2013-2018 STRATEGIC PLAN
(APPROVED BY NOC'S BOARD OF REGENTS APRIL 16, 2013)

Mission

Northern Oklahoma College, the State's oldest 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.

Vision

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.

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.

NORTHERN OKLAHOMA COLLEGE
TOP STRATEGIC PRIORITIES FOR 2013-2018

Goal 1A: Enhance the quality of life for students.
> Strategy 1—Enhance the quality of life for students.

Goal 1B: Enhance recruitment efforts as well as retention and graduation rates.
> Strategy 2—Use student engagement survey to guide development of high-impact educational strategies.
> Strategy 3—Increase online and evening course offerings/assisting underrepresented populations.
> Strategy 4—Improve academic advisement model.

Goal 2: Cultivate and maintain partnerships to inform and improve academic decisions, enrich student experiences, and support regional needs.
> Strategy 5—Cultivate and maintain partnerships to inform and improve academic decisions, enrich student experiences, and support regional needs.

Goal 3: Upgrade facilities for quality and efficiency to enhance the student experience.
> Strategy 6—Upgrade facilities for quality and efficiency to enhance the student experience.

Goal 4: Enhance professional development opportunities and quality working conditions for NOC employees.
> Strategy 7—Improve new employee orientation.
> Strategy 8—Enhance faculty development.
> Strategy 9—Enhance staff development.
> Strategy 10—Utilize an employee satisfaction survey.
> Strategy 11—Conduct an annual performance and salary review.

Goal 5: Diversify and increase revenue streams.
> Strategy 12—Diversify revenue internally and externally.
> Strategy 13—Increase grant activities.

Introduction and Background

A core goal of Northern Oklahoma College is to provide initiatives to insure student learning and student success. Programs and activities conducted by the institution are designed to promote a quality of life that enhances the student's total growth and development. To achieve an enhanced quality of life for students, programs and activities must be supported that compliment academic programs of the College.

NOC Community members have regularly communicated a desire for NOC to support and further develop programs that enhance student life and complement efforts that meet and exceed existing peer institution quality of life programs. This initiative will focus on practical steps that, if implemented, will directly enhance existing and newly developed student support programs and augment NOC student retention goals and priorities.

This initiative also focuses on programs that support learning outside of the classroom by offering programs, experiences, and support services students need to develop to the fullest extent of their abilities, to succeed in a competitive global environment, and to be effective lifelong learners.

Contribution to Objectives

This strategy will contribute to the following Objectives associated with Goal 1A, *Enhance the quality of life for students*

- A comprehensive safety plan will continue to be updated, developed, and communicated to all students and the NOC community.
- Student connections to one another and to NOC are enhanced by a common set of experiences for all NOC students as appropriate on each campus, with particular attention to the residential, curricular, and co-curricular experience.
- Students completing a student engagement survey (to be given every other year) will report a higher level of satisfaction in student activities, including residential life, athletics, career services, and clubs/organizations.
- NOC has developed a plan to allow students on each campus to access current technologies for their classwork and has implemented appropriate technology such as improved ITV transmissions, mobile technologies (for loan and fuller on-site access) and e-books, incorporating strong faculty input to ensure the student learning experience has been enhanced with modern trends.
- An assessment of where to create or renovate existing communal areas to enhance student life has been developed and constructed.

Contribution to Other Goals

In addition to this Goal, this Strategy will contribute to the following other Goals in the Strategic Plan:

- Enhance recruitment efforts as well as retention and graduation rates.
- Cultivate and maintain partnerships to inform and improve academic decisions, enrich student experiences, and support regional workforce needs.
- Upgrade facilities for quality and efficiency to enhance the student experience.

Brief Description - Actions and Elements:

The following are actions to enhance the quality of life for students:

1. Effectively develop, implement, and communicate the comprehensive safety plan:
   - Continue updating and practicing a comprehensive safety plan with guidance from a task force comprised of the deans of students, security, faculty, staff, students, local police, fire and rescue for the Tonkawa and Enid campuses. The Stillwater safety plan will be in alignment with OSU

safety policies and procedures. Insure all plans remains in compliance with state-approved safety plan developed by Chancellor's task force.

- Redesign our safety and security web page to provide distribution of comprehensive and helpful student, faculty and staff educational materials related to healthy, safety, crime, etc.
- Continue to utilize emergency alert system, email, website, syllabus, and social media, and explore other effective tools to reach all NOC students.
- Provide regular safety training to faculty and staff.
- Explore grant funding to provide programs related to suicide prevention and other safety-related issues.

2. Effectively develop, implement and communicate a comprehensive student engagement plan for all students with support and involvement from faculty, staff, alumni, and NOC community members.
   - Develop a new student orientation program in conjunction with the existing Orientation class, to welcome, introduce, and assimilate new students to the NOC community, addressing the needs of diverse student groups, such as first-time, traditional, non-traditional, and transfer students.
   - Educate students about policies, procedures, local community resources, programs, and activities.
   - Encourage all NOC students to check NOC email for regular updates by employing it consistently for required information—e.g. institutional updates and class updates.
   - Explore opportunities for peer mentor programs for the traditional, non-traditional, commuter, minority, first time, ITV, and internet students.
   - Establish Homecoming and Commencement as "signature NOC student events" and increase participation and involvement from the NOC community.
   - Create programs that build community and school spirit, including pursuit of strong and winning athletic programs, a Matriculation ceremony, and other positive community-building events and activities.
   - Develop a welcoming hospitality room for more athletic events to promote interaction within the NOC Community.
   - Study and implement programs and methods that will establish the NOC Student Union as the heart of the campus where students are the number one priority and the student areas are seen as integral parts of the educational mission of the college.
   - Augment the CCSSE (Community College Survey of Student Engagement) with additional assessments that gather information directly related to student activities, residence life, athletics, career services, and student organizations.
   - Communicate annual study abroad opportunities institution wide to make available to everyone in the NOC Community.
   - Create a commuter student program sponsored by a commuter faculty member that sponsors activities such as free meals periodically for commuter students to increase communication and address commuter issues.

3. Effectively develop, implement and communicate a comprehensive plan to strengthen and improve residence life.
   - Evaluate the potential to establish a Resident Assistant student staff that would include a program model to be implemented with the residential population.
   - Continue updating fire alarms systems.
   - As funding allows, replace all existing room and common area furniture with modern and updated beds, dressers, mattresses, chairs, sofas, and study desks.
   - Identify potential renovations needed for campus dining halls.

4. Effectively develop, implement and communicate an information technology plan that will ensure the most effective use of existing educational technologies for enhanced student experiences.

- Improve the laptop loaner program by exploring additional grant funding opportunities and better market and promote this opportunity.
- Create an NOC committee to explore options to expand E-Book availability to the student population.
- Investigate and implement future smart phone application software.

Potential Models

Safety

Randolph-Macon College
http://www.rmc.edu/offices/campus-safety.aspx
Faulkner University
http://www.faulkner.edu/studentlife/health/emergencyproceduresandpreparedness.aspx

Student Engagement

Monroe Community College
http://www.monroecc.edu/depts/stucenter/clubs.htm
Central Piedmont Community College
http://www.cpcc.edu/firstyear/Peer%20Mentoring
Lake Area Technical College
http://www.lakeareatech.edu/current/services/housing/carpoollisting.asp
Carroll Community College
http://www.carrollcc.edu/studentlife/orientation/default.asp

Residential Life

Genesee Community College
http://www.genesee.edu/campuslife/union/

NORTHERN OKLAHOMA COLLEGE
STRATEGIES WORKSHEET 2: *USE STUDENT ENGAGEMENT SURVEY TO GUIDE DEVELOPMENT OF HIGH-IMPACT EDUCATIONAL STRATEGIES.*

5

Introduction and Background

High-impact educational strategies, which include first-year seminars and experiences, common intellectual experiences, learning communities, writing-intensive courses, collaborative learning, service-learning, global learning, undergraduate research, internships, and capstone projects, all have a positive impact on student engagement and retention. Systematic implementation requires a commitment on the part of the institution, and specifically a commitment on the part of faculty, to integrate high-impact educational strategies into the core curriculum. Student involvement in high-impact active learning practices can be measured through student engagement surveys.

Contribution to Objectives

This strategy will contribute to the following Objectives associated with Goal 1B, *Enhance recruitment efforts as well as retention and graduation rates.*

- Students will complete a student engagement survey (to be given every other year). A baseline will be determined in Spring 2013.
- The faculty professional development program will include information on incorporating high-impact strategies, like service-learning, collaborative learning, undergraduate research, and writing-intensive activities into courses.
- High-impact educational strategies will form part of the overall institutional academic identity, enhancing the experiences of currently-enrolled students, and incorporated into promotional materials to attract new students.

Contribution to Other Goals

In addition to this Goal, this Strategy will contribute to the following other Goals in the Strategic Plan:

- Goal 1A: High-impact educational strategies will enhance the common set of curricular experiences.
- Goal 4: High-impact educational strategies will be an integral part of the faculty development program.

Brief Description - Actions and Elements:

Following are actions to improve student engagement:

1. Administer a student engagement survey every other year.
2. The results of the student engagement survey will be distributed to all faculty and relevant staff and administrators who might provide support for these high-impact classroom strategies.
3. Through our professional development program, faculty will learn how to incorporate high-impact strategies into coursework.
4. Subsequent student engagement surveys will be administered to chart changes in rates of participation.

Potential Models

https://tle.wisc.edu/tleblogs/ambrower/high-impact-educational-practices-uw-madison
http://www.duq.edu/about/centers-and-institutes/center-for-teaching-excellence/teaching-and-learning/high-impact-educational-practices
http://www.sjsu.edu/advising/docs/CCSSE_2012_Promising_Practices.pdf

NORTHERN OKLAHOMA COLLEGE
STRATEGIES WORKSHEET 3: *Increase Online and Evening Course Offerings/ Assisting Underrepresented Populations.*

Introduction and Background

As the number of students who are working full-time while going to college continues to increase, the need to offer classes in a format accessible to these students also increases. Though we currently have both online and evening course offerings, they may not be sufficient in number to meet the needs of our population. NOC must remain aware of the needs of nontraditional students and insure classes are offered in formats and at times that will allow students to complete their degrees in a timely fashion.

Contribution to Objectives
This strategy will contribute to the following Objectives associated with Goal 1B, *Enhance recruitment efforts as well as retention and graduation rates.*
- While continuing to assure quality, NOC has expanded by 10% the number and frequency of online and/or evening classes to accommodate timely degree completion for non-traditional students.
- The number of graduates from underrepresented groups has increased by 10%.

Contribution to Other Goals
In addition to this Goal, this Strategy will contribute to the following other Goals in the Strategic Plan:
- A faculty development program is in place and available to all employees (full-time and adjunct), and 50% of full-time faculty have participated in 4 professional development activities that support NOC's mission per year with a minimum of 6-8 opportunities offered.

Brief Description - Actions and Elements:
Following are actions to assist underrepresented populations in degree completion:
1. Collect data to identify where student needs are greatest concerning online course offerings.
2. Collect data to determine where student needs are greatest concerning evening courses.
3. Distribute this information to Academic Affairs and department chairs to assist in course scheduling.
4. Increase professional development opportunities concerning teaching online courses.

NORTHERN OKLAHOMA COLLEGE
STRATEGIES WORKSHEET 4: *Improve Academic Advisement Model.*

Introduction and Background
Good Academic Advisement is a vital service to students. Advisors must direct students to meet state requirements for completing areas of remediation as quickly as possible and insure prerequisites are met

so that students have the best opportunity for success. Through proper advisement, students are able to meet transfer guidelines for a smooth bridge into partner institutions. They must also be made aware of financial aid limitations so that they are able to complete their academic goals within time constraints of eligibility, sometimes limiting elective classes and reducing the number of courses from which they withdraw. Institutional loan default rates are also protected when students are advised properly so that they are able to complete degrees and gain the financial advantage and greater employability from having met these goals.

Contribution to Objectives
This strategy will contribute to the following Objectives associated with Goal 1B, *Enhance recruitment efforts as well as retention and graduation rates.*
- Overall retention of first-time, full-time students will increase a minimum of 5%.
- The percentage of first-time, full-time students completing a degree within three years will be at a minimum of 25%, enhanced by strategies in line with Complete College America initiative, such as improved academic advisement.
- In areas of math, writing, reading, and science, students requiring 1 level of remediation (based on ACT and initial COMPASS scores) will complete corresponding college-level courses within the first 30 hours of enrollment at a 3% higher rate.
- A minimum of 67% of first-time, full-time students will have declared a major and enrolled in a related program course by the beginning of their second semester of full-time enrollment.

Contribution to Other Goals
In addition to this Goal, this Strategy will contribute to the following other Goals in the Strategic Plan:
- NOC will enhance its efforts to provide transparent data on an annual basis to donors, business partners, alumni, and other constituencies that describe graduate job placements, student internship experiences, college graduation rates and other relevant data, as well as more fully documenting internal processes by posting minutes from institutional committee, advisory board, and articulation meetings on the Portal.
- Career counseling and career placement programs, such as The Hire Northern Grads program, have been fully utilized with a steady increase in the number of partnerships in industry resulting in meaningful employment and job placement opportunities for students working in jobs related to their degree programs after graduation.
- NOC has a plan in place to increase the number of internships, training opportunities, and job shadowing opportunities available to students, and steady progress has been made toward targeted goals. In addition, NOC has described and made available to students information on opportunities in paid and unpaid internships.

Brief Description - Actions and Elements:
Following are actions needed to establish a stronger academic advisement program:
1. Redistribute number of advisees for equanimity and for targeted needs.
    - Designate targeted advisors for top majors (Business, Elementary Education, Nursing) with no general education majors assigned.
    - Identify advisors on each campus who can specialize in working with undecided majors.
2. Fully utilize the Early Alert System to identify students at risk and redirect with appropriate services.
3. Stagger enrollment periods with one week of sophomore-only enrollment to insure students nearing graduation have needed class availability and advisors have sufficient time to work with undecided majors.

4. Standardize Orientation units on financial aid advisement and career counseling to insure all beginning students have vital information on loan defaults, financial aid time limits, transferability of classes, job prospects for intended majors, and student support services.
5. Introduce a World of Work course into the curriculum as an elective for undecided majors.
6. Ensure timely and cost effective degree completion—e.g. identify appropriate paths for student needs, such as the Reach Higher Program for non-traditional students and fast-track/"boot camp" options for remedial coursework, and continue training for advisors to guide students in making calculated curricular decisions.

Potential Models
Mesa Community College Advisement
http://www.mesacc.edu/academic-advisement
World of Work Curriculum—Oklahoma State University Partnership

NORTHERN OKLAHOMA COLLEGE
STRATEGIES WORKSHEET 5: *Cultivate and maintain partnerships to inform and improve academic decisions, enrich student experiences, and support regional workforce needs.*

Introduction and Background
The correlation between education and work, combined with economic forecasts, make partnerships between businesses and community colleges a smart solution that can mutually benefit the employer, the college, and most of all, the student. In order to ensure that students have the education and skills to

succeed in job placement after graduation, it is essential to cultivate and maintain partnerships with area businesses, to inform the college about the latest jobs and skills required, to provide meaningful internships for active and experiential learning, and to enhance the opportunity for NOC graduates to find jobs in areas related to their career interests.

This initiative focuses on providing tools for the student to determine which career path suits his or her individual preferences and to follow that up with practical job opportunities to apply his or her educational degree in the area workforce.

<u>Contribution to Objectives</u>
This strategy will contribute to the following Objectives associated with Goal 2, *Cultivate and maintain partnerships to inform and improve academic decisions, enrich student experiences, and support regional workforce needs.*

- Partnerships have increased in accordance with a feasibility study conducted in collaboration with educational, civic and community leaders in NOC's service areas to share and track the amount of data and reports related to student success and placement, gainful employment, internships and other relevant data to assist in academic decisions and to ensure timely and cost effective degree completion.
- NOC will enhance its efforts to provide transparent data on an annual basis to donors, business partners, alumni, and other constituencies that describe graduate job placements, student internship experiences, college graduation rates and other relevant data, as well as more fully documenting internal processes by posting minutes from institutional committee, advisory board, and articulation meetings on the Portal.
- NOC hosts a minimum of one formal advisory board meeting annually for all AAS degrees and participates in articulation meetings and/or advisory board meetings for all AA/AS degree programs to inform academic decisions related to curriculum improvement and development.
- Career counseling and career placement programs, such as the Hire Northern Grads program, have been fully utilized with a steady increase in the number of partnerships in industry resulting in meaningful employment and job placement opportunities for students working in jobs related to their degree programs after graduation.
- NOC has a plan in place to increase the number of internships, training opportunities, and job shadowing opportunities available to students, and steady progress has been made toward targeted goals. In addition, NOC has described and made available to students information on opportunities in paid and unpaid internships.

<u>Contribution to Other Goals</u>
In addition to this Goal, this Strategy will contribute to the following other Goals in the Strategic Plan:
- Goal 1A: Enhance the quality of life for students.
- Goal 1B: Enhance recruitment efforts as well as retention and graduation rates.
- Goal 5: Diversity and increase revenue streams.

<u>Brief Description - Actions and Elements:</u>
The following are actions that will cultivate and maintain partnerships to inform and improve academic decisions, enrich student experiences, and support regional workforce needs:
1. Conduct a comprehensive feasibility study (Environment Scan Survey) in collaboration with educational, civic and community leaders in NOC's service areas for the purpose of identifying which of the following initiatives would best serve partnership and workforce needs:

- Expanding internship opportunities for programs through strategies such as internship fairs—e.g. hosting summits for area businesses to exchange ideas regarding internship opportunities, hosting on-campus interviews for internships, etc.
- Serving as a fuller community and regional economic development resource—e.g. further identifying and consolidating local job listings into a comprehensive database through Northern's Hire Northern Grad website, enlisting the services of local employment offices, etc.
- Developing more opportunities for regular dialogue with area businesses on overall academic preparation and specific skill sets needed for current and future workforce needs—e.g. expanding participation from area businesses serving on advisory boards specific to their industry, reviewing career trends to prepare for future demands, establishing mentor programs between students and business professionals, arranging tours of business premises for potential employers, etc.

2. Work with academic leadership, division chairs, faculty, and appropriate staff and administration to strengthen business partnerships.
   - Refine appropriate advisory committees and membership based on feasibility study results, including representatives of partner organizations, school administrators, area Economic Development groups, and Chambers of Commerce to keep them engaged and informed of changes and development.
   - Post minutes from regular advisory board meetings to the website to reinforce value of advisory boards in curriculum development.

3. Enhance the College's capability in career advisement through appropriate training:
   - Provide training opportunities for counselors in career assessment.
   - Connect students in Orientation courses to counseling resources—e.g. bringing in counselors as guest speakers, assigning career inventories, etc.

4. Provide data to faculty, counselors, recruiters, and students for informed decisions in career advisement and curriculum development.
   - Implement a data bank that will collect raw data on student enrollment, retention, graduation, underserved students, job placement rates, etc.
   - Post job placement statistics.
   - Disclose the number of graduates sorted by major.
   - Use collected data to publish an annual data book, available to students, faculty, staff, and area businesses.

5. Provide increased opportunities for students to connect with the business community.
   - Inform students of current internship opportunities.
   - Continue hosting/participating in a career fair on an annual basis on each campus.
   - Provide a list of professional associations and contacts students can pursue to build professional relationships.
   - Request NOC Alumni to volunteer their place of business as a shadow organization.
   - Invite Alumni to share their career stories for specific degrees in the classroom or Orientation.
   - Promote workforce training and educational opportunities with area businesses.

6. Identify opportunities for students to develop personal and professional skills through intermediary steps toward degree completion and non-degree options.
   - Review degree programs for certificate options, allowing students opportunities to achieve intermediary goals reflecting the development of marketable skill sets.
   - Use the "Community" link on the website more extensively to promote community enrichment courses, school-sponsored trips to museums and other cultural sites, and volunteer opportunities.
   - Identify funding source to offer more affordable and varied course options for senior citizens.

Potential Models

Cuyahoga County Department of Development
http://development.cuyahogacounty.us/en-US/Wind-Turbine-Feasibility-Study.aspx
The Aspen Institute
http://www.aspeninstitute.org/policy-work/economic-opportunities/program-home/about-eop
College of the Ouachitas
http://www.coto.edu/pages/center_workforce_excellence
Brazosport College
http://www.brazosport.edu/Career-Transfer/Pages/default.aspx
Virginia.gov
http://www.education.virginia.gov/Initiatives/HigherEducationAdvisoryCommittee/index.cfm
Edmonds Community College
http://intern.edcc.edu/
St. Catherine University
http://minerva.stkate.edu/careers.nsf/pages/oncampusinterviewing

NORTHERN OKLAHOMA COLLEGE
STRATEGIES WORKSHEET 6: *Upgrade facilities for quality and efficiency*
to enhance the student experience.

Introduction and Background

NOC is the oldest community college in the state, but this honor presents a different challenge than most other colleges face, particularly with the needs of three diverse campuses. With historical buildings and

aging infrastructure on the Tonkawa and Enid campuses, as well as restrictions from leased space in Stillwater, NOC is presented with the challenge of maintaining and updating these prized buildings and the support infrastructure to achieve the highest quality facilities possible for our students, faculty and staff while all along being mindful of our heritage and use of funding.

According to the Aspen Institute, NOC is ranked in the top tier of community colleges for academics, affordability and degree programs. In staying with this theme NOC has identified a mission and core values that encompass NOC's ability to provide life-changing learning through experiences. In dialogue that took place among students, faculty, staff, and campus leadership as part of the strategic planning process, our campus structures and infrastructure were identified as areas in need to enhance the learning experience.

Under this initiative the focus will be to develop working plans, timelines and cost estimates to repair, update, renovate, and construct facilities and infrastructure to meet current and future needs of NOC Enid, Tonkawa, and Stillwater.

Contribution to Objectives
This strategy will contribute to the following Objectives associated with Goal 3, *Upgrade facilities for quality and efficiency to enhance the student experience*
- Steady progress has been made toward building new student resident facilities, as well as modernizing and renovating existing student resident facilities, on the Enid and Tonkawa campuses in accordance with a plan that included priorities, funding options and design/construction deadlines.
- Upgrades to campus infrastructure (Physical and Technology) have been completed on NOC-owned properties in accordance with plan including priorities, funding options & design/construction deadlines.
- Preservation and rehabilitation of the exteriors of NOC-owned buildings have been completed in accordance with plan including priorities, funding options & design/construction deadlines.
- Interior renovations of NOC-owned properties have been made in accordance with the plan including priorities, funding options and design/construction deadlines.
- The Stillwater campus has facilities that have been designed to meet its current and future needs.
- A campus beautification plan for Enid and Tonkawa has been developed and is being utilized.
- An assessment plan is in place to evaluate all existing fleet vehicles and a replacement process has been implemented to update as needed for safety and efficiency.

Contribution to Other Goals
In addition to this Goal, this Strategy will contribute to the following other Goals in the Strategic Plan:
- Goal 1A: Enhance the quality of life for students
- Goal 1B: Enhance retention and graduation rates
- Goal 4: Enhance the quality of life for faculty and staff
- Goal 5: Diversify and increase revenue streams

Brief Description - Actions and Elements:
To complete this goal, for each of the following areas, Northern will study, evaluate, plan, and then act on findings to direct projects.
1. **Student Housing:** No new student housing has been constructed on the Tonkawa or Enid campus since the 1960s. There are two dormitory buildings approaching 100 years old on the Tonkawa campus. The service life of these two buildings is well past, and the remaining dorm buildings are

fast approaching the end of their service life as well. Half of Earl Butts Dorm on the Enid campus is not functional. With the result of a study and solid plan of action, renovations can occur and new structures can replace the existing dorms. Correcting issues like communal restrooms, overall aged appearance and functionality are of utmost importance. Devoid of a plan, concerns expressed in the planning process cannot be addressed to their full extent. Under this plan NOC will develop short term and long term action plans that address the needs of student housing. If needed NOC will augment staff with use of either architectural, structural and or consulting firms to better understand and develop the plan.

2. **Campus Infrastructure:** There are three major elements to our infrastructure: A. Utilities, B. Building Exteriors, C. Heating Ventilation and Air Conditioning. (HVAC)

   Utilities--consists of plumbing systems; supply and waste water piping, buried throughout the campuses and interior of buildings; electrical systems, overhead and buried delivery grid, main disconnect panels, load center panels and branch circuits; natural gas systems, all supply piping buried throughout the campuses and interior piping of buildings. The majority of infrastructure hasn't been upgraded in 50 years and there is particular vulnerability on both the Enid and Tonkawa campuses. The utility infrastructure has been a consistent and a growing problem. In the last year alone, we have had over 50 malfunctions that impacted campus operations.

   Building Exteriors--consists of exterior cladding of buildings, roofing systems, and windows. Although some progress has been made with this infrastructure, the average age of our buildings are almost 50 years old with Central and Wilkin Halls being over 100 years old. The exterior of the buildings are in continual need of maintenance and a preventive maintenance programs.

   HVAC--consists of chillers, boilers, split systems, and air handlers that control the indoor environment. Great progress has been made over the last year to replace units and systems at the end of their service life. However, these new items and ones that are nearing the end of the service life need a preventive maintenance program and scheduled replacement date ranges so that proper funding can be in place. Both Enid and Tonkawa campuses have experienced malfunctions in equipment that has affected campus operations. With the results of past studies and ongoing analysis, NOC will develop short term and long term lists that identify and prioritize the needs of all campus infrastructure systems and if needed NOC will augment staff with use of either architectural, structural and or consulting firms.

3. **Stillwater Campus:** Currently the Stillwater campus is primarily located in leased space at Cowboy Mall and Fountain Square, with additional coursework offered in the co-owned North Classroom Building of the OSU campus. Two additional locations are leased for grant-sponsored programs at Rosewood Hills and Wicklow. A comprehensive study of Cowboy Mall and Fountain Square will facilitate a plan of action to help direct two critical facility projects. Both locations are currently at about maximum capacity, making growth difficult. NOC will undertake the necessary studies to ensure that the Stillwater campus will have a plan of action that will meet Stillwater's current and future needs.

4. **Campus Beautification:** NOC Tonkawa campus has been listed as the "North Oklahoma Botanical Garden and Arboretum." To keep with this past identifier and drive future development, NOC will develop a plan of action that not only enables the Tonkawa campus to live up to its designation but elevates the Enid campus as well.

5. **Funding and Participation:** For all projects, NOC will work with the State of Oklahoma, various foundations, and other sources to find funding sources for needed projects. To insure the plan includes full input, NOC will enlist staff, faculty and students for work groups to help with the development and implementation of projects.
   - Create a Plant Extension planning group, incorporating existing committees to help develop realistic plans for projects based on priority and funding to achieve best results.
   - Continually inform campus community on issues related to projects.

Potential Models
Campus Infrastructure and Building Study
Blue Ridge Community College
http://www.blueridge.edu/about_brcc/planning/documents/Facil_Mstr_Plan.pdf
Campus Beautification
Northeastern Junior College
http://www.journal-advocate.com/sterling-local_news/ci_21573592/sterling-religion

NORTHERN OKLAHOMA COLLEGE
STRATEGIES WORKSHEET 7: *Improve New Employee Orientation.*

Introduction and Background

A thorough orientation has the benefit of creating a positive first impression and gives the sense that the employee is important to NOC, which contributes significantly to building a productive work relationship. Starting a new job can be stressful. By providing a well-implemented employee orientation, NOC can

help relieve stress and allow for understanding of NOC's values. A strong employee orientation should dedicate time to help new employees learn about the employer, policies and procedures, benefits and salary, as well as the employee's roles and responsibilities.

Contribution to Objectives
This strategy will contribute to the following Objectives associated with Goal 4, *Enhance the quality of life for faculty and staff.*
- Employee satisfaction has steadily increased, as measured by an annual survey.
- All institutional policies, processes, & procedures have been reviewed annually with plans in place to update & steady progress made in areas needing improvement.

Contribution to Other Goals
In addition to this Goal, this Strategy will contribute to the following other Goals in the Strategic Plan:
- Enhance the quality of life for students.
- Enhance retention and graduation rates.

Brief Description - Actions and Elements:
Following are actions to be included to improve new employee orientation:
1. Provide a formalized orientation based on a checklist to introduce all new employees to key aspects of Northern Oklahoma College.
   - Share the physical layout and key personnel of the campus through a campus tour.
   - Communicate NOC's history, traditions, philosophy, values and mission of the College.
   - Impart campus involvement opportunities related to NOC's many clubs, organizations, and sport teams.
   - Share the standing cultural opportunities supported on NOC's campuses (i.e. Gala, Renfro Lectureships, Eleanor Hays Art Gallery exhibits, and the Chautauqua Teachers' Institute).
2. Provide customized and comprehensive orientation for employees based on their area of employment but including each of the following elements:
   - Review policies and procedures (e.g. dress code, sick leave, etc.).
   - Distribute employee handbook/operating manuals.
   - Provide a mentor program to help the new employee transition into his/her new job.

Potential Models
Pratt Community College
http://prattcc.edu/1282-orientation-and-training-program-new-employees
Salt Lake Community College
www.slcc.edu/newemploee/orientaion-pages/welcome2.aspx
Northern Virginia Community College
www.nvcc.edu/faculty-and-staff/new-employee-orientation/
Motlow State Community College
www.mscc.edu/humanresources/new_employee_orientation.aspx
McLennan Community College
www.mclennan.edu/departments/personnel/new.html

Introduction and Background

All faculty members are essential to the academic success of students at Northern Oklahoma College. To ensure that high-quality faculty will be attracted and retained by NOC, attention should be given to matters related to faculty recruitment and retention.

This initiative focuses on programs that foster the continual personal, professional, and creative development of faculty by offering training and pedagogical programs, experiences, and support to enable faculty to better serve students and the campus community.

<u>**Contributions to Objectives**</u>
This strategy will contribute to the following objectives associated with Goal 4, *Enhance the quality of life for faculty and staff.*
- 100% of new employees (full-time faculty, part-time faculty, and adjuncts) are experiencing an institution-wide orientation within 60 days of employment.
- A faculty development program is in place and available to all employees (full-time faculty, part-time faculty, and adjuncts), and 50% of full-time faculty have participated in 4 professional development activities (i.e. Portal and other technology training, discipline enrichment, as well as job-specific training) that supports NOC's mission per year.
- Employee satisfaction has steadily increased, as measured by an annual employee satisfaction survey.

<u>**Contributions to Other Goals**</u>
In addition to this Goal, this Strategy will contribute to the following other Goals in the Strategic Plan:
- Goal 1A: Enhance the quality of life for students
- Goal 1B: Enhance the recruitment efforts as well as retention and graduation rates
- Goal 2: Cultivate and maintain partnerships to inform and improve academic decisions, enrich student experiences, and support regional workforce needs

<u>**Brief Descriptions—Actions and Elements:**</u>
The following actions will enhance faculty development:
1. Enhance the new faculty (full-time, part-time, and adjunct) orientation program in alignment with the overall new employee orientation but with customization for faculty issues, including the following:
    - Opportunities for technology training
    - Tenure procedure and criteria (for full-time and eligible instructors)
    - Classroom evaluation procedure
    - Deadlines and procedures for no shows and midterm and final grade rosters
2. Assess the faculty's development needs in order to accomplish and align with the institution's goals and strategies, including development opportunities related to specific disciplines, as well as general education competencies identified for all Northern graduates, and develop an action plan to accommodate those needs. Potential programs could include:
    - Offer internal workshops, courses, certificates, and learning experiences in relevant areas.
    - Provide funding for external workshops, courses certificates, and learning experiences in relevant areas.
    - Continue to provide time and financial support so that faculty can pursue degrees and certificates.
    - Offer guest speaker programs on relevant topics.
    - Participate in local, state, and regional cultural/educational fieldtrips (i.e. Standing Bear Park and Educational Center, the Philbrook Museum of Art, the National Bombing Memorial, the Chickasaw Cultural Center, and guest speakers at other colleges and universities across the state and region).

3. Continue to make technological resources (computers and other tools) available to full-time faculty, part-time faculty, and adjuncts, so they can be informed of ongoing professional development opportunities.

Potential Models
Northern Virginia Community College
http://www.nvcc.edu/faculty-and-staff/human-resources/professional development/FY2011pdplan7_1_10.pdf
Austin Community College
http://www.austincc.edu/hr/profdev/
 Houston Community College
http://www.hccs.edu/hccs/faculty-staff/professional-development
Valencia Community College
http://valenciacollege.edu/faculty/development/programs/tla/Candidate/documents/EssentialCompetencie sCurrentrevised9-11.pdf
http://valenciacollege.edu/faculty/association/documents/PDPlanForm2011_13.pdf
http://valenciacollege.edu/faculty/association/documents/MockPlan201113.pdf

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NORTHERN OKLAHOMA COLLEGE

STRATEGIES WORKSHEET 9: *Enhance Staff Development.*

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Introduction and Background
All members of the staff are important partners in the academic process for student and institutional success. In order to ensure that high-quality staff will continue to be attracted to the College, it is essential that appropriate attention be paid to issues related to staff recruitment and retention.

This initiative focuses on a program that supports the personal and professional development of staff by offering training and development programs, experiences, and support needed to enable staff to learn, advance, and better serve students and the campus community.

Contribution to Objectives
This strategy will contribute to the following Objectives associated with Goal 4, *Enhance the quality of life for faculty and staff.*
- 100% of new employees (full-time and part-time/hourly) are experiencing an institution-wide orientation within 60 days of employment.
- A staff development program is in place and available to all employees (full-time and part-time)
- 50% of full-time staff are participating in 2 professional development activities (i.e Portal and other technology training, as well as job-specific training) that supports NOC's mission.
- Employee satisfaction has steadily increased, as measured by an annual survey.

Contribution to Other Goals
In addition to this Goal, this Strategy will contribute to the following other Goals in the Strategic Plan:
- Goal 1A: Enhance the quality of life for students
- Goal 1B: Enhance the recruitment efforts as well as retention and graduation rates
- Goal 2: Cultivate and maintain partnerships to inform and improve academic decisions, enrich student experiences, and support regional workforce needs

Brief Description - Actions and Elements:
Following are actions to enhance the development of staff:
1. Enhance the new staff (full-time, part-time, and adjunct) orientation program in alignment with the overall new employee orientation but with customization for staff issues, including the following:
   - Policies and procedures for personal leave, sick leave, and vacation
   - Guidelines for coordinating breaks to cover departmental needs
2. Assess the staff's development needs in order to accomplish and align with institution's goals and strategies, including development of opportunities and an action plan related to specific disciplines. Potential programs and experience include:
   - Funding for external workshops, courses, and certificates in selected areas
   - Internship/cross-training opportunities to enable staff to learn the skills of other positions
   - Release time and financial support for pursuing degrees, certificates, and job-related training
   - Development of a Professional Development Library to give staff access to videos on topics such as customer service, leadership development, ethics, socio-economic issues, etc.
   - Technological resources (computers and other tools) needed to access ongoing professional development opportunities

Potential Models
Austin Community College
http://www.austincc.edu/hr/profdev/
Grand Rapids Community College
http://cms.grcc.edu/staffdevelopment
Central Piedmont Community College
http://www.cpcc.edu/pd

NORTHERN OKLAHOMA COLLEGE
STRATEGIES WORKSHEET 10: *Utilize an Employee Satisfaction Survey.*

Introduction and Background
The success of colleges and universities relies almost exclusively on the efforts of its faculty and staff. By assessing organizational climate, an institution is not only able to identify areas that require improvement, but also recognize areas of success in performance and morale -- its own best practices -- that can be emulated in other parts of the institution.

Employees at Northern Oklahoma College are valued for contributions both within their own departments and for the positive impact they provide in various areas and functions of the college. The objective of a college Employee Satisfaction Survey is to take the pulse of the campus and identify potential areas of improvement. This survey will find out how Northern employees feel about key topics such as campus culture, mission, departmental communication, and much more. This survey will also create a better communication line between employers and employees in order to produce quality services in all areas and departments.

The focus of this initiative is to help with better engagement, workplace productivity, and employee retention, as well as to understand the needs within the organization and to focus on improving employee satisfaction.

Contribution to Objectives
This strategy will contribute to the following Objectives associated with Goal 4, *Enhance the quality of life for faculty and staff.*
- A yearly employee satisfaction survey will be utilized to identify areas of improvement for communication, operational procedures, (e.g. grant submission) processes and policies and steady progress has been made toward implementing appropriate findings.
- All institutional policies, processes and procedures have been reviewed annually with plans in place to update and steady progress made in areas needing improvement.

Contribution to Other Goals
In addition to this Goal, this Strategy will contribute to the following other Goals in the Strategic Plan:
- Goal 1A: Enhance the quality of life for students
- Goal 1B: Enhance recruitment efforts as well as retention and graduation rates

Brief Description - Actions and Elements:
The following actions will be used to accomplish the objectives:
1. Identify a process and an existing employee satisfaction survey or develop one that meets Northern's goal of improving engagement and performance among all NOC employees.
   - Determine who will send the survey and which office will have ongoing responsibility for it, what format the survey will be given (online or hard copy), how anonymity will be insured, and the timeline for administering the survey.
   - Utilize an active Staff Council and Faculty Council to review the survey instrument annually, insuring it continues to meet Northern's needs.
   - Invite every employee to participate by completing the survey.
   - Post results of the survey annually on the Portal.
2. Develop and utilize an internal review process for co-curricular plans and assessment.
   - Each department will compile a list of objectives based on its purpose in the Institutional mission.
   - A timeline and evaluation process will be established for co-curricular plans to be submitted from each department.
   - Annual employee satisfaction survey results will be provided to all departments prior to the submission of the revision deadline for the co-curricular plan to insure feedback can be considered.
   - Co-curricular plans will be posted to the Portal.

- An ongoing system of operations analysis will be used to determine appropriate staffing levels, technological efficiencies, and resource efficiencies, as needed in each department and across the institution.

Potential Models
Irvine Valley College
http://www.ivc.edu/resources/administration/accreditation/2010/FullAccredDocs/2009%20Employee%20Satisfaction%20Survey.pdf
Mott Community College
http://www.mcc.edu/pdf/ss/student_satisfaction_survey.pdf
Mississippi Gulf Coast Community College
http://www.mgccc.edu/factbook/reports/2011_Employee_Opinion.pdf
Lower Columbia College
http://www.lcc.ctc.edu/info/webresources/Institutional-Research/EmployeeSurveyResults.pdf
Edison Community College
http://www.edisonohio.edu/index.php?page=ecc-employee-satisfaction
CCCSE survey
www.ccsse.org/
Chronicle Great Colleges to Work for Survey
http://chronicle.com/article/methodology/133319/.

Introduction and Background

Performance review is the method of objectively assessing an individual's success and contribution in accomplishing the assigned work; this includes comparatively reviewing the individual's performance to the particular expectations/specifications listed in his/her job description. It is designed to promote better understanding between supervisors and employees concerning job responsibilities and performance expectations.

The objective of the NOC compensation program is to establish salary rates comparable to the market. Market competitive compensation for all employees is critical in recruiting, retaining, and motivating highly qualified employees.

To help insure the success of the plan, the employee performance evaluation process will include goal setting, performance measurement, regular performance feedback, employee recognition, and documentation of employee progress. This evaluation process will be used during an annual review of the compensation program to allow for employees to receive fair and equitable pay in relation to the value of work performed. By doing so, NOC receives a fair return on its investment.

Contribution to Objectives

This strategy will contribute to the following Objectives associated with Goal 4, *Enhance the quality of life for faculty and staff.*
- 100% of new employees are experiencing an institution-wide orientation within 60 days of employment.
- All institutional policies, processes, & procedures have been reviewed annually with plans in place to update & steady progress made in areas needing improvement.

Contribution to Other Goals

In addition to this Goal, this Strategy will contribute to the following other Goals in the Strategic Plan:
- Enhance the quality of life for students.
- Enhance retention and graduation rates.

Brief Description - Actions and Elements:

Following are actions for establishing an annual performance and salary review:
1. All full-time employees will participate in a revised annual performance review process.
    - Develop a new employee performance review process with an established training program for both the reviewer/reviewee on how to proceed with a performance review. Explore 360 degree evaluation models that allow for peer-to-peer feedback.
    - Provide employees with continued knowledge of expectations and feedback for their job, beginning with the existing 90-day review process and continuing annually.
    - Conduct an effective meeting with the employee by completing review forms, being an active listener, allowing for enough time to review all information and allowing the employee to offer a differing view.
2. An annual review of employee salary and compensation packages (in comparison with peer institutions within the state) will be conducted as part of the overall budget planning process.
    - Utilize compensation market surveys to identify and strive for competitive salaries and internal equity.

- Further develop an employee classification system or competency scale with similar positions, job descriptions, job experiences and educational levels to be used for comparison purposes.
- Conduct an annual job analysis to document similarities and differences within the content of the job to identify the skills and experience required for individual jobs.

Potential Models
Austin Community College
www.austincc.edu/hr/eval/staff.php
www.austincc.edu/board/policies/f10.php
Harrisburg Area Community College
www.halogensoftware.com/customers/case-studies/education
Illinois Community College Board
www.iIccbdbsrv.iccb.org/salarysearch/home.cfm

Introduction and Background

Over the past few years, the percentage of higher education budgets coming from state revenues has steadily declined. To maintain the same level of services for students and cover increasing mandatory costs for employee benefits, such as insurance, the College has reapportioned funds, identified savings through energy-efficiency plans, and reduced expenditures for printing and mail through more electronic communication. While Northern Oklahoma College will continue to focus on being a good steward of all resources, it is imperative that the College seek new revenue sources to avoid unnecessary increases in tuition. Through this initiative, NOC will explore revenue streams both internally and externally. In turn, the increased revenue will benefit all employees and students.

Contribution to Objectives

This strategy will contribute to the following Objectives associated with Goal 5, *Diversify and Increase Revenue Streams*

- Northern Oklahoma College has explored opportunities with city and county authorities to diversify revenue through the use of sales and/or property tax.
- Revenue from auxiliary sales and services (e.g. bookstore, food service, residence halls) has increased.
- Northern Oklahoma College, in conjunction with the NOC Foundation, has continued to establish partnerships to secure alternative funding to support students, programs, and campus initiatives.
  - Examples—e.g. partnership with the Oklahoma State Regents Endowment Program and matched private donations to increase endowed chairs, professorships and lectureships; and growth of private scholarships.
- The NOC Foundation is operating from a separate, updated strategic plan it has developed to support the mission of the institution.

Contribution to Other Goals

In addition to this Goal, this Strategy will contribute to the following other Goals in the Strategic Plan:

- Enhance the quality of life for students
- Enhance retention and graduation rates
- Cultivate and maintain partnerships to inform and improve academic decisions, enrich student experiences and support regional workforce needs
- Upgrade facilities for quality and efficiency to enhance the student experience
- Enhance the quality of life for faculty and staff

Brief Description - Actions and Elements:

Following are actions to diversify revenue internally and externally:

1. Explore opportunities to discuss tax revenue options with County and City officials.
   - Kay, Grant, Noble, Osage, Garfield and Pawnee County
   - Cities of Tonkawa and Enid.
2. Increase sales in food services.
   - Provide flexible hours for access.
   - Expand the menu, maintaining focus on nutritious meals.
   - Provide a flexible spending option.
3. Increase bookstore revenue.
   - Increase technological offerings.

- Increase online revenues.
- Explore implementing a rental system for electronic devices.

4. Increase resident hall habitation with dorm renovations and new construction.
   - Build new dormitories.
   - Fill dormitories on the Tonkawa and Enid campuses through appeal of new facilities, lower price options for older dorms, and review of freshmen residence requirements.

Potential Models

Houston Community College
http://www.hccs.edu/hcc/System%20Home/Departments/College%20Wide%20Initiatives/cost%20containment%20program%20summary.pdf

Tulsa Community College
http://watchdog.org/35507/ok-tulsa-community-college-spending-less-but-most-revenue-increasing/

Introduction and Background

An important component of diversifying revenues is increasing the amount of support from grant activities. Grants not only increase revenues, they also enhance the intellectual/academic life of the College, provide opportunities for student/faculty research, and create funding for faculty to conduct research on matters of importance to the region that NOC serves. In order to obtain success in reaching the targeted goal, a culture of grantsmanship will need to be developed among faculty, staff and administration, to cultivate an environment of grant seekers.

Contribution to Objectives

This strategy will contribute to the following Objectives associated with Goal 5, *Diversify and Increase Revenue Streams*

- NOC has steadily increased the number and scope of grants submitted that support the development of new academic and other programs or enhance current programs to meet regional workforce needs, such as TANF, Upward Bound, NSF, Scholars for Excellence, AT&T, PMI, and Gear Up.

Contribution to Other Goals

In addition to this Goal, this Strategy will contribute to the following other Goals in the Strategic Plan:

- Enhance the quality of life for students.
- Cultivate and maintain partnerships to inform and improve academic decisions, enrich student experiences and support regional workforce needs.
- Upgrade facilities for quality and efficiency to enhance the student experience
- Enhance the quality of life for faculty and staff.

Brief Description - Actions and Elements:

Enhancing grants will contain the following actions and elements:

1. Establish an institutional target for grants in terms of number of submissions, percent of submissions funded, and total revenues from funded proposals.
2. Review the College's indirect cost recovery percentages to be certain that they capture institutional costs.
3. Provide pre-award and ongoing support through the Grants Office.
4. Launch a contract and grant support program. Elements to be considered include the following:
   - A mentoring program will use individuals with contract and grant experience to assist others who wish to pursue contracts and grants.
   - Quarterly updates will be published in "What's Happening Around NOC," providing information on grants awarded to the college.
   - A page will be designated on the NOC portal, providing links to funding sources, helpful tips for writing a successful grant, provide examples (or possibly previously awards) of grants.
5. Hold workshops on how to pursue grants from government agencies and foundations.

Potential Models

http://www.kbsolutions.com/grantwrite.pdf
http://www.brazosport.edu/Grants/Pages/default.aspx
http://www.mgccc.edu/forms/