



NorthwesternTM

OKLAHOMA STATE UNIVERSITY

Strategic Plan | 2022-2027



Success Lives Here



Mission

Northwestern Oklahoma State University provides quality educational and cultural opportunities to learners with diverse needs by cultivating ethical leadership and service, critical thinking and fiscal responsibility.

Vision

We aspire to be a vibrant and innovative regional university of choice whose students, faculty, staff, and alumni succeed and lead in their academic, professional, cultural, and service endeavors.

Values

Academic Excellence

Northwestern will provide the best possible educational experience for every student.

- Focus on quality teaching and advising
- Respond effectively to the learning needs of each student
- Embrace the role of technology in the educational process
- Promote opportunities for teaching and learning outside of the classroom

Accessibility

Northwestern is committed to the accessibility of its programs and services.

- Embrace our mission as a multiple site regional university
- Continue working to maintain affordability
- Seek new methods to deliver programs and services to our constituencies

Community

Northwestern will create a sense of community that extends beyond campus boundaries.

- Seek partnerships and initiatives that will improve the quality of life for area residents
- Promote institutional and individual service to others
- Embrace our role in a global society

Diversity

Northwestern will respect the individual rights of all persons.

- Value the differences in every individual
- Promote the expression of differing opinions and beliefs
- Appreciate the culture and backgrounds of each person
- Treat every individual with respect

Responsibility

Northwestern will maintain the highest levels of ethical standards and accountability.

- Act with integrity and accept responsibility
- Use our resources in the most effective and efficient manner
- Conduct business in an atmosphere of transparency
- Promote a culture of continuous improvement



Dear Members of the Northwestern Community,

Our strategic planning process began in the summer of 2021, and many individuals contributed to this vision of Northwestern's future. I appreciate you giving your time and energy to help bring this plan to completion. The 2022-2027 Strategic Plan, *Success Lives Here*, seeks to maintain a commitment to Northwestern's rich traditions while simultaneously adapting to significant changes in the higher education landscape.

This recognition of the need to be responsive to an evolving educational climate has served us well in previous strategic planning cycles. Consider the challenge of responding to new demands brought on by the coronavirus pandemic. The 2016-2021 Strategic Plan, *Defining Our Future*, prioritized faculty development regarding new delivery modes for instruction. This, coupled with the commitment and resilience of our

employees and students, contributed to our ability to maintain meaningful instruction at the height of that crisis.

We have also seen the positive impact that a new information system, the Enterprise Resource System, has had on the internal processes of the university. From billing to human resources, financial aid to registry, and purchasing, the entire campus has benefitted and will continue to benefit from the adoption of this system, which was the direct result of goals articulated in the previous plan.

The University's renewed strategic plan establishes goals and directions for the next five years that recognize and respond to the impact of an unstable economy, an ever-evolving employment market, and changing expectations for higher education institutions. The plan addresses four principal aims: (1) empowering faculty to deliver meaningful content and experience to students; (2) improving the campus environment and culture for students and employees; (3) advancing the mission of the university; and (4) placing further emphasis on recruitment and retention of students.

Ultimately, we must always remember that faculty are most impactful to student learning. No matter the modality used, the trust and relationship built between faculty and student sets the stage for student success.

The phrase "Success Lives Here" defines our expectations as we look to the future. As our vision statement articulates, "We aspire to be a vibrant and innovative regional university of choice whose students, faculty, staff, and alumni succeed and lead in their academic, professional, cultural, and service endeavors." The 2022-2027 Strategic Plan, *Success Lives Here*, represents our collective best effort to lay out the path to achieving that vision.

Sincerely,

Bo Hannaford, Ed.D.
President

Strategic Direction 1 Academic Excellence

Northwestern will provide the necessary resources to empower faculty as they design and deliver academic programs that include meaningful content and experiences, and to prepare graduates for successful careers and service to society.

Goal 1: Gather and provide meaningful data and input to drive academic decision-making.

- Ensure program assessment review to enhance academic programs
- Maintain university and department/division accreditation that leads to an improved academic experience
- Evaluate existing and new academic programs in correlation to occupational needs in the state and region
- Provide opportunities for interaction with discipline experts and outside consultants, where appropriate
- Collect, disseminate, and share academic data to guide programs
- Ensure consistency and instructional quality across delivery modes

Goal 2: Provide increased opportunities for, and access to, meaningful professional development.

- Encourage faculty-driven professional development
- Seek new resources for professional development opportunities
- Enrich the portfolio process through meaningful professional development
- Expand professional development and activities to meet the social, physical, and mental health needs of students, faculty, and staff
- Create more opportunities for development of leadership skills and roles
- Increase professional development focused on advising that leads to student success

Goal 3: Enhance the use of existing and emerging instructional modalities to meet the needs of all students.

- Achieve General Education course access across all modalities
- Prepare faculty and students to manage diverse learning technologies
- Research and enhance institution-wide instructional technologies across all modalities
- Maximize the use of existing technology for outreach to students
- Gather and utilize data on instruction through all modalities
- Explore new opportunities to ensure accessibility for academic success

Goal 4: Create a culture of employee and student collaboration that leads to enhanced student experience and success.

- Enhance the educational experience by extending educational learning opportunities beyond the classroom (service learning, leadership activities, co-curricular activities, experiential learning, and partnerships)
- Provide university personnel appropriate resources to advise students more effectively
- Implement and evaluate strategies to increase the number of students who declare a major within the first 30 credit hours
- Track and measure graduation cohort progress to determine the need for intervention
- Expand mentoring programs to enhance student success

Strategic Direction 2

Campus Culture and Environment

Northwestern will provide a campus culture and environment to attract and retain students and employees.

Goal 1: Provide a safe, sustainable, and aesthetically pleasing campus environment.

- Continue to improve learning and living environments within residential facilities
- Develop funding sources for major capital project renovations (Herod Hall, mall area, outdoor recreation areas, outdoor classroom)
- Foster sustainability efforts within the Northwestern community (recycling, clean-up days, green initiatives)
- Increase technological infrastructure to improve the efficiency of campus functions
- Review and implement energy cost-saving opportunities across campus facilities
- Explore opportunities to enhance physical accessibility of campus facilities
- Provide an environment that supports the physical, social, and mental health of employees and students
- Improve infrastructure and resources to support campus safety

Goal 2: Provide opportunities for campus leaders and all constituencies to collaborate in university governance.

- Continue and enhance opportunities for all university constituencies to participate in decision-making
- Publicize opportunities for, achievements resulting from, collaboration in the university decision-making process
- Encourage employee and student involvement and leadership across campus and community
- Increase student representation across campuses within committees, student organizations, and leadership efforts

Goal 3: Provide an environment that fosters and embraces an appreciation for human diversity.

- Offer academic experiences and other opportunities that meet the needs of a diverse campus
- Ensure that hiring practices are inclusive and foster diversity within our faculty and staff
- Create a campus culture that is inclusive of all students and employees
- Provide learning experiences and professional development for students and employees that enhance the understanding of diversity

Goal 4: Create and implement new marketing strategies and avenues to enhance the awareness of educational experiences and achievements at the university.

- Increase brand awareness within and beyond northwest Oklahoma
- Determine and implement new avenues within digital marketing to reach potential students
- Utilize alumni relationships to produce an advertising campaign establishing processes to analyze results from the campaign
- Research and implement more effective communication channels among all stakeholders
- Develop a practice of institutional branding for employee- and student-generated material (workshop PowerPoints, etc.)
- Increase awareness of media coverage of employee and student achievement
- Review and redesign the university website

Strategic Direction 3

University Finance and Budget

Northwestern will provide the necessary resources to advance the mission of the university.

Goal 1: Evaluate salary and benefit structure to recruit and retain quality employees.

- Establish a comparison group to identify and reach target average salaries for each faculty rank
- Determine fair market value pay rate ranges for all staff positions and set targets to reach them
- Continue to evaluate fringe benefit opportunities for all employees
- Evaluate and adjust, as appropriate, irregular pay and part-time employee pay
- Evaluate and adjust, as appropriate, academic program staffing needs based on enrollment trends

Goal 2: Partner with the Northwestern Foundation to enhance the university experience.

- Prepare and launch Northwestern's second comprehensive capital campaign
- Assist the Foundation in increasing the quantity of planned giving pledges
- Assist the Foundation in increasing alumni giving
- Increase continuing student scholarships

Goal 3: Create opportunities for grant participation, and explore new partnerships to improve the university experience for all stakeholders.

- Increase faculty and staff participation in grant-seeking activities
- Increase the number of outside grant funding efforts by faculty and staff
- Participate in financially beneficial consortiums and partnerships with other entities
- Ensure the success of ongoing grant programs
- Partner with external entities to promote growth and development
- Actively engage with elected officials to advance the mission of the university

Goal 4: Evaluate and revise strategies that encourage transparency to all constituents.

- Continue to provide campus community opportunities for budget input
- Investigate and develop ways to report ongoing or completed projects and activities to stakeholders

Strategic Direction 4

Student Retention and Enrollment

Northwestern will develop policies and practices that foster a university-wide culture of recruitment, improving retention and increasing graduation rates.

Goal 1: Ensure a culture of accountability for recruitment, retention and graduation of Northwestern students.

- Seek participation from all campus constituencies in recruitment and retention efforts to ensure accountability and tracking
- Efficiently track and disseminate cohort data to improve graduation rate of students within six years
- Review and strengthen Student Enrollment Management Plan
- Meet the goals of the Student Enrollment Management Plan for such groups as freshman, transfer, international, concurrent, graduate, and minority students
- Develop strategies and practices that will increase overall enrollment for the university
- Ensure student success data and information is updated and communicated

Goal 2: Improve scholarship opportunities for continuing students.

- Explore a merit-based versus need-based scholarship model
- Investigate scholarship opportunities aimed at retaining students in areas of critical occupations for the state
- Explore increasing the scholarship cap
- Extend graduate assistant positions across academic disciplines with graduate programs

Goal 3: Implement policies and practices that improve enrollment and retention.

- Upgrade technology that will enhance student experience and satisfaction
- Improve enrollment and engagement processes for incoming freshman, transfer, graduate and nontraditional students to positively impact retention
- Complete implementation of electronic degree audit process through the Colleague system
- Enhance and increase campus life opportunities to impact retention
- Restructure the first-year experience course

Goal 4: Enhance services to better meet the needs of a diverse population.

- Provide services and opportunities to support a diverse faculty and staff
- Seek opportunities to assist first-generation and low-income students
- Improve technology that will help meet ADA accommodations for students
- Identify and address the unique needs of various student populations

Strategic Planning Teams

Steering Committee

Dr. Bo Hannaford, President
Dr. James Bell, Vice President for Academic Affairs
Dr. Roxie James, Chair, English, Foreign Language and Humanities Department
Sue Burks, Assistant Director of Financial Aid/Chair, Staff Council
Shannon Leaper, Library Services Director/Assistant Professor of Library and Information Science
Kaylyn Hansen, Director of Assessment and Institutional Effectiveness/Chair, Professional Staff Council

Administration

Dr. David Pecha, Executive Vice President
Caleb Mosburg, Dean of Student Affairs and Enrollment Management
Kelsey Martin, Director of Marketing and University Relations
Dr. Jonathon Thomason, Dean, Woodward Campus
Dr. Wayne McMillin, Dean, Enid Campus
Brad Franz, Director of Athletics
Skeeter Bird, Chief Executive Officer of the Northwestern Foundation and Alumni Association
Dr. Shawn Holliday, Associate Dean of Graduate Studies

Faculty

Dr. Garret Lahr, Chair, Division of Business
Dr. Jennifer Oswald, Chair, Faculty Senate/Chair, Division of Education
Dr. Mindi Clark, Associate Professor of Agriculture/Chair, General Education Committee
Dr. Kylene Rehder, Professor of Social Work/Chair, Social Work Department
Dr. Mary Riegel, Associate Professor of Mathematics
Dr. Karsten Longhurst, Assistant Professor of Music/Director of Choral Studies
Dr. Leslie Collins, Chair, Charles Morton Share Trust Division of Nursing
Taylor Randolph, Instructor of Psychology
Dr. Christie Riley, Associate Professor of Education/Director of Teacher Education

Staff

Jake Boedecker, Coordinator of Online Education
Taylor Wilson, Director of Counseling and Career Services
Matthew Cherry, Director of Academic Success Center
Matt Adair, Assistant Dean of Student Affairs and Recruitment / Director of Housing
Tandy Keenan, Director of Sponsored Programs
Craig Ricke, Director of Information Technology
Doug Chaffin, Director of Plant Operations

Students

Maggie Peterson
Erika Hernandez
Jaden Brunnemer
Bubba Furlong
Shayna Miller
Austin Rankin
Edwin Yemoh
Sadie Bier, Graduate Student
Julie Mayer, Enid Campus
Camryn Howard, Woodward Campus



Regional University System of Oklahoma

Regent Susan Winchester
Regent Chris Van Denhende
Regent Lake Carpenter
Regent Gary Parker
Regent Connie Reilly
Regent Jane McDermott
Regent Amy Anne Ford
Regent Eric Fisher
Regent Joy Hofmeister

*“Education is the most
powerful weapon
which you can use to
change the world.”*

Nelson Mandela