**Academic Affairs**

Not all departments have developed service-learning courses within their major and not all courses are appropriately documented in the course catalog. This goal will be continued for the upcoming year. Two new options were developed in the graduate program; however, the marketing of the programs need to be enhanced. The new general education program was approved by the State Regents and the program was implemented in the fall of 2007. Northwestern was awarded two Upward Bound grants for the 2007-2008 year. These are federal grants which bring high school students from first-generation and lower income families to our main campus. Northwestern faculty members applied for and received three service learning grants. Two of the grants will be implemented during the 2008-2009 academic year. The service-learning committee has developed a form to be utilized for reporting service-learning activities across the University. Service-learning courses are noted by "SL" in the University Catalog. Northwestern was awarded a VISTA grant to be used to employ a coordinator for service learning activities. Northwestern has added a new option for the Master's of Counseling and Psychology. The option added to the MCP program is "License for Alcohol and Drug Counseling" (LADC). Northwestern was as the first institution in the state to add this option. The Master's of Education has also added a new option. The Master's of Education, "Curriculum and Instruction" is designed to assist school teachers in becoming Nationally Board Certified. Northwestern developed and implemented a new General Education program for the fall of 2007. The program is aligned with Northwestern’s Strategic Plan and adds two new important areas. The two new areas of focus include leadership and personal finance. Diversity was increased in the student population. The institution was also awarded two new Upward Bound grants which are designed to assist first generation and impoverished students in preparation for college.

**Academic Success Center**

New to assessment.

**Administrative Affairs**

The annual financial statements for the university were completed and presented to the Regional University System of Oklahoma (RUSO) Board of Regents with no findings for FY07. The university budget was prepared for the university community for FY08. Internal audits were conducted with minimal comments concerning policies and procedures. The universities yearly master plan was prepared and submitted for review to the RUSO Board and State Office of Finance. Northwestern faculty members applied for and received three service learning grants. Two of the grants will be implemented during the 2008-2009 academic year. The service-learning committee has developed a form to be utilized for reporting service-learning activities across the University. Service-learning courses are noted by "SL" in the University Catalog. Northwestern was awarded a VISTA grant to be used to employ a coordinator for service learning activities. Northwestern has added a new option for the Master's of Counseling and Psychology. The option added to the MCP program is "License for Alcohol and Drug Counseling" (LADC). Northwestern was as the first institution in the state to add this option. The Master's of Education has also added a new option. The Master's of Education, "Curriculum and Instruction" is designed to assist school teachers in becoming Nationally Board Certified. Northwestern developed and implemented a new General Education program for the fall of 2007. The program is aligned with Northwestern’s Strategic Plan and adds two new important areas. The two new areas of focus include leadership and personal finance. Diversity was increased in the student population. The institution was also awarded two new Upward Bound grants which are designed to assist first generation and impoverished students in preparation for college.

**Arts and Sciences**

The focus of the first goal for the office of the dean of Arts and Sciences consists of facilitating effective communication between administration and faculty. The methodology for this facilitation included distribution of department chair meetings and meetings between the dean and individual faculty members.
The dean held weekly meetings with department chairs and provided minutes of those meetings not only to faculty members in the school, but also to other university administrators. Some issues identified in the minute’s generated comments and action on the part of university administration. However, the dean determined that the measure of success for the goal of meeting with individual faculty members was not an accurate measure of the intention of the goal. Unless efforts are expended to schedule meetings, interaction tends to be random and infrequent. The second goal focuses on promoting faculty development through travel funding and publicizing professional activity. The dean focused on a proactive posture for distributing travel funds early in the academic year, to assure that funds were distributed equitably and in ways that would benefit not only individual faculty members, but also the university. All travel funds were disbursed, and provided many faculty members with opportunities to attend national conferences as well as state and regional conferences. The dean did not construct a professional activities report this year. In the past, not all faculty members have submitted data for the report, and distribution tended to be limited to internal methods. In order to be truly effective for promoting faculty activities, the dean will seek new methods of distribution of this information to wider audiences. The final goal to focus on facilitating quality learning opportunities for students was partially completed through submission of required program reviews. However, the dean feels that a less formal review needs to occur annually, in addition to the required reviews every four years. The dean did not conduct a needs assessment for each department as originally prescribed. This goal proved to be too broad and unrealistic. The dean will focus efforts on improving specific learning environments that have already been identified as critical need areas. He will continue seeking external funding to enhance science programs in conjunction with the renovation of the science building, and will begin plans for renovation of Herod Hall auditorium. Procedural changes have or will include the following: To promote communication, the dean focused efforts on faculty forums rather than individual meetings. These were scheduled meetings in which faculty members had opportunities to address a wide variety of issues, including budget preparation for the coming year. These meetings proved to be more effective and dealt with more substantive issues than individual meetings. The dean developed a proactive approach on distribution of travel funds for faculty development. The dean did not produce the annual professional activity report. However, he did produce public documents to highlight accomplishments of science faculty, alumni, and students for a promotional campaign that resulted in a gift of $50,000. The dean focused facility needs assessments on specific areas rather than a needs assessment for the entire school. Efforts focused on renovation of the science building and initial stages of planning for renovating Herod Hall auditorium. The dean plans to conduct informal program reviews for each academic program annually in addition to prescribed formal reviews.

Assessment and Institutional Effectiveness

The Office of Assessment is responsible for completing those reports which include the Institutional Assessment Report and the Remediation Survey; these reports were submitted in an accurate, consistent, and timely manner to the Oklahoma State Regents for Higher Education. Research on VSA was completed in June; recommendations to proceed were given to the President and Vice Presidents. Assessment Day was held on April 2, 2007. The assessment web page was re-designed and made more accessible. The Director attended NSSE and NCA workshops. Continuous improvements included requesting Administrative Board Review of Co-curricular Assessments Plans, requesting Faculty Evaluation and Development Committee and Faculty Senate review of Course Evaluations, installing Assessment Committee review of Assessment Day student surveys, requesting Administrative Board review of Program Outcomes Assessment Plans, initiating Student evaluation of Assessment Day student surveys, requesting General Education and Assessment Committee review of Mid-level testing in view of VSA, requesting Faculty Senate, Faculty Evaluation and Development Committee, and Administration review of Faculty Survey, beginning Assessment Committee review of Entrance Exams in view of OEI, conducting Proctors evaluation of Course Evaluations, requesting Administrative review of Budget implications.
Athletics
The overall retention rate of student athletes was 75% which was greater than the overall retention rate of the general student body which was 68%. The overall retention/graduation GPA achieved by the Student-Athletes was 2.70 which was slightly less than the overall retention/graduation GPA of the general student body which was at 2.86. The Student-Athletes' overall graduation rate was 95% which was greater than the overall graduation rate of the general student body which was at 31%. Course Performance Check Sheets were utilized by the athletic staff to monitor the Student-Athletes' attendance in classes and their academic progress. The Student-Athletes in certain sports were required to attend Team Study Tables. For the upcoming year, the Athletic Department will continue to monitor the Student-Athletes' class attendance and academic progress through the use of the Course Performance Check Sheets and will continue to require Team Study Tables in selected sports.

Bursar
The result of the fall survey in Enid indicated 98% of those responding rated their satisfaction level of services as good, very good, or excellent. The findings on the Student Opinion Survey indicate that approximately 69.2% of the total students enrolled on both campuses are satisfied or very satisfied with customer service. It is important to note that this reflects a change in the formula from the prior years. Approximately 8% of students enrolled during the 2007-2008 academic year used the online payment plan option. This percentage could be underestimated since online credit card payments increased to approximately $352,700 for this fiscal period including $6,000 for 400 students' admission application fees. Some of these 400 could have also paid tuition charges online. The procedure manual for the bursar was completed during FY08. The Bursar Office will strive to be more consistent in communicating with students via email during the semester. We will also attempt to be more apologetic in our collection conversations. We may attempt some role playing exercises to improve customer service images.

Campus Security
New to assessment.

Enid Campus
The goals for the Enid Campus center on advancing the University mission and meeting the educational needs of the residents in the Enid area while increasing the visibility of the Northwestern -Enid campus in the communities it serves. The campus has improved programs and facilities for students during the 2007-2008 academic years most notably, “The Ranger” a life and a quarter sized statue of the school’s mascot created by artist H. Holden and donated by the Harold and Sue Ann Hamm Foundation to create pride and identity with the University for the Enid community. The campus also continues to meet the needs of business by offering coursework that benefits local industry such as petroleum accounting course. The campus hosted numerous events for non-profit organizations improving the quality of life in the community while introducing many individuals and groups to the opportunities available at Northwestern. The University partnered with Northern Oklahoma College to develop the “BRIDGE Program” with a dual enrollment agreement with NOC and providing additional scholarships to students in this program. The Enid campus actively promotes the REACH HIGHER program and has seen increased participation from students and faculty. Each of these efforts were designed to increase head count and credit hours generated on the campus.

Farm
New to assessment.

Financial Aid
The processing completion rate for students that completed the financial aid application process in July exceeded our goal. 62% of those students received award letters within the six week time frame. Steps have been taken to make the process as easy and fast as possible are working toward an ongoing goal of
streamlining the process of applying for and receiving the necessary financial aid to fund each student's education. Web pages were created, maintained and updated to facilitate the dissimilation of timely information to students, parents and other interested individuals. Students are guided toward the use of the web pages in various ways. Feedback from individual students and documents printed and submitted from the web site seem to indicate increased use of our online resources. Several software’s were researched, reviewed and tested for the purpose of choosing an online financial aid and scholarship acceptance program. One was chosen and will be implemented in the coming year. At the beginning of each processing year discussions take place within the department to assess what impediments still exist to an even more timely process. Each will be discussed and evaluated for possible changes. Current information will be placed on the web pages to further inform and educate students, parents and others. The feasibility of posting on the web site certain documents that can be printed from the web site or submitted online will be evaluated. Tracking of personal contacts with the community will be tracked. Online acceptance will be installed and utilized.

**Graduate Studies**

Graduate enrollment increased 6.4% between fall 2006 (187) and fall 2007 (199). Graduate catalogs were distributed to 175 public schools in northwestern Oklahoma. The graduate catalog is available online. A faculty handbook is in progress (by Dean of School of Professional Studies). ITV graduate course offerings increased to remote sites, including Turpin, Oklahoma Panhandle State University, and Guymon in the panhandle. Programs in Guidance & Counseling and Educational Leadership were made available to panhandle students. Live Text portfolio training opportunities are available by appointment and at workshops each year. Noel-Levitz graduate student survey summaries were distributed to administration and graduate faculty, with recommendations for improvement (recommended by Graduate Committee). Recommendations from the Graduate Committee include: Formalize mentoring programs already in use by the Psychology department and the Education division and expand the mentor program to include adjunct graduate faculty; Ensure that all graduate faculty who are in the lower percentiles of the faculty evaluations, including adjunct instructors, are contacted and that the issues related to their evaluations are discussed with a supervisor; Ensure that all adjunct graduate faculty are evaluated each semester; Add evaluation items to the Noel-Levitz survey instrument, in an effort to more precisely determine the students' concerns.

**Housing**

Sixty-eight percent responded "good" or "excellent" to the annual housing survey. Ninety-six percent of the residents were personally contacted by their hall supervisors within the first three weeks of the Fall 2007 semester. The retention rate increased by ninety-five residents. This is a 30% increase from Spring 2007 to Spring 2008. We had 417 on-campus residents for the Spring 2008 semester. Improvements included a procedural change dealing with the collection of the housing surveys in the fall. The department had staff meetings to discuss assessment results and develop assessment goals for 2008.

**Human Resource/Payroll**

The Human Resources Director has consulted several hiring supervisors about the main challenges in the recruitment/retention of support staff. Future issues to address: Increasingly non-competitive salaries, decreasing response rate to job postings, more competition every year from other community employers, fewer referrals. The following out-of-town conferences/workshops were attended by payroll staff: Job Description Seminar, New Oklahoma Illegal Alien Laws training. A webinar on the new E-Verify Verification program was attended in-office. On-campus training included sexual harassment. The Committee participated in reviewing multiple R.F.P.s from a variety of vendors. The best plan was voted on and chosen. The Northwestern Administration was informed that no doctors in the Alva community were willing to join the plan's contracted provider network. Northwestern Administration was informed of the challenges faced by hiring supervisors in year 07-08. Suggestions include more creative newspaper ads, focusing more on the University's outstanding benefit package, testimonials by current employees.
The Human Resources/Payroll Office staff needs to continue looking for quality workshops/training events to attend.

**Informational Technology**
New to assessment.

**Libraries**
The Libraries’ goals for 2007-2008 were met successfully. Surveys of users indicate that students are using Libraries services and are satisfied with those services. Over 82 percent of users surveyed rated Libraries resources as excellent, very good, or good. Users surveyed also indicated their belief that the Libraries staff is helpful; 87.4% rated the staff as very helpful or somewhat helpful. Students who received Libraries instruction by librarians were able to successfully complete a post-instruction test. The libraries staff was very involved in campus activities and training to improve Libraries services. Finally, the Libraries collection development plan successfully integrated diversity-related materials with 19.6% of materials added falling into a diversity category as defined in Northwestern’s Diversity Program. Two conclusions seem prominent from analysis of assessment results. First, users feel that Libraries resources meet their needs, but students need to be using these resources more often. Secondly, when students receive Libraries instruction by librarians, they are able to use Libraries resources more successfully. Because students who use Libraries resources rate them highly and because students who receive instruction by librarians are able to use Library resources more successfully, goals for 2008-2009 will include stronger promotion of Library resources to increase overall usage and stronger efforts to work with faculty to include Library instruction and interaction with librarians.

**Office of the President**
Attendance at Regional University System of Oklahoma Board meetings, Council of Presidents meetings, Oklahoma State Regents for Higher Education meetings, legislative meetings, public school and career tech meetings, and local entities has created partnerships, strengthened alliances, and established relationships with local, state, and federal agencies to enhance the mission of the University. Fund-raising efforts have exceeded expectations. Meetings with the University Foundation Chief Executive Officer and Executive Board, as well as with donors, have led to a significant increase in total endowed funds. Meetings with a consultant and the newly-appointed Coordinator of Grants and Sponsored Programs have resulted in an increase in grants written and approved. Policies were developed and implemented for offering stipends to those individuals submitting grant proposals. The President’s Leadership Class trip to Boston, MA, provided opportunities for students to engage in experiences that foster leadership, civic and personal responsibility, and diversity. The services of several notable multicultural speakers for classroom lectures and presentations to students, faculty and staff, as well as to the community, were offered at no charge. An office of Grants and Sponsored Programs was established and staffed by a coordinator and half-time secretary. This change has resulted in a greater success rate of approved grant proposals. Offering stipends for grant proposals has increased the number of grants submitted for approval. New program and additional staff members were added as a result of grant funding. Fund-raising efforts were very successful in the areas of scholarships, endowed chairs, and other large donations. Cultural diversity and awareness issues are continuing to be addressed campus-wide; therefore, the President's Office will no longer assess this area.

**Physical Plant**
According to the student opinion surveys the students were 80% or better satisfied that the campus was a clean and comfortable learning environment. Ament Hall first floor South wing bathroom and showers have been remodeled and eight classrooms have been painted. The circle drive entrance has been remodeled and portions of sidewalks and stairs have been replaced.
**Printing Services**
The Printing Services department will not have any results from our 2007-2008 assessment plan. For the past four years, we have met all of our goals and did not revise any departmental information for this term. Our goal for this year was to review our assessment plan and completely revise the plan. The Printing Services department's plan for this year was to review and revise our departmental assessment plan. We have added community printing/copying component to our department due to the lack of local business avenues for people needing copying and/or printing. We have also added additional equipment including a high volume shredder due to the large amount of shredding we do each year. We will be making several policy changes for the 2008-2009 terms including updating our pricing schedule and adding design and labor fees to various portions of our monthly billing cycle to increase revenue. We will be adding a part-time student worker to assist with the increased work load.

**Professional Studies**
Although the percentage of students who feel that they are receiving exposure to cultural diversity was down slightly from last year it was still greater than the 75% specified as the criteria for success. The goal of training 90% of the faculty will be reworded for next year to better reflect the focus on improving advisement tools rather than training. Enrollment in most programs in the School has increase more than the 3% establish for success on this goal. However, in some cases programs declined in enrollment from last year but still showed a 3% or more increase for the five-year span used for this assessment. Although the percentage of students who feel that they are receiving exposure to cultural diversity was down slightly from last year it was still greater than the 75% specified as the criteria for success. The dean will continue to work on Methodology #1 for this goal to develop more specific guidelines that assistance faculty in identifying appropriate activities. An Advisement Handbook was developed to assist faculty in working with students. The handbook contains: an advisement checklist, advisement tips, and rotation schedules for all courses offered by the School of Professional Studies. The goal of training 90% of the faculty will be reworded for next year to better reflect the focus on improving advisement tools rather than training. Enrollment in most programs in the School has increased more than the 3% establish for success on this goal. However, in some cases programs declined in enrollment from last year but still showed a 3% or more increase for the five-year span used for this assessment. The assessment methodology may need to be modified to examine trends in shorter time periods.

**Recruitment**
The Office of Recruitment was able to declare success on our goals of Expanding the recruitment territory and increasing attendance at Ranger Preview. We failed to increase the number of students enrolled at Freshman Connection by 10%. Results are not able to be assessed for the goal of increasing new students and increasing the number of applications received for the fall 2008 semester. Results will be reported once those numbers are made final and available. Due to assessments made last year the Office of Recruitment has identified a significant drop in the number of prospective students in our target recruitment territory. As a result we will be modifying our target area and making a harder push to increase the number of prospective students in our contact database. This will in turn give us the best chance possible to be successful in our goals for the upcoming year.

**Registry**
Web registration, which is an online enrollment option for continuing students, increased by 78 students for fall 2007. For fall 2006, 14% of the student body utilized this form of registration. In fall 2007, 18% of the student body enrolled online. Degree Audit software was installed and tailoring it to the fall 2007 Northwestern catalog began. Transcript requests were given more priority and quicker turn-around time was realized. Improved degree audit service. Our goal of implementing degree audit software is progressing. This is a long-term goal because the software begins with the fall 2007 course catalog and fall 2007 entering class, and students should complete 45 credit hours before requesting a degree audit.
Sponsored Programs
New to assessment.

Student Affairs
The goal of Student Services is to help students achieve success as they enter the university and advance on in their desired major field of study with the ultimate goal of graduation and becoming leaders in their field of study. The Student Services department works to help students achieve these goals. Retention rates were worked on as best possible without a retention coordinator which will be funded in 2008-09. A new blue card was put online for faculty to access electronically to alert student services of students missing class. Advising was a focus particularly getting freshman to an advisor immediately upon starting school. The retention rate rose to 68% for returning first time freshman entering the university. Increasing student and parent involvement in university functions continues to be a goal and Family Day attendance rose for the 2nd straight year. Student Government worked at getting more students involved but was difficult. It was a good year as the haunted house was brought back in the basement of Vinson Hall and it had excellent attendance. A concerned effort was put into having a good showing for homecoming and this was accomplished through the parade and excellent voter turnout for Ranger King and Queen. Ranger Connection classes work hard with multiple new initiatives all aimed at connecting the student to the university from advising, to grade checks and continually tracking of students and helping them. Cultural development and exposure to cultural events include continuing the World dinner which was a success and the Heritage months all had a unique flavor on each of the campuses. Activities such as Intramurals were well run and attended in approximately the same numbers as in previous years. Overall University recruitment was a focus and the number of first time freshman increased by almost 39% from the previous year. The number of transfer students also rose significantly. The recruitment staff worked to raise awareness of Northwestern in our main recruiting area of Northwestern Oklahoma and make Northwestern the school of 1st choice. The raising of the scholarship cap for incoming freshman continued to increase opportunities for our potential students. The bridge program was introduced by the University to make the transition to Northwestern easier from NOC. Student housing numbers were at their highest since 2002. Student housing issues were continually addressed during the year and significant progress was made especially in the area of cosmetic areas including painting and lighting. It has made the aesthetic look of the dorms much more pleasing. Overall, each goal set forth was addressed by the University and progress was made in each area and new ideas for success were generated. In reviewing the Student Opinion Survey, intramural sports will be a focus for providing fun and activity for all students including rule reviews. Housing and food in the dorm will be continuously addressed for our student residents who live there. Parking issues are continually addressed and reviewed annually. We will be working to provide a better college experience for our students each day through helping them succeed academically, connecting their parents and the student to the university working with our freshman from the moment they get here, providing opportunities through cultural enrichment, building our SGA and enhancing all opportunities by continuous evaluation. Retention will be a major focus for 08-09 due to many ideas from this past year including hiring a full-time retention coordinator to help with this effort. Student retention will be a major focus for the upcoming year. Activities such as Family day will be continued and strong effort put in it to connect our students and families with the University. Ranger Connection class modifications were successful and more will be happening in the upcoming year including working to connect to students advisors even more. With strides made in Student Government, more ideas are planned for the upcoming year continuing the progress made the past year. Recruitment ideas are forthcoming with a new database system coming in which in turn is hopeful that it will streamline our recruitment process and allow us to reach more potential students. Housing efforts are continuing with more rooms being painted and every aspect of housing such as security, aesthetics and overall student life being looked at continuously.
University Relations
Northwestern continues to utilize the media as a primary source for distributing news about the University through the placement of news releases in print and radio. The website and the electronic newsletter "On the Record" also are important in the distribution of information. Based on improved enrollment numbers, it appears the coordination of our advertising with the recruitment strategy put forward by Student Services has been beneficial. The emphasis on branding and standardization of visual identity marks has led University Relations to work on creating a revised version of the institution's logo. Based on the success of the news bureau in securing coverage of news releases, University Relations will begin to explore the possibilities of incorporating video into the news distribution system.

Upward Bound
New to assessment.

Walch Center for Business Development
Assisted by an OSRHE grant, 40 workshops with 728 participants were held to assist entrepreneurs, business owners, and organizations in continuing education and professional development. Twelve entrepreneurs and business owners were counseled with five major clients needing focused assistance. One client graduated from the business incubator; one new client entered the incubator. The Walch CBD collaborated and partnered with the Oklahoma Department of Commerce, REI, Workforce Oklahoma, Northwest Technology Center, Alva Chamber of Commerce, and Woods County Economic Development Committee to foster economic development initiatives. As the "Oklahoma Partners in Progress," this group combined efforts and resources to target entrepreneurs, business owners, and communities. Activities included workforce issues, economic development, and business growth, retention, and expansion. As part of the Walch CBD, the University's Career Services showed significant increases in number of students and employers served. Sixty-three employers attended the campus career fairs with over 200 students attending. Nineteen schools attended the Teacher Fair with 65 students attending. Participation in the career and teacher fairs by both students and employers doubled from prior years. Significant increases were made in the use of Ranger Job Board, the university site for employers and job seekers for employment opportunities. An increase of 86% was realized when 265 employers registered and posted 680 jobs as compared to 2006. These employment opportunities were available to 420 registered students and alumni. To increase visibility of services, the Walch CBD made 54 contacts targeting individuals, agencies, and organizations involved in economic, workforce, and business development. Nine students gained international experience by participating in study abroad to Costa Rica, coordinated by the Walch CBD. A focused marketing strategy was implemented to communicate services provided by Walch CBD and Career Services. Tag cards were created and distributed to three campus sites and provided at workshops and booth displays to students/alumni, entrepreneurs, business owners, and other organizations. Northwestern Business Incubator space was reallocated to one building for more efficient operation and utilization of resources. Presentations to academic classes and business meetings promoted our services. Staff affiliations on local, regional, and state associations also assisted in communicating university resources for economic, workforce, and business development. In Career Services, significant increases were seen in use of Ranger Job Board and career fair attendance. The Walch CBD and Career Services will continue to enhance internship opportunities for students attending the university. Continued focus of study abroad will continue to enhance student awareness and satisfaction to cultural programs and global issues. Major priority of marketing strategy will continue for FY09.

Wellness Center
Each of our personal trainers met our goal of working with at least 3 members each week. We offered a variety of different group exercise classes. We offered seven different classes including Pilates, yoga, and water aerobics. One hundred percent of our members that were surveyed indicated an overall experience of "Good" or "Excellent" and 98% of members indicated that they were likely to return to the Wellness
Center. We increased our total number of check-ins by 6.3% and our number of active members by 9.1%. The Wellness Center will not assess quality control every year since satisfaction has been above 95% for several years and other areas will be addressed.

**Woodward Campus**
The expectation from the Woodward students is that the new campus building and the location of the campus will cater more to working adults, eliminate travel, and offer more variety of class offerings in an improved learning environment. The Woodward Campus plans to improve the parking situation, study areas, and extend the hours that the computer labs and Libraries access will be available to students.