

AY 2017-2018 Decision Tracker

	Decision	SFA	Action	OBJ	Status
1	NLSSI and our local survey will continue to be our assessment tools. Therefore, determining growth from year to year with accuracy will depend on appropriate comparisons of the survey Northwestern State University of Louisiana 22 Strategic Plan 2016-2021 data. We will continue to focus on advising and assessment and will consider a program for student mentorship for new students to promote academic achievement. P.21.	SE	ULS will provide the funding of the NLSSI in 2018-2019.	1	Monitoring
2	Upon being found compliant by the SACSCOC Board of Trustees, the University will revalidate its assessment construct for its academic programs. It is critical this process is done deliberately and inclusively to ensure what is assessed is meaningful to the student and to the program. The intent is to stabilize the construct to provide longevity in the consistent acquisition of comparison data to drive continuous improvement. The expectation is to have all 67 degree programs and 17 post-baccalaureate and masters certificate programs participate in the 2018-2019 assessment cycle. P.42.	AE	Action is already in motion as degree program coordinators understand they can and should start strengthening their assessment program. All four college coordinators understand we will assess certificate programs in 2018-2019. A methodology has been designed to facilitate a more efficient approach to annual assessments. We will conduct a mid-year update to all degree program reports.	1	Approved as stated. Monitoring in the mid-cycle report.
3	* Develop a new system to capture faculty presentations and publications since we are no longer using TaskStream. * Launch Undergraduate Research Fellows Program and Undergraduate Research mentors Program to capture better student presentations and publications and faculty mentoring efforts. * Secure funding for supplies necessary to produce research posters for conference and Research Day presentations for students and faculty. P.67.	RIM	Action is underway to evaluate several possible Taskstream replacement applications. A demonstration of interfolio will take place on 23 Oct 18 to allow for more questioning about its capabilities. Faculty understand they can and should print a version of their activity report off for personal use. This item will turn green once another application is selected.		Possibly use Interfolio as the application for capturing research related work.

	Decision	SFA	Action	OBJ	Status
4	This is an ongoing process that will continue to provide relevant information for decision making by academic departments. Input from internal and external constituents forges an opportunity for the institution to remain at the forefront of leading trends. As a result, the institution will remain focused on activities that lead to the production of relevant programs and courses that are taught by highly qualified faculty while producing graduates who enter the workforce prepared to engage in	MR	This is an ongoing action that requires administrators, faculty, and workforce partners to collaborate on the future requirements of workforce needs. Once identified the needs are transcribed into learning objectives and introduced into the curriculum through the CRC. NSU averages curriculum change about every 2-3 years per program.	1	Ongoing
5	The School of Creative and Performing Arts will continue to host events that are currently at capacity. To increase annual participation, additional performances would require increases in faculty/staff resources. P.84.	CE	Ongoing balancing of resources whereby additional performances can be introduced through maximizing resources at critical periods of time. However, this approach is not sustainable without addition faculty/staff resources.	1	Ongoing

	Decision	SFA	Action	OBJ	Status
6	<p>The Athletic Department must continue to be assertive in all areas related to development and marketing. While the success level of teams is unpredictable, the premise of all efforts must be</p> <p>Northwestern State University of Louisiana 106 Strategic Plan 2016-2021 to position the program for when success does happen. This involves sustaining current promotional efforts while continuing to be creative with new ones. Enhanced social media efforts should also continue by being creative with graphics and content (i.e., video). Increasing external financial support through contributions and sponsorships will involve identifying new prospects, while ensuring that current supporters are cultivated. This will be a three-person effort (Athletic Director, Associate Athletic Director, Director of Development and Donor Engagement) by individuals who also have a myriad of other responsibilities but must keep these initiatives top of mind. P.105.</p>	AP	<p>Several initiatives to date include the following - finalizing a multi-media rights contract for sponsorships with Peak Management; construction of N-Club hospitality areas in south end zone of Turpin Stadium for engagement with former athletes; successful "Purple Out" home opener that drew a crowd in excess of 13,000 and generated the best gate in five years; upgrades to concession offerings during home football games; through a bid process two years ago, hosting the Southland Conference volleyball tournament November 16-18; updating "Perpetually Purple" collateral and generating a direct mail initiative to enhance the athletic scholarship endowment.</p>	1	Ongoing
7	<p>A committee of students, faculty, and staff will assess appeals procedures and review all printed materials for clarity. We will continue to provide a series of workshops to assist students in understanding financial aid processes, aid packages, and remaining eligible. NSU will conduct student focus groups to gain specific information to guide our committees and design programs, to clarify FA and billing procedures. P.23.</p>	SE	<p>Ongoing through a myriad of efforts that span the life-cycle of the student. This area is considered a strength that is being reinforced through literature, counseling, briefings, one-on-one sessions with affected students. In the process of developing student focus groups to better address navigating the FA system.</p>	1	Ongoing

	Decision	SFA	Action	OBJ	Status
8	The quality of instruction at Northwestern is good. With continued professional development of faculty and students, we will obtain our target of excellent course/instructor effectiveness by 2021. We will continue to encourage students to participate in course/instructor evaluations and raise the overall response rate to 45% by 2021. P.46.	AE	While a strength we can do much better through educating faculty and students of the importance of getting an accurate picture of course/instructor effectiveness. Through Faculty forums and professional development faculty will gain a better appreciation of the significance of how student's perceive the course and instruction. Additionally, students must be made aware of the importance of their participation and the impact their voice has in course development and instruction. This will be a topic at the next Provost-Department Head meeting.	1	Topic was addressed at the November DH/Directors' meeting and extended to social media platforms with post from SGA President, Jacob Ellis.
9	Teaching and learning is changing, roles are changing, and the student population is changing in the 21st century. Traditional teaching methodologies are evolving, and new forms of pedagogy are transforming the teaching-learning experience. As a result, the University has embraced technology advancements and is proactive in its efforts to provide opportunities for faculty development, education, certification, and skills development. P.74.	MR	The challenge is maintaining the balance between the art of pedagogy and the science of technology. It will be through professional development and collaboration that we will ensure the university maintains relevance in an ever changing environment. The roles and responsibilities may need to be reviewed to ensure we maintain a harmonious approach.	1	Monitoring
10	Although many other distractions and options are available to them, we can find better ways to connect youth to NSU Athletics. P.107.	AP	Vic's Kids Club membership has already exceeded that of last year and is on track for the best year ever; coaches continue to	2	Ongoing

	Decision	SFA	Action	OBJ	Status
11	NSU should continue with our current strategies and analyze data on individual student responses to determine where to focus efforts. For example, as listed above new emphasis will be on helping students understand Financial Aid and billing processes. Assisting students to understand the requirements and processes of our auxiliary services should also be considered. P.24.	SE	Enrollment Management started a campaign to get students to complete FAFSA earlier and an effort encouraging students to read NSU emails. The strategy is ongoing as student responses continue to be analyzed	1	Monitoring
12	NSU should continue with our strategies and consult best practices in higher education for innovative efforts to increase graduation rates. In particular, we will continue to find ways to help poor students finance college and find new ways to help students and parents understand financial procedures. As we have made growth in this area, leadership in The Student Experience will also consider adjusting our graduation rates to a higher target level. P.24.	SE	Enrollment Management and VPSE continues to work with the NSU Foundation which is committed to finding scholarships dollars for students nearing graduation who cannot pay. NSU Foundation shifted efforts to scholarship development to create more dollars for continuing students	1	Monitoring

	Decision	SFA	Action	OBJ	Status
13	<p>NSU is pleased to report an average class size of 28 in University core courses. Although a national and state trend is larger lecture classes in the sciences and smaller lecture classes in mathematics, NSU will continue to monitor enrollment in core courses with the goal of maintaining instructional quality and cost efficiency. Our 2021 target is an average class size of 30 in University core courses; thus, we exceeded our goal in AY 2017-2018 with an average class size of 28. Further, NSU is advertising for a new geography faculty position, which will reduce the mean class size in Geography 1010 during the 2018-19 year. Further, by allowing non-English majors to register for English 2070 in 2018-19, a recommendation supported by the University General Education committee, enrollment should slightly increase in this course. The 2021 target is revised to 28. P 47.</p>	AE	<p>This fall the University hired a new geography faculty member. This hire should reduce the mean class size in Geography 1010 during the 2018-2019 year. We are also allowing non-English majors to register for English 2070 in 2018-19, a recommendation supported by the University General Education committee, enrollment should slightly increase in this course. The 2021 target is revised to 28.</p>	2	Monitoring of class size in fall course offerings to be reported in mid-year report.
14	<p>The University will continue to monitor alumni preparedness for the workforce and workforce trends using alumni and employer feedback and use the results in academic program design and redesign.P.76.</p>	MR	<p>Alumni survey data was collected at the end of the spring term and advisory councils meet throughout the fall and spring. Since annual year reporting, the BA in Dance is underway, the ULS has approved the BS in Resource Management and the proposed CIS Masters Program has advanced to the next level of review.</p>	2	CRC and board minutes will reflect curriculum changes at mid-year.

	Decision	SFA	Action	OBJ	Status
15	The 2018-2019 Student-Athlete Advisory Committee officers are actively planning for a successful year that will ensure continued community service engagement. A better system must be put in place to regularly record coach/staff hours and more emphasis must be placed on the importance of this to the department. One concept suggested is to distribute a quarterly community/campus service and engagement update to the department (listing all coaches and staff) and another is to recognize one member of the department on either a semester or annual basis for their level of service. P.109.	AP	A revised reporting mechanism for campus and community service/engagement hours by coaches and staff resulted in a much higher response rate, that reflected right at 300 hours.	3	Ongoing effort.
16	NSU will continue our successful recruitment processes, and we will continue to look for new markets. To sustain a robust on-campus collegiate experience, NSU must maintain current growth and look for new markets for face to face recruiting. NSU should consider strategies for increasing enrollment of on-campus first-time students. P.25.	SE	NSU increasing efforts to upgrade campus spaces; working with schools; increased assistance in local schools for Financial Aid; new scholarship programs.	1	Ongoing effort.
17	Northwestern will continue to review student evaluations in University core courses and strive to obtain the 2021 target of superior ratings (4.5/5.0) in all University core courses. P.48.	AE	Have stressed the importance in having students participate in this survey. Expect to maintain or improve mean rating between 4.5 to 5.0.	2	Fall semester survey results should provide insight of progress.

	Decision	SFA	Action	OBJ	Status
18	The data collected provides appropriate and relevant information for academic departments. The process by which the data is collected and made available has been established but can still be improved upon. Annually, data will continue to be solicited from departments and collected from public documents, but a semiannual checkpoint has been implemented to create awareness and present opportunities for collaborative endeavors across disciplines. Further discussion regarding advisory boards will be conducted to determine how best to assist	MR	A communication acknowledging the mid-year checkpoint will be sent to departments in December. Advisory Council Meeting minutes and decisions to date will be reviewed.	4	Mid-year review should reflect insight into progress.
19	The Athletic Department academic support staff (academic coordinators, compliance coordinators, and Faculty Athletic Representative) will continue to meet monthly to assess academic performance with the intention of monitoring success/problems and sustaining the high level of academic performance in place. The Demons Unlimited Foundation Board in collaboration with the NSU athletic administration is in the process of developing a plan to move forward with completion of key facility projects, most notably the strength and conditioning annex, the baseball operations building, and a track and field locker room. P.114.	AP	Regular academic/compliance meetings, scheduled by the Assistant Athletic Director for Student-Athlete Development, have been held throughout fall semester. The Demons Unlimited Foundation currently has nearly \$10 million in completed projects (since summer, 2018) and projects that are on the drawing board. Most notably, plans are moving forward with a \$500,000 privately raised grandstand upgrade at Brown-Stroud Field and fund raising for a \$3.5 strength and conditioning annex to the Athletic Fieldhouse will begin in the near future.	4	Ongoing
20	NSU should train faculty and staff regarding awareness and treatment of students with differences, particularly students with disabilities, HIV, and transgender issues. Part of this training will take place at the Faculty Institute	SE	NSU trained faculty and staff at Faculty Institute on ADA and other diversity issues	2	Will establish recurring training sequence

	Decision	SFA	Action	OBJ	Status
21	Course stewards are appointed to ensure course goals/objectives/key assessments are the same across all course sections and to ensure that instructors are engaging with students and responsive in meeting their learning needs. Only courses with multiple sections should have course stewards. The criteria for stewarding a course and the degree of oversight expected across courses likely varies. It is recommended that data findings for this measure are reviewed by the General Education committee during the 2018-19 year and that University-wide criteria are identified and adopted. As examples, core courses with five or more sections would have a designated course steward; the course steward would complete a checklist of course criteria two or three times each semester; courses with 10 or more sections would need additional stewards identified for monitoring purposes. Accountability processes for stewards should also be established. P.49.	AE	Responsibilities for course stewardship were established and distributed to all DH/Directors in an email early September 2018. ES contracts were issued for University core courses with 400+ students enrolled.	2	Monitor and take action as appropriate.
22	VP for University Affairs will instruct all officers on appropriate procedures in addressing students during demonstrations. P.29.	SE	VPUA is aware and program in development	2	Monitoring
22	Further discussion regarding advisory boards will be conducted to determine how best to assist in the development of an advisory board for the remaining department. P.79.	MR	Discussion and review of departments without advisory boards may be the result of departmental restructuring. Further discussion is required to determine if individual advisory councils will be needed.	4	Approved as stated.

	Decision	SFA	Action	OBJ	Status
23	<p>Graduate presentations at professional conferences for the target 2021 year will be 29 (80 presenters). To facilitate mastery of this goal, faculty across all graduate programs will mentor their Northwestern State University of Louisiana 51 Strategic Plan 2016-2021 students by recommending professional conferences to attend and will encourage them to submit their student research for review/consideration. Additionally, to obtain a yearly increase in the number of graduate presentations, Northwestern will partially fund (e.g., registration or travel) graduate students whose proposals are accepted to a national, regional, or state professional</p>	AE	Have increased the 2021 target and have set aside funding to facilitate conference attendance.	2	Approved as stated.
24	<p>The number of off-campus performances has a window for growth and the School of Creative and Performing Arts will seek more opportunities in this area as well as a stronger way to track attendance at these performances. The School of Creative and Performing Arts will continue to explore strategies to become more visible throughout the state and region. P.84.</p>	CE	Gala at the Strand will be held in 2019.	1	Continuing to explore other off-campus opportunities.
25	<p>Upgrade bathrooms and other common areas in the Student Union. Investigate ways to repurpose old bookstore and Student Union Alley. Investigate better ways to assess student satisfaction with campus-wide facilities.P.30.</p>	SE	Bids for refurbishing bathrooms on all 3 floors of the Union will go out in November 2018. Staff meeting with architects on Bookstore space and Alley space and prioritizing budgets	3	Ongoing and will monitor

	Decision	SFA	Action	OBJ	Status
26	<p>Northwestern will continue to emphasize the importance of graduate and undergraduate research/scholarship by providing partial or full funding to conduct research or to travel to professional meetings to present research findings.</p> <p>Internally, Northwestern will annually prepare a report of all student participation in NSU Research Day. The number of student presenters will represent all colleges and increase by 10% each year at both undergraduate and graduate levels.P.51.</p>	AE	<p>Faculty grants approved November 2018 for ~\$12,000. A second funding will be announced March 2019 for ~\$12,000. Graduate students participation in ULS Summit will be announced in early spring 2019.</p>	2	Monitor and take action as required.
27	<p>Expenditures dedicated to advertising are up slightly from AY 2016-2017 and will need to increase over future cycles to meet the AY 2020-2021 target.P.85.</p>	CE	<p>Expenditures dedicated to advertising have been increased through private funding sources.</p>	1	Additional resources continue to be identified.
28	<p>NSU should investigate ways to provide additional housing at lower costs.</p> <p>Provide opportunities for students to increase civic engagement knowledge and experience.</p> <p>Provide collaborative partnerships between NSU students, alumni, faculty, staff, and community stakeholders.P.32.</p>	SE	<p>NSU developing RFP for additional leadership programming. Renamed SGA Advising position to Director of Civic Engagement. NSU in talks with community housing providers</p>	3	Ongoing

	Decision	SFA	Action	OBJ	Status
29	<p>Students taking the GRE earned acceptable scores for admission into graduate schools. In subsequent evaluation periods, the target for GRE scores will be for at least 90% of test takers to score at or above the level of 280, combined verbal and quantitative.</p> <p>All but two of the LSAT scores were in the second or third quartile. The target for subsequent evaluation cycles will be to raise the number of students scoring above the national median by one each year. Acceptance data for the current cohort will be assessed next year to determine whether this target needs to be changed. Curricular and advising changes were made last year by the two academic units advising pre-medical students, but these changes will not be reflected in the performance of medical school Northwestern State University of Louisiana 53 Strategic Plan 2016-2021 applicants for another two years. The target for subsequent evaluation periods is to raise the number of students scoring above the national median on the total score for the MCAT (Mdn = 500) by one each year.P.52</p>	AE	Continue participation in the ongoing conversation about GRE as an admission criteria for some graduate programs.	3	Monitoring and take action as appropriate.
30	Continued financial investments will help social media outlets grow and allow another avenue to promote events which will, in turn, increase attendance. P.85.	CE	Financial investments have been made to increase social media activity including additional paid advertising for major events.	1	Additional investments will be made as new events are promoted.
31	NSU will determine new baseline data and develop appropriate surveys and distributions times. NSU will review data on the number of students planning on graduate school and program appropriately. Increase student involvement in the Career Center. P.34.	SE	Baseline data on surveys and graduate programs under review. Handshake added to Career Services and have successfully increased career engagement	4	

	Decision	SFA	Action	OBJ	Status
32	Funds will continue to be dedicated to support faculty in their research and professional development. We will need to secure 15 additional endowments to reach our 2021 target of 70. P.59.	AE	Funding allocated.	5	Monitoring in the mid-cycle report.
33	Completion of the first phase of the PCI update resulted in significant increases in not only e-mail updates, but home addresses and phone numbers. Historically, full database updates have only occurred every 3 years. An annual update is being considered to keep contact information current. Cost will be the determining factor. P.86.	CE	The PCI update is complete. Over 11,000 new contacts were verified.	2	Funding for annual updates has been allocated to ensure updates remain consistent.
34	Develop campus-wide committee on health focusing on hazing and other risky behavior. Develop a campus bystander training program using NSU CORE data. Assess health needs and increase the number of health-related encounters of students. Continue to develop NRMCMOU with NSU and look for other appropriate community collaborations. P.36.	SE	Campus Alcohol and Drug Committee moved to health committee. Currently meeting.	5	Under review/development /modification
35	Northwestern will continue to promote grant opportunities for faculty and staff. The 2021 target is 45 external grant awards. P.60.	AE	No action required at this time.	5	Monitoring in the mid-cycle report.
36	The NSU Alumni Association will continue to strengthen the NSU Student Alumni Association and monitor increases in participation. A Fall membership drive has been planned along with monthly meetings to involve members in University, community, and statewide activities. P.87.	CE	The fall membership drive is underway and monthly meetings are being held.	2	Upon the hiring of the Associate Director of Alumni Affairs position, increases in activity will be realized during the Spring semester.

	Decision	SFA	Action	OBJ	Status
37	Changes in the wording of this metric, as well as metric four, necessitates a change in the 2021 target. Due to the importance of faculty learning and using innovative practices in teaching their discipline, faculty participation numbers will increase by at least 20%. Thus, faculty participation in department/school or college workshops focusing on innovation will be at least 341 in 2021. P.61.	AE	Will adjust language of the metrics and 2021 targets as necessary.	5	Monitoring in the mid-cycle report.
38	The NSU Alumni Association will continue to add chapters in areas where concentrations of alumni live. A focus on sustaining existing chapters will continue. While self-sustaining activity is ideal, staff members will continue to attend chapter events to ensure a strong base of consistent support is established. P.87.	CE	Chapters were added during the spring and the NSU Alumni Association is researching areas of concentration to add additional chapters.	2	Additional chapters were discussed during the annual meeting and will be added during the Spring semester.
39	Professional development opportunities will continue to be a priority for Northwestern. The 2021 target (1,000 participants) was exceeded this year. The revised target will be 1,600 participants by 2021. P.62.	AE	Have revised target and will monitor and adjust as required.	5	Monitoring in the mid-cycle report.
40	The NSU Alumni Association, in conjunction with the NSU Foundation, will continue to market the separate purposes of these funds. The timing of the annual appeals will continue to be a distinguishing factor with the "Columns Fund" campaign occurring in the fall and the Alumni Association membership drive occurring in the spring. P.88.	CE	The "Columns Fund" and "Alumni Membership" programs have been marketed separately and the timing of the appeals have been separated.	2	Contributions to the two funds have grown since the separation. The Columns Fund mailer is sent during the Fall and the Alumni Membership mailer will be sent during the Spring.

	Decision	SFA	Action	OBJ	Status
41	Computer and classroom laboratories located on- and off-campus instructional sites will continue to receive upgrades, typically every three years with funding provided by student technology fees. The Louisiana Board of Regents provides a cycle of funding for most disciplines; although the application is competitive, Northwestern faculty have been successful in receiving funds to support technology use in the classroom. Private donations this year also contributed to classroom upgrades. A better system for recording University-wide upgrades should be in place before AY 2018-2019. Our target remains at 35 by the year 2021. P.64.	AE	Computer upgrades ongoing as well as research of possible funding streams.	5	Monitoring in the mid-cycle report.
42	The NSU Alumni Association will continue the use of social media platforms with a focus on increasing exposure. Additional analytical measures such as Twitter “impressions” will be reported to better understand overall reach and effectiveness of communications. Paid advertisement and sponsored posts on these platforms will continue to be utilized to increase engagement. P.89.	CE	Social media is used as a primary form of communication and continues to grow. Paid advertisements have increased.	2	Paid advertising will continue to play a major role in increasing the response rate to social media campaigns.
43	Northwestern values its faculty and staff members and will continue the tradition of recognizing faculty/staff for their excellence in teaching, research, and service to the University or to their profession. Our target is a 500% increase by 2021, and we are making good progress in meeting the target. P.65.	AE	Recognition of deserving faculty and staff will remain a priority.	5	Monitoring in the mid-cycle report.

	Decision	SFA	Action	OBJ	Status
44	Development officers will continue to seek contributions from both current and new donors. As development officers build relationships through the cultivation process, more opportunities for solicitation will arise resulting in increased contributions. It is recommended that additional development staff be added over time as increases in yield are realized. P.90.	CE	Additional development staff were added and contributions have increased.	3	As contributions continue to increase, the addition of staff and further engagement of volunteers will be considered.
45	Continue to seek partnerships with business, industry, and government agencies. P.92.	CE	Partnerships with business, industry and government agencies have increased.	4	New partnerships will continue to be sought out as opportunities arise.
46	The demoNSUnite.net platform will be promoted as one of the highest marketing priorities. As growth continues and volunteers are categorized by field, the Office of Career Counseling has been engaged to assist in matching students with mentors for internship and job opportunities. P.92	CE	Volunteers from the platform have been engaged and internship opportunities continue to grow. The Office of Career Counseling uses a separate platform, but continues to be engaged.	4	Additional opportunities for engagement will be sought out to increase growth.
47	The last brand identity survey was conducted in 2010. A new brand identity must be conducted by 2020 as a measure to re-assess overall recognition and garner constituent feedback regarding reputation. Results will be analyzed to determine returns on investment and used as evidence for increases in budgetary allocations. Alumni surveys will continue to be submitted following events and feedback will be utilized for enhancement. P.93.	CE	A brand identity survey will be prepared and conducted prior to 2020.	4	Advancement staff will continue to work with Marketing and Branding to develop the survey.
48	The University will continue to develop strategic initiatives and activities and host events at our off-campus instructional sites. There is room for growth in this area and increases will continue with proper planning and adequate funding. P.94.	CE	University Advancement has partnered with Marketing and Branding to increase activities and events at off campus instructional sites.	5	Opportunities for growth are under review.

	Decision	SFA	Action	OBJ	Status
49	The Office of University Advancement will coordinate with the Division of Technology, Innovation and Economic Development to better define and identify online students. Initial data has been requested evaluating two major categories: students who take 51% to 99% of their classes online and students who take 100% of classes online. These “hybrid” and “fully online” groups will be tracked after graduation to allow for assessment. P.94.	CE	University Advancement has consulted with the Division of technology to better define online students.	5	University Advancement will work with the Registrar Office to ensure data is coded accordingly.
50	The efforts of the administration to enhance transparency must be continued and perhaps can even be complemented further by coaches and additional staff members. P.108.	AP	Donor visits, during which staff are able to articulate the needs (budgetary and otherwise) of the athletic department are on a better pace year over year through the collaborative efforts of Greg Burke, Haley Taitano and Mike Jaworski. Greg Burke also has regularly engaged the SGA officers and is in communication with the faculty senate president (i.e. lunch on November 9).	2	Ongoing

