

2019-2025 NOC Strategic Plan
Sept. 2019 Quarterly Update Report

Goal 1 Student Quality of Life

- Lead Contact: Jason Johnson (Jason.Johnson@noc.edu, 628-6240)
- Committees linked: Student Affairs, Technology and Learning Resources, Diversity, Wellness
- Key initiatives for year 1:
 - *Needs assessment on renovations (e.g. Enid fitness, Tonkawa field house)*
 - The Office of Student Affairs has had groups conducting tours and identifying some areas for renovation in both buildings.
 - New flooring for the weight room area of the Tonkawa Wellness center has been ordered and will be installed next month.
 - *Review evening access for printing, and communicate options to students*
Currently, the libraries on the Tonkawa and Enid campus are open until 9 p.m., Monday-Thursday. The Director of Information Technology is working on an updated summary of where students have computer lab access.
 - *Establish committee to review Jet and Mav pride days and ORNT 1101*
A committee was established to review Jet and Mav Pride Days and met in the summer to go over feedback gathered from a brief survey sent to all faculty and staff advisors asking what students needed for success on day 1. As a result, sessions were added on topics related to registration, advisement, information technology, and financial aid/scholarships. These sessions were offered in a rotating schedule with 5 groups in Enid and 8 in Tonkawa.
 - *Create FAQ on website for parents*
This item will be on the next Student Affairs meeting agenda set for Oct. 29.
 - *Conduct feasibility study into adding new sport or JV program*
NOC is currently in the process of evaluating the feasibility of adding ESports, Cross Country, Soccer in Enid and Wrestling in Tonkawa. Multiple meetings have been held and preliminary numbers are being discussed.

Additional areas of work:

- Continue to use student satisfaction survey results to identify needed change
The Student Satisfaction Survey has been given since the beginning of the 2013-2018 Strategic Plan. Spring 2019 results were tallied and the entire survey results are posted online under the link for institutional research.
All employees were emailed this link and in faculty and staff fall in-service meetings, the top 3 and bottom 3 were reviewed:
 - 3 highest areas of satisfaction:
 - ✓ Classrooms and general facilities are clean and conducive to learning. (4.41)
 - ✓ Classrooms and general facilities are safe. (4.38)
 - ✓ Faculty are knowledgeable about their subject areas. (4.33)
 - 3 lowest areas of satisfaction:
 - ✓ Prior to enrollment, a school financial aid officer provided financial aid counseling to help me understand (3.32)

- ✓ If undecided on a major, an advisor worked with me to identify an academic degree program (major) that met my goals. (3.61)
 - ✓ Prior to enrollment, clear information was made available on how much my education would cost (e.g. cost comparison sheet). (3.69)
- Diversity--During the 2018-2019 planning year for the 2019-2025 Strategic Plan, the following events were hosted in an ongoing effort to promote diversity:
 - NOC Hispanic Heritage Month Lecture, Guillermo Martinez-Sotelo, Ph.D.
 - Mental Health Awareness Week Workshop, Dr. Leigh Kirby, Ph.D., LPC-S
 - Pioneering the Way LGBTQ History in Oklahoma and Beyond, Irissa B. Baxter, Coordinator of Women's and LGBTQ Affairs at OSU
 - Our Daily Bread: Helping fight food insecurity in college and the community, Becky Taylor, Executive Director, Our Daily Bread Food & Resource Center
 - Martin Luther King Jr. Day United Looking Back Looking Forward
 - Martin Luther King, Jr. 2019 Celebration Choose Love: Hate is a Burden
 - Progress, Oklahoma: A Precursor to the African-American Community in Stillwater Presentation by Earl D. Mitchell, Jr., PhD
 - Women's History Month Lecture Domestic Violence 101 by Lynette Waller, Sexual Assault Advocate & Educator Wings of Hope Family Crisis Services
 - Working with a Sign Language Interpreter Presentation by Amy Duncan, Edison Preparatory Middle School in Tulsa
 - RISE Meaningful Model Presentation by Anna Scott, NASNTI Grant Project Manager
 - ADA Presentation by Ron Carr
 - Cultural Responsive Advising Training for Faculty by Anna Scott
 - Diversity Video Presentation for all Orientation Classes
 - Native American Heritage Month Speakers – Darrell and Mona Reed, Ponca Tribal Elders, T.L Walker, Standing Bear Foundation Executive Director, and Nadia Kent, NOC Student and Ponca Tribal Princess
 - Cultural Engagement Center, Meet the Artist Reception, Joe Don Brave, Osage Artist
 - CEC, Meet the Artist Reception, D. G. Smalling, Choctaw Artist
 - CEC, Meet the Artist Reception, Ted Moore, Otoe-Missouria Artist
 - CEC Native American Painting and Language Class, Ted Moore, Native Art Instructor
 - CEC Honored Guest Francis Pipestem, Otoe-Missouria Singer of Songs and Drum Maker
 - CEC Honored Guest Derrick Whitehorn, Ponca Traditional Artist and Ponca Huthuska Dancer
- Wellness--All 3 NOC Campuses participated in the “Couch to 5 K” sponsored by the Wellness Committee.
- Safety and Security--New security cameras were added to the exteriors of the Tonkawa and Enid Campuses. NOC also partnered with Student Success to offer Title IX training to faculty, staff and students.
- Student Activities--NOC hosted 163 student activities on the Tonkawa and Enid campuses in the 2018-2019 academic year.
- Technology--Network upgrades to NOC student housing have been completed. Data closets were hardwired and the wireless network was upgraded in the students' rooms and lobby area. The buildings affected were Markley Hall, Bush Hall and Earl Butts Hall.

Goal 2 Recruitment/Retention/Marketing

- Lead Contact: Diana Watkins (diana.watkins@noc.edu, 628-6905)
- Committees linked: Assessment, Curriculum, Retention, Recruitment
- Key initiatives for year 1:
 - *Develop new advising model and improve advisor training.*

A New-to-Northern Teaching Academy was added for Fall 2019. In addition to addressing areas of need identified in goal 3, it will offer multiple training opportunities for new faculty on advisement issues, including traditional first-time, full-time students; probationary students; and transfer students. Case studies will be the focus as recommended through the Strategic Plan town hall discussions.
 - *Create new and review existing 2 + 2 and 1 + 3 plans with 4-year partners.*

Existing 2 + 2 plans are reviewed annually with higher education partners. New articulations are being developed with Oklahoma State. A meeting with the OSU transfer coordinator has been scheduled for Sept. 27, 2019.
 - *Create recruitment committee with participation from staff, faculty, and students.*

A Recruitment Committee was added to the list of institutional committees in the 2019-2020 Employee Handbook. Faculty and staff were encouraged to sign up for this committee in the May 2019 final faculty meeting and in faculty and staff Fall 2019 in-service meetings.
 - *Coordinate efforts with marketing and website manager to increase exposure through community social media pages.*
 - Northern Oklahoma College celebrated the fifteen-year anniversary for the NOC/OSU Gateway Program with a come and go reception on April 15 at NOC Stillwater. To view all photos from the event – https://www.facebook.com/pg/northernoklahomacollege/photos/?ref=page_internal
 - Approximately 100 NOC employees and community guests attended the NOC Enid 20 Year Anniversary Event on June 13. To view all photos from the event – https://www.facebook.com/pg/northernoklahomacollege/photos/?tab=album&album_id=10157188820299318&ref=page_internal
 - *Increase exposure through involvement in community events.*
 - The Office of Development and Community Relations has been working with the Athletic Department on the NOC Enid Jets Baseball National Championship Celebration and Ring Ceremony on Sept. 14. Community members will join in the celebration with the Jets baseball team serving as grand marshals for the 2019 Cherokee Strip Parade and then being recognized in an afternoon ring ceremony at David Allen Memorial Ballpark.
 - NOC recruitment and marketing employees, along with Stillwater faculty, attended the “Lights on Stillwater” event in August.
 - NOC Stillwater attended the United Way Kickoff in September.
 - NOC Enid Vice President Raydon Leaton spoke to Vance Air Force Base Spouse Team about NOC and enrollment.
 - NOC hosted a booth at Enid’s August and September 2019 1st Friday events.
 - NOC Enid and Tonkawa hosted the area college fairs.
 - *Increase chamber/civic involvement.*
 - NOC is co-sponsoring the Stillwater State of the City Event on Sept. 13.

- NOC is a hole sponsor for Tonkawa Chamber Fall Golf Scramble.
- Diana Watkins was selected for the 2019-2020 Leadership Stillwater class, sponsored by the Stillwater Chamber of Commerce.
- Pam Stinson is co-leading the 2019-2020 Leadership Tonkawa class, sponsored by the Tonkawa Chamber of Commerce. Renna Bowers and Candy Oller were selected as members of the 2019-2020 Tonkawa Leadership Class.
- NOC Enid PLC students attended the Rotary meeting in September 2019.
- NOC Enid Vice President Raydon Leaton spoke at the Ambucs meeting in Sept. 2019 and will be attending Rotary luncheons as a representative in 2019-2020.

Additional areas of work:

- Positions were realigned in summer 2019 to create a Coordinator of Student Academic Success Services. Kathleen Swain was hired for this position and will oversee areas of service already in place, such as tutoring, internships, and advisory boards, as well as a new service of academic success coaching. Kathleen presented to all faculty at an in-service session, letting them know of how the new service could assist students with time management and career planning. She will travel to each campus as needed for appointments as well as offering Zoom sessions with students.
- News releases were distributed for Fall 2019, announcing NOC's policy of offering up to 6 hours tuition-free for juniors in addition to the 18 hours currently offered for seniors.
- In fall in-service meetings for faculty and adjunct orientation meetings, the policy for keeping attendance was reviewed with a strong emphasis on the need for accurate records to ensure students are not required later to return overawarded financial aid.
- Tonkawa tutoring was re-centralized in the Center for Cultural Engagement, beginning Fall 2019. New tables and white boards were brought in to create study centers. Kathleen Swain provided tutor training. These efforts were to keep better track through the check-in system of when tutoring was most needed and to allow for cross-training to better serve students.
- Recruitment strategies noted in the SEM have been focused on through the adoption of the new ERP system. Recruiters have been learning how to use the new CRM system, which launched September 2019, to enter students and to create automatic communication alerts and templates for those communications.

Goal 3 Employee Quality of Life/Professional Development

- Lead Contact: Pam Stinson (pamela.Stinson@noc.edu, 628-6431)
- Committees linked: Policies/Professional Development for faculty and staff, Technology and Learning Resources, Diversity, Wellness, Social/Cultural)
- Key initiatives for year 1:
 - *Identify local businesses who may give discounts to NOC employees.*
Dr. DeLisa Ging, Tammy Davis, and Candy Oller have been working to identify area businesses in Enid, Stillwater, and Tonkawa that are willing to give discounts to employees. The plan is to share these with employees by Oct. 1 when lists are finalized. NOC Stillwater employees currently have access to the same coupon books that are made available to students, and both Whataburger and Mazzios provide additional coupons throughout the year for all employees.
 - *Present request to executive council for flex scheduling.*

Policies for flex scheduling were approved through a review of the Employee Handbook in spring and summer 2019. Employees may now submit requests to their supervisor with additional approval confirmed by the President and documentation filed in HR.

- *Add in-service session on communication protocol and address in new employee onboarding.*

Communication protocol is included in the new employee mentoring checklist; additional training opportunities related to communication strategies will be addressed in the professional development sessions noted below.

- *Dedicate time in each new employee's onboarding to meet employees on alternate campuses.*

Faculty from all locations participated in in-service sessions on the Stillwater campus. The suggestion to allow time for new employees to visit all campuses was shared with supervisors in Executive Council.

- *Identify options for equitable professional development options.*

Dr. DeLisa Ging's role was expanded in Fall 2019 to coordinate not only faculty professional development but also staff training options. Fall 2019 training opportunities were set in 2018-2019. Spring 2020 sessions were expanded to provide more versatile sessions that faculty and staff would be able to participate in from their desks or in shifts if work stations needed to be covered. The following webinars will be made available in 2019-2020:

- Working with Difficult and Aggressive Customers: How to Communicate Effectively Via Phone and Email
- Improving Overall Customer Service with Sixty Research-Based Service Strategies
- Dealing with Difficult and Disruptive Students in an Online Course
- Addressing Implicit Bias and Microaggressions to Create an Inclusive Classroom and Community
- Student Anxiety and Its Negative Impact on Retention: Strategies to Support, Respond, and Refer
- Mental Health Issues on Campus: Understanding Data, Recognizing Red Flags, and Assisting Students in Distress

DeLisa surveyed the Staff Professional Development Committee also to identify the following offerings for on-site professional development:

- Kamara Taylor, a mental health expert and Faculty Lecturer at Michigan Technology University, will share how staff can identify when students are experiencing difficult times and offer ways to make the college experience successful for them.
- Jim Perry, a C.P.A. and board member of the Wesleyan Investment Foundation, will inform on the importance of estate planning and the steps needed to begin that process.
- Dr. Martha Banz, Dean and Associate Provost of OU's Extended Campus, will share about the challenges adult learners face as they enroll at institutions of higher learning and offer ways to make that life-changing step easier.
- Ed Eckenstein, Murrah bombing survivor and retired geologist from the Department of Environmental Quality, will show how the Oklahoma Standard can be applied to workplace hardships.

Similarly, the Faculty Professional Development Committee members were surveyed and identified the following offerings for on-site professional development:

- Megan Robbins, OSU's Director of Basketball Operations and NOC alumna, will share ways to help students navigate their hectic schedules and find time for their studies.
 - Penny Ralston-Berg, an Instructional Designer at Penn State and QM expert, will offer ways to create diverse assessments based on course objectives. Penny shared in spring 2019 about creating sound objectives, and this follow-up session would focus on the need for solid student assessments.
 - Suzanne Clinton, Assistant Dean for Student Success of the College of Business at UCO and professor of management, will convey the importance of using rubrics and how they can make grading easier and provide productive feedback for learners.
 - Mary Beth Huneke, a SoftChalk representative, will show how Open Educational Resources can be easily integrated using this content-authoring platform. This presentation would be free, but using this platform would not be free.
 - Steve McClaren, NOC Social Science instructor and archeologist, will share in a two-part presentation about his team's recent historical findings. The first presentation would focus on the importance of a Jerusalem archeological site to world history. Retracing the historical steps of the Via Dolorosa, Jesus' route from Pilate's judgement hall to Golgotha, would be the second presentation's focus. These presentations are the result of interest in the information Steve presented during in-service activities.
- *Revise employee satisfaction survey to add more questions on quality of life issues.*
 As with the student satisfaction survey, this instrument has been used since the launch of the 2013-2018 Strategic Plan but was revised in spring 2019, as part of the 2019-2025 planning year, to include questions on what employees considered most important to quality of life. Results of the survey were posted to the institutional research page of the website, with a link shared via email to all employees, and the following results were highlighted in Fall 2019 faculty and staff in-service meetings:
- Top three areas of satisfaction:
- 4.53-I am proud of the work I do at northern
 - 4.47-the noc rave emergency alert system functions for me in a satisfactory manner
 - 4.47-my skills and abilities are well matched to my job
- Bottom three areas of satisfaction:
- 3.58-the school dude facility maintenance work order system functions for me in a satisfactory manner
 - 3.52-the track-it system for reporting technology issues functions for me in a satisfactory manner
 - 3.07-There is good communication between the different campuses
- Top three areas noted as important to job satisfaction:
- 4.6-strong benefits package
 - 4.54-competitive salary
 - 4.35-two-way communication between employees and supervisors
- Top institutional goals-Increase the enrollment of new students (4.82) and retain them (4.71)

Through the budgeting process, a strong benefits package was prioritized, maintaining 100% coverage of the employees' benefits package, and all employees will receive a 3.5% salary increase in 2019-2020.

- The Employee, Spouse, and Dependent Scholarship Program policy was modified in the 2019-2020 NOC Employee Handbook. Through the new guidelines, all full-time employees, their spouses, and dependent children up to age of 24 based on Federal Aid Guidelines, are eligible to enroll in NOC-billed courses and receive a waiver for one-half of the resident tuition charge for up to 15 credit hours in any fall, spring, or summer term. In addition, they are eligible for half of on-campus residence hall room charges/double-room occupancy per semester. The employee or their dependent is responsible for the remaining tuition, fees, and/or book costs. If the student has accepted other Northern scholarships, state-supported scholarships or grants, the waiver will be applied after all other scholarships have been applied.
- In a new Fall 2019 initiative to create connections among coworkers, the Public Information Office will solicit biographical forms from employees and will randomly spotlight employees each week through the What's Happening newsletter and online via the college website and social media.
- NOC Enid collaborated with the YMCA to offer memberships for employees at a reduced rate to supplement fitness equipment available on campus.
- Zoom licenses were purchased for all full-time faculty in Summer 2019 so that they could use this technology to assist students unable to come back to campus

Goal 4 increased revenue streams

- Lead Contact: Sheri Snyder (sheri.Snyder@noc.edu, 628-6208)
- Committees linked: Grants, Scholarships
- Key initiatives for year 1:
 - *Identify grants in support of student services.*
 - NOC was notified in August that it was one of several Oklahoma schools awarded a grant for OPIOID education. NOC is excited to collaborate with NWOSU and receive a \$17,000 grant through the OSRHE in support of the State Opioid Response – Higher Education Community Outreach initiative, a partnership with the Oklahoma Department of Mental Health and Substance Abuse Services.
 - An additional grant was submitted in Spring 2019 for domestic violence prevention education; a decision is pending on that application.
 - Anna Scott is doing a great job as new Project Director for the NASNTI grant, getting mentors trained and QM classes through the review cycle. Two positions are currently unfilled, though, the Director of the Cultural Engagement Center and the Distance Learning Specialist. Both positions have been advertised.
 - For the 2018-2019 academic year, the NOC Foundation awarded \$6,930 from the Masonic Fraternity of Oklahoma Endowment and \$27,143 from the Presidential Partners Endowment. The Masonic Foundation Grant Fund Request Form and the Presidential Partners Grant Request Form deadlines were September 15.
 - *Reach out to area tribes and other groups for additional partnerships.*

NOC is starting its 2nd year in the Respiratory Care Program (Associate of

Applied Science Degree) through a partnership with Autry Technology Center. Autry is sponsoring the position for the full-time instructor in this new program.

- *Create an updated donor wish list.*
During employee in-services, information was shared about the Donor Wish List - <http://www.noc.edu/donor-wish-list>. During the last institutional strategic planning process, a donor wish list was identified. The Foundation office received a list of 3-5 department/division needs from each division chair/department head that our donors may provide assistance in funding. The list identifies the greatest needs in the areas of students, employees, facilities, and program support.
- *Use weekly PR and marketing updates to remind employees of importance of recruitment and retention and their role in it. Note roles in job descriptions.*
This initiative will be focused on in 2019-2020.

Additional areas of work:

- Total net assets for the NOC Foundation are over \$12 million.
- During this past fiscal year 2018-2019, 62 fundraisers between the three locations were filed through the Development office, of which 47 fundraisers were processed through the NOC Foundation Office. The chart below reflects the breakdown of funds raised.

LOCATION	DEPT/ORG/CLUB	# OF FUNDRAISERS	PROJECTED GOAL	TOTAL RAISED
Tonkawa	20	33	\$ 158,450.00	\$ 107,779.25
Enid	11	22	\$ 101,170.00	\$ 70,529.27
Stillwater	5	7	\$ 13,780.00	\$ 9,450.00

- In May 2019, NOC submitted to OSRHE two new endowed chair requests for consideration and received notification in late July that the new accounts are posted in the queue awaiting state matching funds. For community colleges, the endowed chairs program and the statutes allow for state matching of private gifts \$1 for \$1 up to \$250,000. Through the NOC Foundation, we currently have a total of 10: 1 Chair (Approved/Funded), 4 Chairs (Approved/Pending in Queue), 5 Lectureships.
- The NOC Foundation has been working with both Dr. Frankie Wood-Black, Chair of the Division of Engineering, Physical Science, and Process Technology, and Ms. Tricia Moore, Chair of the Division of Agriculture and Biological Science in their joint purchase of equipment – utilizing their annual allocated Ima Faythe Berglund program funds along with a potential private matching donation. Primarily used for Northern’s Pilot Hemp Program, these funds were designated by the NOC Board of Regents during their May 2019 meeting to purchase a High Performance Liquid Chromatograph (HPLC), approximately \$50,000 (Private Funds). This machine will be able to meet the needs for testing the THC levels for the Hemp project as well as used for Chem I, Chem II, Process Organic Chem and PTEC courses.
- For nearly two decades, NOC, NWOSU, and community leaders in Enid have enjoyed a partnership centered on higher education as well as community and economic development. At the August 2019 Enid Higher Education Council (EHEC) meeting, the Board allocated an

additional \$25,000 to both NOC Foundation and NWOSU Foundation in support of additional scholarships.

- In August 2019, the NOC Foundation received another amazing unrestricted gift of \$500,000. This one-time distribution came from the same family trust as our December 2018 - \$1.5 million gift.
- New NOCF Endowments for Fall 2019
 - The NOC Livestock Judging Fund-Tonkawa will benefit the livestock judging team as well as enhance the ag program on the Tonkawa campus.
 - Marlin “Ike” and Marybeth Glass Scholarship will give T/E/S students an opportunity to pursue their educational goals at NOC.
 - The Larry Rupp Memorial (pending) will benefit the Tonkawa nursing program.
 - The Steichen Family Music Scholarship-Tonkawa will assist students participating in vocal, music theatre or instrumental music.
 - The Enid Higher Education Council scholarship was revised to be awarded to both full-time and part-time students.
 - The B.F. Trust-Tonkawa (pending) represented a \$1.5 million gift received in December 2018. This one-time distribution came from a Family Charitable Remainder Annuity Trust No. 1 that chose organizations such as ours in Kay County as a benefactor. The trustee of the estate stressed that the unrestricted gift remain anonymous and would be directed towards NOC Tonkawa to be used for the greatest needs of our institution.
- Combo advisory board (building on partnerships)-October 28, 12:00
The fall combo meeting will be the first time that advisory boards have been combined in an effort to create stronger partnerships with business, industry, and educational institutions. The intent is to identify additional internship and other opportunities through cross-education of those partnerships.