

# Defining Our Future

**Accomplishment Highlights of  
Northwestern Oklahoma State University's  
Strategic Plan from 2016-2021**



**February 2022**

## Strategic Direction 1

Northwestern will deliver and assess academic programs that include meaningful content and experiences to prepare graduates for successful careers and service to society.

**Goal 1: Review all current academic programs with respect to their content, format of delivery, and mode of assessment.**

- Revised General Education program objectives to include a manageable and meaningful number of outcomes assessed yearly through course-embedded assessments
- Completed successfully all accredited program reviews and retained accreditations, including ACEN, CCNE, CAEP, and CSWE
- Obtained approval of university function change for addition of Doctor of Nursing Practice degree
- Established fourteen additional internship partners, enabling partnerships with Grant Thornton LLP, City of Alva, Chartwells Food Service, Brown Accounting—Woodward, and the NWOSU Athletic Department
- Scaled fully the co-requisite model in both English and mathematics with establishment of lab sections for MATH 1403, MATH 1513, and ENGL 1113
- Retained learning assistants, lab assistants, and co-requisite course model as identified elements of Title III best practices

**Goal 2: With faculty, mutually establish the expectation that each department and division will conduct an assessment of societal trends and needs, including prospective students' interests, that would necessitate a change of content and/or pedagogical approach.**

- Completed and successfully submitted all program reviews based on OSRHE review schedule and guidelines
- Submitted twenty-two program modifications during the strategic planning period as a result of program review and planning

**Goal 3: Develop a system that will provide relevant data concerning school outcomes, internship opportunities, and program points-of-pride to Northwestern constituencies.**

- Published and archived on the university webpage the *Spotlight* newsletter highlighting faculty, staff, and student achievement twice annually through the Dean of Faculty's office
- Held public dedications and/or open houses for Buckles Robotics Lab, Wymer Nursing Lab, Wessels Literacy Lab, and Early Childhood Education Lab
- Established and maintained numerous department and division newsletters, including nursing, social work, and psychology newsletters, to publicize student and faculty achievement

**Goal 4: Increasing participation in faculty professional development by improving communication about available resources.**

- Established the Faculty Development Resource Center in 2017 to provide resources and space for faculty development, collaboration, and professional activities
- Collaborated with Faculty Development Advisory Board to implement “skill share” activities, organize faculty-driven Brown Bag series, enrich the Faculty Development Blackboard page, and purchase digitally accessible professional development resources through
- Introduced full professional development day on the Friday preceding the fall semester beginning in 2019

**Goal 5: Maintain student advising as an integral part of a faculty member’s professional responsibility while strengthening the effectiveness of advising across the university.**

- Published on the university’s website standardized course rotations and plans of study developed by each department/division for use by advisors and students
- Undertook 15-to-Finish campaign to emphasize to students and advisors the importance of timely degree completion and to encourage students to enroll in a minimum of 30 hours per academic year
- Convened Retention and Enrollment Forum with “enrollment champions” from each department and division several times a semester beginning in fall 2020 to facilitate more meaningful communication between advisors and academic offices

**Goal 6: Increase online course and other program offerings while ensuring rigorous standards and student learning outcomes.**

- Revised Online Course Proposal Form to elicit information about how proposed course serves broad programmatic goals and needs
- Made additional online general education courses available, including courses in leadership, wellness, humanities, and physical science.
- Expanded expectations for faculty use of Blackboard in all courses to include posting of syllabus, archiving of course documents, and utilization of gradebook function
- Achieved complete implementation of DNP program with online coursework used as primary mode of instruction

## Strategic Direction 2

Northwestern will provide a high quality educational experience for all students from time of first inquiry through graduation.

### **Goal 1: Implement the principal recommendations of the recent Enrollment Management Report and academy for Student Persistence and Completion.**

- Developed specialized professional development for faculty and staff to enhance student learning and to improve persistence
- Utilized new administrative systems to increase student satisfaction with services in registry, financial aid, and the business office
- Used student feedback on assessment instruments such as Noel-Levitz and the National Survey of Student Engagement to guide improvements in student experience
- Provided education through written and direct guidance on grant processes that support student success

### **Goal 2: Provide a sustainable, user friendly, and aesthetically pleasing campus environment.**

- Established systems of communication for all stakeholders regarding facility improvements and facility needs
- Achieved significant improvements in the university's facilities, including establishment of new Robotics Lab, Reading Literacy Lab, and Early Childhood Education Lab as well as renovations to Ryerson Hall and Ranger Rodeo facility.

### **Goal 3: Design and implement a consumer-oriented branding initiative that will engage both traditional marketing strategies and social media channels.**

- Conducted faculty focus groups to improve university and program marketing strategies
- Established new website for university targeting future students and public as primary audience
- Developed and promoted new tagline "Success Lives Here"
- Established focused marketing efforts to target students within emerging demographics of service area
- Utilized new methods to assess effectiveness of marketing and branding efforts

## Strategic Direction 3

**Northwestern will develop policies and practices that foster a university-wide culture of excellence, accountability, and collaboration.**

**Goal 1: Review and update where necessary processes across campus that impact student, faculty, and staff to ensure cost effectiveness and efficiency.**

- Adopted Ellucian administrative system to provide more user-friendly data and more efficient processes for university employees and students in such areas as financial aid, registry, human resources, purchasing, student services, and business office
- Upgraded and improved processes for travel approval, purchasing, and work order submission

**Goal 2: Review and revise as needed all internal communication protocols and vehicles to ensure reliable, timely, and consistent sharing of information across all campus constituencies.**

- Used multiple methods and media to communicate to all stakeholders important messaging such as critical academic dates, class cancellations, campus closures, and university events
- Expanded the use of shared folders to enhance communication among campus constituencies

**Goal 3: Conduct an assessment of health and wellness supporting resources for faculty, staff, and students and initiate new protocols as needed.**

- Promoted employee and student awareness of campus-wide wellness opportunities and events through collaboration with Wellness Center
- Converted the Student Center food court into a C-Store to offer more healthful options to the campus community
- Collaborated with Chartwells to add nutrition information cards for cafeteria offerings, hire a student intern, and develop social media programs to improve awareness of healthier dietary options
- Improved intramural sporting opportunities for students with the addition of a sand volleyball league and the use of an intramural webpage to enhance processes

**Goal 4: Develop manager and staff training programs that will enhance individual performance and satisfaction as well as support collaboration across divisions and departments.**

- Maintained a robust training agenda, with an average of 13 professional development activities offered annually during the strategic planning period on a variety of topics of interest
- Offered multiple professional development opportunities to orient all staff to new administrative system
- Continued yearly new staff and faculty orientation program

**Goal 5: Develop a plan to promote environmental sustainability collaborating with the local community to promote green practices.**

- Sponsored several recycling activities and various opportunities related to environmental sustainability
- Implemented energy cost-savings measures across campuses, including enrolling all campus buildings in OGE Smart Hours Energy system, installing energy-efficient windows in Ryerson Hall, completing tuck pointing in various campus buildings, and installing underground electrical system on the Alva campus
- Implemented a campaign to promote paper-free administrative operations and classrooms across all campuses

## Strategic Direction 4

### Northwestern will forge strategic partnerships that advance the mission of the University.

**Goal 1: Implement a comprehensive developmental program that secures private investment to support important initiatives and areas of most critical need.**

- Raised more than \$28 million through the Imagine Capital Campaign concluded in spring 2019
- Fostered private investment in the university, resulting in a total of 54 Endowed Chairs, 2 Professorships, and 17 Lectureships as of spring 2020
- Instituted a weekly development meeting of university and foundation leadership to discuss institutional needs and fundraising initiatives
- Secured funding for a number of capital projects including Jim Dunning Performance Center, Ryerson Hall restoration, and rodeo facility

**Goal 2: Serve as a regional center for thought and action to improve the quality of life for northwest Oklahoma and the surrounding area.**

- Hosted educational and cultural events at all campus locations, such as meetings of area public school superintendents, the university's annual Entrepreneur Seminar, Winter and Summer Chautauqua events, Enid Higher Education Council meetings, and Northwest Oklahoma Concert Series performances
- Encouraged active participation of university employees in regional service and leadership, with organizational service on entities such as the Board of Trustees for the Oklahoma Foundation of Excellence, the Governor's Educational Advisory Board, the Alva Chamber of Commerce, the Alva City Council, the Higher Learning Commission Peer Review team, and the Great Salt Plains Health Center Board

### **Goal 3: Strengthen mutually beneficial partnerships with business and industry**

Cultivated and advanced relationships with existing and new community partners in experiential learning efforts including BKD, Grant Thornton, Pioneer Cellular, Value Added Products, Vance Air Force Base, and area banks and hospitals

- Engaged in collaborative efforts through Northwest Technology Center Business Area Advisory Committee, Enid Higher Education Advisory Committee, Woodward Leadership Advisory Board, Enid Leadership Advisory Board, and Foundation boards
- Maintained mutually beneficial and strong partnerships with advisory boards for nursing, education, business, and social work

### **Goal 4: Working with alumni and friends, demonstrates to policymakers the value of the University to the people of Oklahoma.**

- Coordinated messages highlighting the value of the university through joint efforts of the University Relations office and Foundation and Alumni Association using such platforms as the Northwestern Today publication, a monthly e-newsletter, and the Dinner with the President series
- Strengthened the private sector network to help with legislative efforts through involvement with advocacy groups such as Oklahoma Tomorrow and the use of campuses to host legislators and legislative events
- Participated in annual events such as Oklahoma Promise Day, Higher Education Day, TRIO Day, Chancellor's Legislative Update, and Student Legislative Forum to provide exposure for the university and its constituents