



Multi-Location Visit Institutional Report

Instructions

Submit the completed report as a single PDF file to the peer reviewer assigned to conduct the visit and to HLC at hlc.commission.org/upload. Select "Visit Materials" from the list of submission options to ensure the institution's materials are sent to the correct HLC staff member. Brief evidentiary materials may be included if they are necessary to support information provided in the report. The report is due 30 days prior to the visit.

Overview Statement

1. Provide a brief overview statement about current additional locations, and about the institution's general approach to off-campus instruction. List the current approved active additional locations. Be sure to include with each location the full address and all academic programs offered at the location.

Woodward: 2007 34th Street, Woodward, OK 73801

Enid: 2929 E. Randolph, Enid, OK 73701

Ponca City: 2800 N. 14th, Ponca City, OK 74601

Oklahoma Panhandle State University: PO Box 430, Goodwell, OK 73939

Crabtree: Route 1 Box 8, Helena, OK 73741

Regent policy limits lower-division offerings at Ponca City and Enid to those courses not offered by Northern Oklahoma College. Beyond those limitations, though, the university's use of multiple modalities (ITV, face-to-face, online) to offer courses at the Woodward, Enid, and Ponca City locations enables students at those locations to complete all or most of the requirements for degrees in the School of Education and School of Professional Studies. Offerings to support program completion in disciplines in the School of Arts and Sciences are slightly more limited, though many of those degrees may also be obtained largely or exclusively at one of those three locations as well.

Offerings at the OPSU campus are limited to graduate programs only, and offerings at the Crabtree location are limited due to restricted Internet access for incarcerated students.

2. What future growth does the institution anticipate (e.g., in the next six months, three years, 10-20 years) for additional locations?

Northwestern Oklahoma State University provides a high level of accessibility to online courses. Therefore, we do not anticipate adding more locations in the future. However, the university is committed to maintaining and supporting the current additional locations.

The goal of the university remains to expand programs at other locations as interest and resources allow. For example, health and sports science education offerings have been expanded at additional locations as a result of the hiring of a teaching campus dean with full faculty qualifications in this area. We will continue to explore how virtual meeting technologies such as Zoom will allow for more expansion.

Institutional Planning

1. How does the institution ascertain that facilities at each location will meet the needs of the students and the curriculum?

The deans at the Enid and Woodward locations meet with a Leadership Advisory Board to address student concerns. The members serve as campus ambassadors and help in the planning and implementing of student activities. The group is supervised by the Campus Coordinator. Serving on the Leadership Advisory Board provides learning and leadership opportunities for student governance.

Based on information gathered from the Leadership Advisory Boards as well as various surveys, deans at each location complete annual assessment plans using a template created in ALCA, a web-based data management system, to assist in streamlining and supporting institutional effectiveness. Additionally, as do other university administrators, these deans present budget requests tied to needs and aims identified in these plans as part of the annual budget hearing process.

The CEO of the University Center-Ponca City, uses similar assessment to solicit both qualitative and quantitative student responses to questions about class size and instructional technology. Each year the CEO of the University Center and the UC Information Technology Director review technology needs and communicate directly with the Northwestern Executive Vice President / Academic Affairs and the Associate Vice President for Academics. The UC developed a committee of students, UC personnel, community members and business professionals to assess facility needs of the UC.

Three new Zoom studios have been installed at the Alva, Enid, and Woodward locations. As ITV technology remains in high demand, this upgrade has been helpful in assuring Northwestern is meeting the needs of the students and the curriculum.

2. What is the process through which the institution assesses and adjusts, as necessary, funding and staffing for locations?

Much of the instruction at Northwestern is delivered via ITV, so staffing decisions for the Alva campus and additional locations are made simultaneously. However, dedicated faculty may be located on, or relocated to, additional locations based on program demand (e.g., social work,

nursing, business, education). Support staff needs are assessed and adjusted in much the same way they are on the Alva campus, by balancing shifts in need and budget constraints against resources. Staff and faculty satisfaction surveys offer data disaggregated by campus. Items deal with such things as adequacy of facilities and support. Improvements to nursing labs and updated technology at additional locations are examples of projects funded as a result of such needs assessment.

As part of the pre-budget hearings, typically held late in the fall semester, deans at the Woodward and Enid locations bring forward data and requests related to funding for campus capital and staffing expenditures. Each of these deans will then present budget proposals and supporting information in open budget hearings, typically held early in the spring semester. In this respect, the process through which the institution assesses and adjusts funding and staffing for these locations is identical to that for the Alva campus.

Staffing of support personnel and funding at the University Center—Ponca City are not within the university's purview. Because the courses at the OPSU and Crabtree locations are components of multi-campus ITV or online courses, assessing and adjusting staffing at these locations is incorporated into the processes for doing so at the Alva campus.

Facilities

1. How does the institution ensure that the facilities at each location meet the needs of students and the curriculum?

As noted above, deans at Woodward and Enid locations participate in budget hearings to ensure that facility needs are addressed. The university also administers the Ruffalo—Noel-Levitz Student Satisfactory Inventory on a three-year rotation. The results related to facilities are then disaggregated to identify certain needs (i.e., addition of lab school in Enid, new science lab in Woodward, full-time nursing at the University Center—Ponca City, nursing lab in Enid).

In response to the identification of better connectivity as a need, for example, the university is using federal pandemic relief funds to upgrade and install high-speed optic fiber and increase Wi-Fi access at the Alva, Woodward, and Enid locations.

The university also coordinates with administrators and other stakeholders at the University Center—Ponca City to ensure that facilities meet the needs of students and the curriculum. Because OPSU and Crabtree facilities are not under the university's purview, the university limits its offerings to those courses for which facilities are known to be adequate.

Instructional Oversight

1. How does the institution ensure that promotion, marketing and enrollment for the additional location stay in balance with the institution's actual resources and technical capabilities?

Scheduling courses is done strategically so that demand for rooms and resources is balanced across instructional days and times. Woodward and Enid enrollment has never exceeded the institution's resources and capabilities. In terms of maximizing use of resources, retention efforts are coordinated but located at individual campuses. Marketing (recruitment mailings) include promotional materials and appropriate contact information for additional locations and their programs. For example, Reach Higher grant funds from the Oklahoma State Regents for Higher

Education support online and face-to-face Reconnect Days and marketing materials targeted at returning students.

University Center—Ponca City, OPSU, and Crabtree enrollment, marketing and promotion are not within Northwestern Oklahoma State University's sphere of control. However, the university has participated in recruiting efforts in Ponca City when invited to do so.

2. How does the institution effectively oversee instruction at an additional location?

In all cases, faculty members at all locations are evaluated using the same instruments and are required to undergo review through the portfolio process. The instructional practices at additional locations are derived from the same decision-making practices and academic structure in place at the Alva campus. Much of the instruction originates at the Alva campus (ITV) or is broadcast from additional locations to the Alva campus. Through the use of this modality, instruction at each location is largely identical. Department/division chairs provide feedback on instruction on all campuses. However, Crabtree is not able to participate in student course evaluation because of very limited online access for inmates.

Institutional Staffing and Faculty Support

1. What evidence demonstrates that the institution has appropriately qualified and sufficient staff and faculty in place for the location?

As noted before, much of the faculty is shared through ITV. Northwestern follows HLC practices for assessing qualifications of adjunct and full-time faculty in Alva and at additional locations. Northwestern maintains course limits for sections at additional campuses that are comparable to those at the main campus. The Enid and Woodward deans assess the need for support staff and work to ensure that needs are sufficiently met. While Northwestern cannot dictate practices for University Center—Ponca City, which is independent of Northwestern, has its own board, and is accountable to the same state governing board as Northwestern (State Regents of Oklahoma), the governance of that board ensures that they are taking measures to sufficiently staff that facility. In summary, Northwestern faculty provides instruction to multiple sites via ITV; therefore, quality is consistent.

2. What evidence demonstrates the institution supports and evaluates personnel at off-campus locations? Consider the processes in place for selecting, training and orienting faculty at the location.

Each year, Northwestern offers new faculty training, faculty professional development opportunities (online and face-to-face), and evaluation and portfolio review for full-time faculty who teach on all campuses. In addition, orientations by deans are held at the Enid and Woodward locations, and some departments and divisions hold their own orientations.

Divisions and departments with faculty housed at multiple campus locations hold faculty meetings, advisory council meetings, and other events at an alternating basis. Additionally, some areas such as nursing have faculty who work at multiple campus locations on a rotating basis.

Student Support

1. What evidence demonstrates that the institution effectively delivers, supports and manages necessary academic and student services at off-campus locations?

The results from Northwestern's 2019 Ruffalo—Noel Levitz Student Satisfaction Inventory indicate that some strengths of this institution include:

- Academic advisor is available when students need help
- Students with disabilities have access to academic support services
- Faculty are usually available to students outside of class (during office hours, by phone or by e-mail)
- The college provides various ways to take a particular class (video, correspondence, self-paced, open lab and ITV)

Full results are available at: <https://www.nwsu.edu/uploads//assessment/noel-levitz-ssi/northwestern-oklahoma-state-university-ssi-05-2019.pdf>

Northwestern faculty members make visibility at each location a priority. Faculty members routinely provide instruction from the various locations as well as schedule office hours on additional campuses to assist with advisement. Northwestern also has available contacts on each location to assist students with disabilities. Any student needing academic accommodations for a physical, mental, or learning disability is able to contact someone at his or her location to make arrangements. The ADA statement below as well as the student complaint protocol is required in each course syllabus.

SERVICES FOR STUDENTS WITH DISABILITIES: Any student needing academic accommodations for a physical, mental or learning disability should contact the Coordinator of Services for Students with Disabilities, or faculty member personally, within the first two weeks of the semester so that appropriate accommodations may be arranged. The location for ADA assistance is the Ryerson Hall room 126 on the Alva Campus and the contact is Calleb Mosburg. To request ADA assistance in Enid, Woodward, and Ponca City please contact the following: Enid - Tiffany Misak; Woodward - Dr. Jonathan Thomason; Ponca City - Robyn Armstrong. Online students can contact Calleb Mosburg for assistance with ADA accommodations.

Inherent limitations for incarcerated students impact the range of direct services provided. The Director of Education at Crabtree works as a liaison to ensure that relevant services are available to students.

2. What evidence demonstrates that the institution provides students with sufficient access (in person, by computer, by phone, etc.) to admissions, registration/student records, financial aid and job placement services?

With the full implementation of the Ellucian Colleague Self Service system completed, all students have equal access to centralized academic, financial, and enrollment information from any location.

Additionally, the student handbook details explicitly how students may access various services (financial aid, bookstore, library, etc.) on every campus:

<https://www.nwosu.edu/uploads//student-services/student-handbook.pdf>. Procedures are in place to ensure that they have equal access to the services provided on the Alva campus.

3. What evidence demonstrates that student concerns are addressed?

Northwestern Oklahoma State University places a high value on providing service to all students. To achieve this aim, the university makes available to students at additional locations the ability to receive all services provided by the Office of Student Services. As noted above, inherent limitations for incarcerated students impact the range of direct services provided. The Director of Education at Crabtree works as a liaison to ensure that relevant services are available to students. The Woodward and Enid locations have individuals tasked with delivering services to students. These staff members can answer student questions, direct students to campus facilities and services, and even help in the advising process. At the University Center—Ponca City, students are able to contact full-time facility staff who are trained to assist them with questions and concerns. Students are also encouraged to contact the Office of Student Services on the Alva campus for assistance when necessary.

Deans of the Woodward and Enid campus locations, the CEO of the University Center at Ponca City, and the Education Director at James Crabtree Correctional Center serve effectively as liaisons as students seek support and services. As members of the university's senior staff, the Woodward and Enid deans are consistently in contact with offices on the Alva campus. The CEO of the UC has immediate access to Northwestern's Dean of Student Affairs and Enrollment Management, Dean of Faculty, and Executive Vice President when student issues or questions arise. If a situation arises that requires the assistance of someone from the Alva campus, Alva staff and/or the Dean of Student Affairs and Enrollment Management will drive to additional locations to meet with a student face-to-face. Many questions and concerns can be addressed through e-mail or over the phone; however, the Student Services department has demonstrated a willingness to take steps necessary to provide the best service to students.

Regular visits are made to each location to provide continuity and awareness of unified support of Northwestern students. However, Crabtree does not allow regular access to university personnel.

In addition, the deans at the Enid and Woodward locations work with their campus Leadership Advisory Boards to address student concerns.

In an effort to make students aware of available services, the student handbook containing policies and procedures is posted on the university's website at <https://www.nwosu.edu/uploads//student-services/student-handbook.pdf>. Additionally, as noted earlier, the student complaint protocol and the statement of services for students with disabilities are required elements of all course syllabi.

Evaluation and Assessment

1. How does the institution measure, document and analyze student academic performance sufficiently to maintain academic quality at a location?

Because course content at additional locations is delivered almost exclusively via ITV to all sites simultaneously and/or by location faculty who teach students on all campuses, academic quality is inherently consistent across all locations. Teaching of location-specific courses by adjunct faculty is minimal. In these circumstances, department chairs provide resources such as standard

syllabi, targeted learning outcomes, and shared assignments in addition to significant guidance on course expectations, content, and format.

The Office of Assessment and Institutional Effectiveness provides the following types of assessment at each location: general education assessment (ETS Proficiency Profile and National Survey of Student Engagement), program-level assessment (annual assessment plans and exit exams), program review, and student engagement and satisfaction (Ruffalo—Noel-Levitz Student Satisfaction Inventory, NSSE, Graduate Student Satisfaction Survey, course evaluations, Alumni Survey). As the majority of the surveys and assessments are conducted online, each location has the same opportunity to complete the assessments at various locations. For assessments requiring on-site completion (i.e., exit exams, ETS Proficiency Profile), proctors are scheduled to provide students an opportunity to complete the assessment at the various locations.

2. How are the measures and techniques the institution uses for a location equivalent to those for assessment and evaluation at the main campus or other locations? If there are differences, why are these differences appropriate?

All assessments are administered at each campus. The same academic assessment process is used. There are no differences. Crabtree, however, is an exception due to the very limited online access for the inmates.

Continuous Improvement

1. How does the institution encourage and ensure continuous improvement at a location?

Each year campuses, institutional offices (financial aid, human resources, student services, etc.) and academic departments are required to complete an assessment plan. These are reviewed by the Director of Assessment and Institutional Effectiveness, and information is passed along to appropriate supervisors for review. The Executive Vice President and Associate Vice President for Academics meet with additional location deans in Enid or Woodward at least twice annually. The deans are included in senior staff meetings and retreats (President, Executive Vice President, Associate Vice President for Academics, Director of Athletics, Dean of Student Affairs and Enrollment Management, Vice President of Administration, Director of Marketing and University Relations, Dean of Woodward campus, and Dean of Enid campus), where continuous improvement is a primary focus. Members of staff, faculty, and administration (including additional location deans, faculty and staff) are also involved in the strategic planning process.

Marketing and Recruiting Information

1. What controls are in place to ensure that the information presented to students in advertising, brochures and other communications is accurate?

Advertising, brochures, and other communication—including webpages—are reviewed by the chairs of departments, deans of campuses, Director of Marketing and University Relations, and Executive Vice President for accuracy and currency. The Office of University Relations coordinates with departments and offices on efforts to update materials such as tag cards on a regular basis. Additionally, University Relations maintains a parent file structure and approval process for webpage content to ensure that all links to a referenced document lead to the same document, eliminating version control issues.