

Strategic Plan Task Force Final Report
Presented to Executive Council April 11, 2019
Presented to NOC Board of Regents on April 16, 2019

Based on feedback from the Strategic Plan needs assessment survey and from the three town halls, the Task Force would recommend the following:

1. Reword Mission Statement to replace “oldest” with “first public”:
Northern Oklahoma College, the State’s first public community college, is a multi-campus, land-grant institution that provides high quality, accessible, and affordable educational opportunities and services which create life-changing experiences and develop students as effective learners and leaders within their communities in a connected, ever-changing world.
2. Reword Vision Statement to strike “recognized as”:
Northern Oklahoma College will be recognized as a model institution and leader in academic quality and cultural enrichment, promoting student success, collaborative learning, creative and forward thinking, and community responsiveness.
3. Retain wording of current core values:
 - **Personalized Education:**
 - We believe in providing individualized services that lead our students to achieving their academic goals in a welcoming and safe environment.
 - We believe in providing support to students in and out of the classroom so that they receive a full college experience with diverse opportunities.
 - **Community and Civic Engagement:**
 - We believe that educated citizens are necessary for a healthy, democratic society, and that free and open expression and an appreciation for diversity are cornerstones of higher education.
 - We believe in economic and environmental sustainability and the importance of enriching the intellectual, artistic, economic, and social resources of our communities.
 - **Continuous Improvement:**
 - We believe in the inherent value of intellectual pursuit for both personal and professional growth, as well as in the need to prepare students for 21st century professions.
 - We believe that a knowledge-centered institution is vital to a knowledge-based economy, and we measure our success against national models and standards of excellence
4. Retain 2013-2018 goals but group into the following 4 categories for clarity and degree of focus:
 - Student Quality of Life (including facility maintenance and renovation)
 - Recruitment/Retention/Graduation (including program development and academic partnerships)
 - Employee Quality of Life and Professional Development
 - Increased Revenue Streams (including financial partnerships/sponsorships, grants)
5. Pursue the following goals with new action plans developed annually to allow for reassessment of resources available (year 1 recommendations provided):

Goal 1-Student Quality of Life (Co-Chairs: Jackie Melson, Trent Misak)

Committee Members: Renna Bowers, Dee Cooper, Rick Edgington, Summer McClure, Ted Moore

Student Committee: Grant Dick, Madison James, Kirsten Goodman, Domnick Spangler, Foster Shamburg, Lauren Ball, Brandon Morgan, Cadyn Brice, Kaleigh Arnold, Chase McCurley, Peyton Watkins, Hudson Hedges, Kylee Smith

- Maintain facilities for a quality learning and working environment.
 - fitness center-Enid
 - Field House-Tonkawa
 - Harold Hall renovation
 - Enid hub (Anita will provide copy of master plan.)

YR 1 ACTION ITEM: *Conduct needs assessment on renovations, including costs for an accessible Enid fitness center. Explore short-term partnership options for students (e.g. local fitness facility membership similar to what's currently offered to employees) with goal of having new wellness center or long-term partnership in place in years 3-5 if funding allows.*

- Review campus and community resources for fuller student services.
 - new ERP system
 - counseling
 - food banks
 - access to technology (Wi-Fi, printers)

YR 1 ACTION ITEM: *Review evening access for printing (library, classroom buildings, etc.) and identify ways to increase access and communicate options to students.*

- Enhance Freshman Orientation.
 - one-day event (required, connected to classes, offered multiple times throughout summer)
 - first semester experience
 - hosting transfer day

YR 1 ACTION ITEM: *Establish committee to review both the 16-week Orientation class and May Pride, Jet Pride, Get Going with Gateway. Create new model incorporating student recommendations when possible.*

Student comments on the 16-week course, included these pros:

- Good with helping log in to myNOC / student email, finding schedules
- One class the instructor had the students create a two-year course of study plan

Possible Improvements

- 16 weeks is too long. Potentially switch to twice a week for 8 weeks.
- Have speakers related to certain topics come and speak (ex. campus security or Dean of Students regarding active shooter information instead of a video.)

For pre-semester meeting, students recommended Open House Event:

- Opportunity for tours
- Log in to accounts
- Meet w/ Advisers and enroll
- Get Student ID
- Meet staff members (Financial Aid, registration, testing, housing, etc.)
- How to get syllabus and understand it.
- Look at how Nursing does their orientation
- Great for students in surrounding areas
 - Turn in housing information and see potential room assignment

- Parent Session
- Meet new students

YR 1 ACTION ITEM: *Establish communication tool for parents (e.g. FAQ on website [FERPA restrictions, how to send mail to residence hall, etc.]; answering common questions about enrollment, admission, etc.; posting videos; utilizing non-emergency texting, and/or utilizing mobile app with new ERP).*

- Conduct ongoing review of extracurricular and co-curricular programming, both new and an evaluation of what we have.
 - residence hall life
 - feasibility of additional sports/JV programs (e.g. cross country, wrestling, Enid soccer)

YR 1 ACTION ITEM: *Conduct feasibility study into adding a new sport or JV program with goal of establishing new programming by Fall 2020, pending funding.*

Goal 2-Recruitment/Retention/Graduation (Co-Chairs: Sherryl Nelson, Diana Watkins)

Committee Members: Rick Edgington, Brad Gordon, Bradley Jennings, Sandy Leaton, Vernon Londagin, Erin McCoy, Darrel Negelein, Shila Rakey, Kathy Riley, Kathi Shamburg, Alicia Sharp, Pam Stinson, Terri Sunderland, Blair Turney, Stephanie Weckler

- Review and improve advising model, including orientation for new advisors and full utilization of new ERP system.

YR 1 ACTION ITEM: *Develop a new advising model using the Registrar, retention specialists, and key advisors to develop training and inviting all of those advising students to attend. Include resources such as case studies for both new and continuing advisors with longer sessions for new advisors. Also create a video presentation with a questionnaire that could be posted online (e.g. OSU model). No additional revenue is required, and initial training can be developed in Summer 2019 and implemented in Fall 2020 with annual reviews of process. Success will be measured by a decrease in enrollment errors, an increase in advisor confidence, as well as an increase in graduation numbers and successful transfers.*

YR 2 ACTION ITEM: *Develop recruiting plan for nontraditional students, using the Registrar, recruiters, retention specialists, key advisors, and current nontraditional students to develop plan. Financial resources might include minimal amounts for promotional items but primarily time is needed to survey current nontraditional students concerning recruiting needs, to draft a plan, and then to attend events identified as good recruiting opportunities. Data collection and development of the plan could occur over Summer and Fall 2020 with a plan in place by Spring 2021. Success would be measured by an increased enrollment among nontraditional students.*

YR 2 ACTION ITEM: *Revamp Freshman Fridays. Involve NOC faculty and staff in developing alternative days for recruitment. Possible resources might include NOC promotional items (or sponsored promotions), postcard invitations, bingo card to get students to visit all important areas. Advisors will take notes during Freshman Fridays in Spring 2019 to identify areas of improvement then plan in Fall 2019 with a plan in place for Spring 2020. Success will be measured by an increase in students enrolled on designated recruitment days and an increase in employee satisfaction on recruitment practices.*

- Create new articulation agreements with top transfer partners and update existing ones (e.g. for OSU both 2 + 2 and 1 +3).

YR 1 ACTION ITEM: *Create new and review existing 2 + 2 and 1 + 3 plans with 4-year partner institutions. NOC faculty and staff will meet with appropriate counterparts at NWOSU, OSU, UCO, etc. No financial resources are needed other than some travel by college vehicle. Success will be measured by an increase in successful transfers and reverse transfers.*

- Set and track recruitment and enrollment goals.
 - evaluating recruitment events (e.g. Freshman Fridays)

- tracking follow-up contacts
- scheduled communications through new ERP
- resending electronic information packets until admitted students enroll
- incorporation of student representatives, such as PLC, into recruiting, personalizing notes (note: print shop can create these very low cost)
- sending alerts when student recruits are going to be on campus
- reviewing one-stop shop model and internal signage

YR 1 ACTION ITEM: *Create a Recruitment Committee with participation from staff, faculty and students. No additional revenue is required and the committee could be in place by Fall 2019. Success would be measured by increased recruiting events covered, increased student names from events, and increased enrollment.*

- o Strengthen community relationships and presence.
 - marketing initiatives and materials to address needs of populations within each community (e.g. bilingual and campus-specific needs)
 - maximizing use of social media and review of website content
 - participation in civic events, such as United Way and International Day of Caring
 - advisory boards and internships

YR 1 ACTION ITEM: *Coordinate efforts with Marketing and the Website manager to increase exposure through the usage of community social media pages by establishing relationships and collaboration with local community social media pages (e.g. Enid Buzz, Stillwater Community Connections, Tonkawa and Ponca City). Invite the "Page Manager" to showcase (go live) NOC campuses throughout the year to provide more local coverage. Each campus would need a representative to contact and coordinate with the community individual in charge of that community's FB (or other social media) page. No costs would be involved and time would be minimal with initial contacts and then regular and interactive communication throughout the semester. Success will be measured through a documentation of how many times NOC gains exposure (i.e. live events) on the community social media pages and the number of comments recorded, tracking against current benchmarks.*

YR 1 ACTION ITEM: *Increase exposure through the use of community events. Encourage participation and connection with NOC in well-established community events to gain exposure for the college (e.g. United Way Day of Caring, Enid's First Friday), and encourage stronger communication with Public Relations for promoting institutional involvement. Campus recruiters could be primary contact for participation with additional participants needed to support. (Note: events for children could be used to draw in non-traditional students who are parents.) Success would be measured by the number of people visiting the NOC booths or the participants from NOC in each activity.*

YR 1 ACTION ITEM: *Increase Chamber/civic involvement. Seek NOC affiliates who are interested in attending Chamber, Rotary, etc. events and getting involved in community initiatives, serving as Chamber ambassadors, board members, YPS board, etc. Costs could be covered by NOC when possible or through individuals. Success would be measured by an increased number of employees participating in Chamber/civic leadership and events.*

- o Review degree programs annually for new programs and/or formats to meet workforce needs (e.g. online course and degree offerings).

Goal 3-Employee Quality of Life/Professional Development (Co-Chairs: Candy Oller, Pam Stinson)

Committee Members: Denise Bay, Tammy Davis, Mary Gard, DeLisa Ging, Jill Green, Cara Beth Johnson, Ed Vineyard

- o Review financial and non-monetary compensation for all employees.
 - raises when enrollment numbers can support
 - review of multiple roles
 - local business discounts

YR 1 ACTION ITEM: *Identify local businesses who may be willing to give discounts to NOC employees and display a sticker in their window to show they are NOC supporters (which will also serve as marketing). Funding for purchasing stickers would be minimal and may come from Community Relations budget or Marketing. Committee volunteers will identify potential businesses by August 1, 2019, so that program can be in place before the Fall 2019 semester begins. Business names will be sent to Development and Community Relations for approved sponsorships on website to use logos of businesses offering discounts.*

YR 1 ACTION ITEM: *Present recommendations to Executive Council for continuing summer reduced hours for staff and identifying options for flex time.*

- Review institutional communication protocol.
 - guidelines for efficient emails (e.g. subject lines)
 - courtesy responses (e.g. acknowledging receipt)

YR 1 ACTION ITEM: *Add in-service session on communication protocol and address in new employee onboarding.*

- Support professional development for all employees.
 - more mentoring in onboarding of new employees and early review period
 - use of ERP to provide electronic resources
 - dedicated times for all employees to participate

YR 1 ACTION ITEM: *Dedicate one half of a workday to each new employee's onboarding with visits to alternate campuses to ensure all employees have a clearer idea of processes and know colleagues better.*

YR 1 ACTION ITEM: *Identify options for equitable professional development options with all areas having opportunities to participate through rotations and early sign-ups. Offer more sessions with morning and afternoon timeslots for employees to take turns attending and explore cross-training where possible. Highlight webinars and other online training that can be joined from any work station.*

YR 2 ACTION ITEM: *Create an inventory of job manuals and a common repository, perhaps through the new ERP or on share drive when confidential processes can't be made public. Develop a standard template to make manuals more useful, including elements such as job description, major duties, forms used, etc. Post all job descriptions in repository.*

- Increase sense of institutional community (e.g. staculty [faculty+staff]).

YR 2 ACTION ITEM: *Highlight one department a month on the website with information and/or videos to communicate more about the department's functions and how they meet challenges. Coordinate with program showcases for Board of Trustees when possible.*

- Continue to review financial resources and employee surveys to identify additional opportunities for development.

YR 1 ACTION ITEM: *Edit Employee Satisfaction Survey (February 2019) to add more questions related to quality of life, including importance of non-financial benefits, such as flex time, and levels of satisfaction with additional conditions related to work environment.*

Add questions asking employees to rate how important elements of job satisfaction are to them and ask what suggestions they have for building a greater sense of institutional community. Review survey findings in Executive Council as well as in Professional Development Committees to identify and act on areas of improvement. Repeat annually for ongoing improvement.

Goal 4-Increased Revenue Streams (Co-Chairs: Scott Haywood, Jeff Tate)

Committee Members: Brandy Hinesley-Chambers, Jerry Hawkins

- Pursue new grant opportunities and other external funding through partnerships.

YR 1 ACTION ITEM: *Identify grants in support of student services. One grant has already been written, and it is a domestic violence prevention grant. If funded, this grant will be administered through Student Affairs. The grant is a three-year grant for a total of \$100,000 and would allow for a counselor position on campus. Through continued opportunities, more grants of this type can be written across all three campuses, allowing for additional funding of needs.*

- Identify sources for sponsorships of programs (academic and non-academic—e.g. JV, new sports teams), facility needs, and student scholarships.
 - business-funded tuition and scholarship naming from businesses who sponsor
 - government-sponsored programs
 - cost-sharing/saving initiatives
 - private funding support through NOC Foundation

YR 1 ACTION ITEM: *Reach out to area tribes for additional partnerships. St. Gregory's College received a \$5 million dollar grant from the Citizen Pottawatomini Tribe in 2015. According to NewsOK, "St. Gregory's will use the \$5 million grant to pay university operational costs, refinance assets, expand fundraising activities and form a long-term strategic plan." Identify possible partnerships with six local tribes, including a repository of links to share with students on application processes within the tribes.*

YR 1 ACTION ITEM: *Create an updated donor wish list. To facilitate other external funding opportunities, an updated donor wish list (currently maintained in the Office of Development and Community Relations) could be updated with more specific information requested from each division on costs associated with items requested. (This recommendation came from the March 2019 NOC Foundation meeting.)*

- Clarify and communicate all employees' roles in recruitment and retention (e.g. 15-to-Finish advising initiative, strengthening early alert reporting through new ERP).

YR 1 ACTION ITEM: *Use weekly PR and Marketing updates to remind all employees of importance of recruitment and retention and their role in it. Review all job descriptions with a focus on adding a clarification of how the role promotes recruitment and retention.*