

Northeastern Oklahoma A&M College

# VISION 2027

STRATEGIC PLAN 2022-2027



# **STRATEGIC PLAN – 2022-2027**

## **INTRODUCTION**

Northeastern Oklahoma Agricultural and Mechanical College (NEO) was founded on March 17, 1919 under Oklahoma State Senate Bill 225. Ottawa County Representative James Mabon sponsored the bill as he saw an increasing demand for educated mine operators. Established as the Miami School of Mines, NEO soon offered a broad range of courses including botany, home economics, and chemistry. NEO held its first commencement in 1922 with a graduating class of three people: Zella Donohue of Miami, Willet Warner of Picher, and Loren Van DeGriff of Picher.

As NEO became an important part of the education of northeastern Oklahoma, the Board of Regents for the Oklahoma Agricultural and Mechanical Colleges changed the name of NEO Junior College to Northeastern Oklahoma Agricultural and Mechanical College in 1943. Two years later, football coach “Red” Robertson named the Norseman as the official mascot of NEO. In 1981, Dr. Nick Calcagno designed and created a nine-foot statue of Odin that now serves as a symbol of NEO.

NEO is dedicated to providing opportunities that promote excellence in learning, service, and leadership in a global society. For nearly a century, NEO has been preparing students to be successful in life. At NEO, students are proud of their decision to become Norsemen. In only two years, NEO enables its students to obtain an associate degree that will grant them limitless opportunities. Our programs make students work-ready or prepared to transfer through a low student to teacher ratio and hands-on training.

As a premier two-year college in Oklahoma and the surrounding four-state area, NEO understands the importance not only of providing education for our students, but also supporting them. NEO’s strategic plan will ensure a proactive approach through the continued development and support of our students, employees, and resources.

## **SUMMARY OF THE STRATEGIC PLANNING PROCESS**

NEO began a strategic planning initiative in 2021. The following plan was designed to continue fulfilling NEO's mission to provide opportunities that promote excellence in learning, service, and leadership in a global society. The following document was created as an internal working document to outline the product of the strategic planning initiative.

The goal of the strategic planning process was to establish a path leading toward future growth and success. During the fall 2021, a strategic planning committee was established. The committee was comprised of NEO faculty, staff, administrators, alumni, students, and Miami community members. The committee conducted a strength, weakness, opportunity, and threat analysis and received input from several stakeholder groups through a survey instrument that was designed to provide insight from a broader NEO audience.

Five strategic priorities were identified through the data collected from the survey and focus groups. These priorities include:

- Academic and Student Success
- Campus Safety and Facilities
- Enrollment Management - Retention and Recruitment
- Personnel Support and Development
- Resource Development

Subcommittees representing each of the five strategic priorities were created consisting of current employees, community members, alumni, and students. Each group was tasked with collecting data and establishing goals, outcomes, and action plans for each priority.

## **NEO VISION STATEMENT**

“NEO seeks to become a national leader in rural, residential community college education by developing nationally competitive programs in academics, intercollegiate athletics, co-curricular activities, student development and campus facilities.”

## **NEO MISSION STATEMENT**

“NEO A&M College is dedicated to providing opportunities that promote excellence in learning, service, and leadership in a global society.”

# ***Academic and Student Success***

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## **MISSION**

Northeastern Oklahoma A&M College seeks to create an environment focused on the student success through the creation/expansion of evidence-based policies and programs.

## **PURPOSE**

The Academic and Student Success Strategic Planning Sub-Committee seeks to increase the success rates of NEO students, as measured through graduation/transfer rates. NEO can accomplish this by enhancing existing programs or creating new programs that support student mental health, resilience, and classroom preparedness.

## **GOALS**

1. Improve intervention strategies for all students
2. Improve academic advisement/mentorship
3. Improve success rates of first-time full-time freshmen online students.
4. Improve resources for online students.

## **OUTCOMES**

- Improve first-time full-time student retention and graduation rates by 3% over a 5-year period.
- Develop programs to enhance mentorship and advisement across campus
- Create a professional development program for employees to focus on responding to student needs

## **RATIONALE**

NEO is dedicated to ensuring student success and retention, and students will have a better learning experience when faculty and staff provide academic support and improved services in all areas of the campus.

## **STATEMENT OF NEEDS**

Student success is an ever-present concern in higher education and many students lose sight of their educational goals because they do not have a clear and achievable academic plan, face unexpected hurdles such as mental health needs, or are unprepared for the learning environment.

## **ACTION PLAN**

- Create orientation for online students
- Develop Zoom tutoring for online students
- Create training programs to enhance advisement/mentorship
- Implement intervention strategies for students not associated with activity programs
- Conduct analysis of mental health services and student needs and develop plan of action
- Implement strategies to encourage student attendance

# ***Campus Safety and Facilities***

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## **MISSION**

Northeastern Oklahoma A&M College will foster and maintain an environment that is safe, secure, and stable for living, learning, and working.

## **PURPOSE**

The Campus Safety and Facilities Strategic Planning Committee aims to create and maintain an environment where students, staff, and faculty feel safe and comfortable. Security and comfort should be provided through a proactive and comprehensive plan that addresses possible safety and comfort concerns on campus.

## **GOALS**

1. Improve living environment in residence halls
2. Offer enhanced learning and working environment in academic buildings
3. Campus security systems evaluation and upgrades

## **OUTCOMES**

- Improve air quality in four residence halls for approximately 70% of on-campus living population
- Improve learning and working environment for 90% of students and employees
- Enhanced campus safety through improved lighting, surveillance systems, and access control

## **RATIONALE**

Providing the basic needs to students, employees, and visitors is essential in continuing a high-level service model. Safety, security, and comfort is essential to the mental and physical well-being of NEO's stakeholders and is critical in attracting and retaining students and employees.

## **STATEMENT OF NEEDS**

A continual emphasis in updating safety initiatives and improving campus facilities will signal to stakeholders a commitment to their well-being and to a continued high level of excellence.

## **ACTION PLAN**

- Install updated HVAC systems into residential halls
- Conduct a classroom use analysis to determine most effective classroom usage
- Identify potential funding grants for campus safety with efforts to improve technology
- Develop access control protocol and policies for students and employees
- Conduct a full analysis of academic buildings to determine a comprehensive space utilization and improvement plan
- Continue campus safety programming
- Evaluate campus lighting to determine needed improvements



# **Enrollment Management - Retention and Recruitment**

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## **MISSION**

Northeastern Oklahoma A&M College is committed to creating an environment focused on the recruitment, retention, and academic success of students through improved overall campus policies, processes, and communication.

## **PURPOSE**

The Enrollment Management Retention and Recruitment Strategic Planning Subcommittee aims to improve recruitment, retention, and academic success seeking to increase the excellence in all areas of the NEO campus to ensure student body growth, academic success, and degree completion. NEO can accomplish this through fostering collaborative efforts by faculty, staff, and students to improve communication, policies, and processes.

## **GOALS**

1. Increase enrollment by developing programs to target secondary markets
2. Enhance the overall student experience
3. Centralize and enhance communications with students
4. Improve quality of information available to students and employees
5. Strengthen marketing practices and strategies

## **OUTCOMES**

- Increase matriculation rate of applicants by 5-10%
- Increase enrollment by 1% annually over a 5-year period
- Improved student and employee understanding of college processes

## **RATIONALE**

NEO is dedicated to ensuring student success. As a two-year institution serving primarily first-generation students, NEO must prioritize and work to ensure equal access to consistent and

accurate information as well as quality course materials.

Quality and effective communication is essential for student success upon entry into college. Employees must be trained to help guide new students to a clear understanding of NEO policies, processes, and resources.

To remain a viable option for current students and an enticing option for new students, NEO must provide clear, consistent, targeted communication; accurate information; and a quality comprehensive student experience.

### **STATEMENT OF NEEDS**

Student recruitment and retention are ever-present concerns in the higher education landscape, especially in the post-2020 environment. Institutions of higher education must be able to convince potential students of the value and applicability of a degree as well as provide adequate resources and communication throughout their educational endeavor.

NEO students and employees must be equipped with a thorough understanding of collegiate policies, processes, and resources. Decentralized campus communication may create duplicated and redundant messaging deterring student recruitment and retention.

Student degree progress and completion is reliant on accurate degree information shared with students and college employees. Advisement is enhanced with this effective information communication.

### **ACTION PLAN**

- Launch new college website
- Update degree check sheets
- Analyze current college application and advising processes to adjust and help increase student and employee understanding
- Centralize communications (including central calendar of events and CRM system)
- Improve relationships with area high schools
- Create innovative marketing plan

# ***Personnel Support and Development***

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## **MISSION**

Northeastern Oklahoma A&M College seeks to create a workplace that values creativity, dedicated performance, and fulfillment for all employees.

## **PURPOSE**

The Personnel Support and Development Planning Committee aims to address needs associated with NEO's mission and vision statements by prioritizing the recruitment, support, and development of campus personnel.

## **GOALS**

1. Increase engagement activities with employees
2. Enhance marketing and onboarding efforts for employees
3. Improve employee compensation package
4. Establish professional development opportunities

## **OUTCOMES**

- Add annual campus activities for employee engagement
- Create employee appreciation program
- Increased employee compensation based on enrollment targets
- Professional development opportunities
- Improved on-boarding training
- Increased employee satisfaction and fulfillment
- Employee satisfaction baselines established for future measurement

## **RATIONALE**

To maintain the highest level of service to students, attracting and retaining quality employees is critical. Identifying qualified employees in the rural location of Miami, Oklahoma has proven challenging and retaining a motivated workforce during a competitive environment will continue as a difficult issue for NEO.

## **STATEMENT OF NEEDS**

To continue delivering services aligned with the NEO mission and vision statements, a highly effective workforce is essential. A quality employee base will allow NEO to consistently offer students a valued educational experience. With rising competitive salaries in the region and a shrinking population, NEO must prioritize efforts to find, retain, and develop high quality employees.

## **ACTION PLAN**

- Increase Administrative leave by 1-2 days
- Work with supervisors to develop appreciation initiatives for employees
- Develop a Professional Development Certificate for employees
- Create marketing plan for attracting and recruiting employees
- Conduct feasibility study on offering 4-day class schedule & flexible work week
- Create annual employee survey to establish baseline and continuing satisfaction and needed improvements
- Create enhanced onboarding program for newly hired employees

# **Resource Development**

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## **MISSION**

Northeastern Oklahoma A&M College seeks to develop relationships that yield philanthropic resources to advance the College's mission.

## **PURPOSE**

The Resource Development Strategic Planning Committee aims to address needs associated with NEO's mission and vision statements in support of student success through partnerships with alumni, tribal nations, community stakeholders, policymakers, and grant-awarding agencies. The Committee seeks to identify priority initiatives that leverage the efforts of the College's administration and employees.

## **GOALS**

1. Develop relationships with regional constituencies that benefit NEO and Northeast Oklahoma
2. Secure grants and donations that will lead to new or increased sources of revenue for the College.
3. Improve digital communications/marketing campaigns focused on reengaging alumni

## **OUTCOMES**

- Secure \$200,000 in new grant awards annually
- Increase presence on social media platforms and digital communications
- Develop initiatives in partnership with tribal partners to support NEO programs
- Begin annual giving programs to generate annual gifts, including online donations
- Increase database of alumni contacts and build platform to support engagement.
- Increase the number of presidential partners by 50% over 5-year period

## **RATIONALE**

NEO can no longer afford to solely rely on tuition/fees and state appropriations to address needs associated with our mission. We must become more aggressive at communicating the value of the mini-university, student-centered experience we offer, to gain the support of alumni, community, tribal, Foundation and corporate partners. We need to leverage the talents of employees to prioritize efforts that will lead to the best returns-on-investment by intentionally identifying grant and collaboration opportunities, and through embracing trends in social media/digital giving. NEO needs to be on the forefront of low cost-high impact practices in our pursuit of external resources. We have a compelling “story to tell,” a history steeped in tradition and forward-thinking leadership.

## **STATEMENT OF NEEDS**

Budget constraints associated with NEO’s shrinking prospective student base and flat state appropriations have led to large gaps in our ability to fund equipment, supplies professional development and personnel critical to carrying out the College’s mission in promoting student success academically and in co-curricular programs that teach leadership skills and the importance of civic participation. Simultaneously, there is a desire to maintain NEO’s current tuition/fees so that a quality education is affordable and accessible to all. Therefore, it is incumbent on the College to invest in efforts that directly lead to securing external resources.

## **ACTION PLAN**

- Invest in the Foundation Directory Online grant database and develop annual grants calendar
- Consult with experts in new media/fundraising best practices (\$6,000 estimated cost; one-time fee to develop tools/strategies)
- Develop and implement a planned giving fundraising program
- Develop a comprehensive communication plan to engage with alumni
- Cultivate external partnerships and relationships that provide access to resources for the benefit of the College