteran's Student Support Services
- Students and Counseling Services will launch Active Minds nationally-affiliated student organization focused on student mental well-being

- The re-launched Queers & Allies student organization will increase presence and visibility of National Coming Out Day and a Queer Prom event
- Student Affairs and RSU Libraries will host a panel discussion on Immigration
- Athletics department developed new core values: Service, Integrity, Respect, Character, Family, Hard Work, Commitment, Academics
- Athletics department will work with local organizations to develop educational opportunities for student-athletes to educate them about life principles (i.e. financial planning, health care, etc.)

Advance Institutional Excellence, Innovation & Tradition

- Implement "Students First" branding and service initiative to capitalize on university's strengths while developing service standards of excellence for all stakeholders
- Homecoming will move from the fall to spring semester to coincide with conference basketball schedule and boost attendance
- Student Affairs and Athletics are launching a new Family Weekend tradition to be held in the fall semester to coincide with home soccer
- Expand usage of quality standards in blended and on-ground courses
- Develop and implement Quality Initiative per Higher Learning Commission requirement
- RSU accepted Associate Membership with the Mid-American Athletic Association Conference, which should improve student experience, reduce out-of-class time and build regional rivalries.
- Athletics department will implement a strategic plan focused on gaining full membership into Mid-American Athletic Association
- Implement a cloud printing solution to allow students to print on campus from their own devices

Engage Relevant Stakeholders

- Student Affairs will seek to expand RSU's presence and involvement in Tulsa Pride weekend
- Student Affairs will endeavor to expand RSU's presence and involvement in the annual MLK, Jr. Parade
- Residential Life will host former Resident Assistant reception during Homecoming
- Alumni Relations and Career Services will re-launch STAMP (student-alumni mentoring program)
- Expand the use of service learning in applied technology, biology, and business disciplines
- Develop partnerships with area high schools to deliver certificate and associate degree programs
- University was honored as finalist for NCAA Award of Excellence Award for community service efforts related to Claremont Elementary Day, which engages students from one of the community's most economically challenged schools
- Athletics will continue to strengthen engagement in the business sector to increase corporate sales and brand awareness
- Engage local organizations to increase group sales to athletic events in order to increase attendance and provide knowledge of RSU athletics
- Partnership Initiatives
  - Support the Rogers County Achieves initiative
  - Initiate Claremore Chamber of Commerce partnership regarding "Hillcat Friday," includes selling RSU gear, wearing RSU gear, business discounts, special offers for prospective students and families
  - Strengthen partnership with Northeast Workforce Alliance and Development Board.
  - Strengthen partnership with Tulsa Hispanic Chamber of Commerce.
  - Continue work with Gear Up and strengthen partnership with TRIO including embedding staff within the RSU Admissions department

- Continue work with Northeast KEN Core Team/Oklahoma EDGE in development of the Business-Education Partnership Toolkit for high school students in local area.

Enhance Enrollment Growth and Development

Recruitment and Retention Focus:
- Accelerate communication strategies that include:
    - personalized faculty messages to prospective students in major areas
    - personalized messages to specific types of students
    - personalized messages emphasizing campus locations and program delivery methods
- Increase use of social media and texting capacities
- Provide additional opportunities and structure for faculty to recruit students
- Launch online program marketing and recruitment campaign outside of Oklahoma
- Focus increased recruitment efforts in Pryor and Bartlesville
- Expand recruitment territory into Texas
- Utilize Oklahoma's Individual Career Academic Plan (ICAP) as a recruitment tool in area schools
- Increase concurrent student conversion by 5%
- Leverage digital media platforms and explore deployment search engine optimization
- Improve data analytics and reporting mechanisms for admission funnel and yield tracking
- Focus on improving student service and the development of a divisional service standard
- Strengthen operational accuracy and continue to employ Jenzabar EX system efficiencies
- Develop training program for new staff
- Create and update internal documentation on procedures, policies and processes.
- Implement Jenzabar retention system via predictive analytics for at-risk students
- Implement Academic Notice and Probation intervention program for academically at-risk students
- Explore grant opportunities for student support services center
- Focus on improving student customer service and the development of a divisional service standard
- Strengthen operational accuracy and continue to employ Jenzabar EX system efficiencies
- Develop training program for new staff
- Create and update internal documentation on procedures, policies and processes

Financial Aid Focus:
- Transition scholarship and endowment management from Development to Enrollment Management
- Host RSU Open House and FAFSA nights on all RSU campuses
- Focus on improving student customer service and the development of a divisional service standard
- Strengthen operational accuracy and continue to employ PowerFAIDS system efficiencies
- Develop training program for new staff
- Create and update internal documentation on procedures, policies and processes

Student Development Focus:
- Counseling Services will implement video-based counseling session option for branch campus and online students
- Student Activities will leverage video promotions to market student events
- Disability Services will develop online application form for student accommodation services

- Student Affairs is leveraging Jenzabar EX to integrate the Hillcamp application process
- Student Activities will transition the esports coach position to full-time and begin offering scholarships
- Enrollment Management and Student Affairs will launch Commuter Student Day to recognize commuting students, providing resources and support
- Student Affairs will continue offering services and support to single mother students through the renewed Women's Foundation of Oklahoma SMART grant
- The GEAR UP College Coach will mentor incoming first-year students who were encouraged to attend college during this program's special focus in area high schools to help students be college-ready
- Athletics department, as part of its strategic plan, will evaluate and implement sport expansion to increase enrollment consistent with focus on gaining full membership in Mid-American Athletic Association

Budget Overview (Strategic Plan Initiatives)

As part of the OSHRE Budget Survey, RSU identified the following budget priorities for FY2020 above the mandatory cost increases expected this year. The priorities were developed from recommendations from the university's Strategic Planning Committee priorities and approved by the Budget Advisory Committee.
- Priority 1: Eliminate Faculty and Staff furloughs
  - Cost: $711,846
- Priority 2: Enhance Faculty and Staff Retention
  - 3.5% raise for faculty: $239,893
  - 3.5% raise staff for staff (proposed pending approval and fall enrollment): $300,692
- Priority 3: Expansion of Distance Education
  - Transitioning MBA program and the RN-to-BSN program to online delivery
  - Cost: (TBD)
- Priority 4: Expansion of Degree Program Offerings
  - Achieved with faculty positions funded through internal reallocations within the university
  - Cost: (TBD)
- Priority 5: Implementation of First-Year Experience
  - Cost: $71,399

2. **Academic Efficiencies**

   Academic Efficiencies - faculty sharing, partnership collaboration, course redesign, program downsizing or deletion, etc., that have direct impact on budget, cost savings, efficiencies, the academic enterprise and describe how those decisions were made.

   a. **Current Status**

   - Completed first year of Foundations of Excellence Transfer program, a collaborative venture with Schusterman Foundation, Tulsa Community College, and five other 4-year universities

for seamless transfer for students between 2-year and 4-year programs in conjunction with Schusterman Foundation funding

- Sunset AAS in Emergency Medical Services (EMS) program due to low enrollment.
- Sunset AAS in Nursing program to transition to traditional BS in Nursing program to meet national guidelines for 80% of nurse practitioners to hold a bachelor's degree
- Transitioned BS in Game Development program to a program option in the BS in Business Information Technology program for better academic fit
- Student Development provided Bystander Intervention training in partnership with SafeNet for a cost-saving partnership
- Participated in operational assessment with outside consultant, resulting in deployment of automated packaging and other system efficiencies within PowerFAIDS system

b. **Future Plans**
(Note plans for research/innovation, teaching/learning, and service, and how these plans are developed, including how local needs are determined and plans for addressing are developed)

- Continue implementation of Gray Associates recommendations on programmatic development and discontinuance with faculty-driven progress
    - o Launch new program in Allied Health, including options in Pre-Occupation Therapy, Pre-Physical Therapy, and Pre-Athletic Training to provide a baccalaureate degree option for students pursuing graduate-level healthcare fields
    - o Launch new associate and baccalaureate programs in Unmanned Aerial Systems
- Continue to explore and implement partnership initiatives/resource sharing with transfer student admissions, advisement, and enrollment opportunities with Tulsa Community College, Coffeyville Community College, and Northeastern Oklahoma A&M
- Continue automating university forms, including online student activity forms, residential life forms, Computer Account Request form, and computerized university maintenance management system.

3. **Technology** (uses in the classroom, faculty and curriculum development, student support services, and distance education offerings, etc., especially note new, different, and innovative uses of technology)

a. **Current Status**
- Strengthened existing internships in service areas while cultivating new opportunities using Handshake career management platform
- Expanded the use of simulation in biology with a new Syndaver for anatomy courses and in nursing with new Pyxis MedStation high fidelity training unit
- Implemented LaserFiche, a document imaging system, allowing enrollment management offices to go paperless and providing improved access to documents to faculty and staff campus-wide
- Deployed Blackbaud Award Management system (formerly AcademicWorks) for student use. This scholarship management system streamlines application processes, leverages student aid opportunities, and provides reports for data-driven aid decision making
- Disability Services implemented Titanium software solution for student scheduling and document management

b. Future Plans
   (Noting plans for research/innovation, teaching/learning, and service, and how these plans are developed, including how local needs are determined and plans for addressing are developed)

   - Implement a cloud printing solution to allow students to print on campus from their own devices
   - Accelerate communication strategies that include:
     - personalized faculty messages to prospective students in major areas
     - personalized messages to specific types of students
     - personalized messages emphasizing campus locations and program delivery methods
   - Improve data analytics and reporting mechanisms for admission funnel and yield tracking
   - Strengthen operational accuracy and continue to employ PowerFAIDS system efficiencies

4. Online Learning Activities/Initiatives.

   a. Current Status
   a. Open Educational Resources (OER)
   - Continue to consider online open source textbook development opportunities
     - General Education courses in conjunction with the School of Arts & Sciences and the Center for Teaching & Learning
       - Sociology
       - Psychology
       - English Composition
       - College Algebra
       - Mathematics for Critical Thinking

   b. Professional Development
   - Develop a training program to on-board new staff with online applications and options
   - Continue implementation of web accessibility compliance program
   - Use Lunch and Learn training events for professional development opportunities using Zoom technology, creating collegiality and collaboration among faculty and staff
   - Continue to allocate budget monies for mission-critical professional development opportunities to include webinar opportunities
     - Accreditation
     - Tenure and promotion
     - ERP system and LMS operations
     - Required employee certifications

   c. Delivery System/Platform
   - Enterprise Resource Planning (ERP) System

- o Launch analytics functionality of Jenzabar Retention Module for FTFT 20198 cohort
  - o Active Izenda, a cloud-based ERP data query and reporting tool for Jenzabar EX and cloud users
- • Learning Management System (LMS)
  - o Availability of more than 30% of all RSU courses through online and blended course delivery
  - o Continued development of online master courses for LMS environment
  - o Complete 100% of online course certification through Quality Matters within five years
  - o Continued implementation of LMS training for all distance education faculty and face-to-face faculty for supplemental course instruction support

b. Future Plans

- • Continue implementation of Gray Associates recommendations on programmatic development and discontinuance with faculty-driven progress
  - o Transition B.S. in Business Administration Accounting Option to full online delivery
  - o Transition RN-to-BS Nursing Bridge program to fully online delivery
  - o Develop career emphasis options within the online Master of Business Administration
- • Counseling Services will implement video-based counseling session option for branch campus and online students

5. Learning Site Activity Report

Not Applicable.

B. Provide the institution's 2019, 2020, 2021 projections for fall headcount enrollment and annual FTE by undergraduate and graduate separately.

- • Fall 2019: Undergraduate Headcount: 3634
- • Fall 2019: Graduate (if applicable) Headcount: 33
- • 2019 Annual FTE: 2706

- • Fall 2020: Undergraduate Headcount: 3688
- • Fall 2020: Graduate (if applicable) Headcount: 38
- • 2020 Annual FTE: 2746

- • Fall 2021: Undergraduate Headcount: 3743
- • Fall 2021: Graduate (if applicable) Headcount: 45
- • 2021 Annual FTE: 2787