

10. NSU launched a successful career services campaign with implementation of Handshake, with 7,684 employers, students, and alumni using the service.
11. Updates to the Student Union include new bathrooms, a new E-Sports area, a large multi-purpose student events space, a new Steak N Shake, and other minor renovations and rebranding projects.
12. Natchitoches added a mental health counselor.
13. A new Health Clinic was opened at the Shreveport site in the fall of 2018. The clinic services all Shreveport students but focuses on health requirements of students entering clinical nursing rotations.

Table 1
Metrics for The Student Experience

AY 2017-2018	AY 2018-2019	The Student Experience Metrics	AY 2020-2021 Targets
7.87**	8.21	Academic excellence and value	10
8.08**	8.53	Satisfaction with support programs	10
7.60**	8.04	Satisfaction with University policies and processes	10
7.97**	7.95	Responsive and helpful faculty and staff	10
75.6%	70.7%	Retention rate(full-time) 1st to 2nd year	75%
39.4%	47.0%	Graduation rates	40%
1,542	1,560	Enrollment per freshman class, per year	1,700
4,483	4,573	Enrollment on Natchitoches campus	4,500
10,572	11,081	Overall Northwestern State enrollment	11,300*
10	10	Diversity represents regional demographics	10
8.05**	8.23	Campus climate of advocacy and inclusion	10
8.20**	7.47	Safety and security satisfaction survey	10
**	8.28	On-campus facilities satisfaction survey	10
7.10**	6.83	Campus housing and dining satisfaction	10
377,923	351,809	Student community service hours	400,000
13	29	Programs with capstone experiential learning activities	66
	7,674	Number of students and employers using Handshake	11,000
	75.3%	Percent graduates working w/in 6 months of graduation	85%
13	36	Number of health-related programs and services	45

Note: Benchmarks for AY 2017-2018 are reflected on the far left with AY 2018-2019 results to the immediate right. Green reflects progress, orange reflects a decline, and grey demonstrates no progress or not measured. *Adjusted upward from 11,000 in 2019. **Different scales between years; progress measured against 2016-2017.

Except for enrollment data, in 2018-2019 most metrics are assessed using the Ruffalo Noel Levitz Student Satisfaction Inventory (RNLSSI). This survey is administered every other year (2017, 2019) by the University of Louisiana System. The RNLSSI collects data on a 7-point Likert scale which is converted to a 10-point scale for the NSU metrics. The RNLSSI also allows participating universities to add unique questions which will be discussed in this report. Finally, RNLSSI allows students to

rate the importance of questions in addition to rating items. The result is a scale called the Performance Gap which allows institutions to better measure student satisfaction.

In even years data is obtained from various local surveys. Therefore, NSU is cautious in making decisions or drawing conclusions about improvement when comparing years with different data sources. Thus, measures from the RNLSSI are compared to both the local surveys (for 2017-2018) and the last administration of the RNLSSI (2016-2017).

Modifications to Strategic Focus Area 1 Objectives

The NSU Strategic Plan is intended to be flexible and was expected to evolve due to our institutional experience with the assessment cycle. To this end, the Vice President for the Student Experience and the Directors of Student Affairs and Enrollment Management convened for two days in the summer of 2018 to review objectives and strategies for The Student Experience. The five objectives listed above are the result of that meeting. Objectives, metrics, and strategies were modified from the previous iterations as follows. (Changes to the objectives are noted in bold font.)

Objective 1

Original: Provide Responsive Student Services **through streamlining processes and understanding the individual student's needs.**

Revised: Provide responsive student services **that aid in recruitment, retention and student success.**

Strategies added to Objective 1:

- Campaign to increase male enrollment in traditionally female areas
- Manage Natchitoches Campus class availability to avoid predictable time conflicts.
- Increase Dual Enrollment and DE conversions to regular enrollment
- Increase certificate programs
- Increase overall number of recruiting contacts

Metrics added to Objective 1 or modified:

- Enrollment on the Natchitoches Campus—*added*
- Retention rates and graduation rates—*split into separate measures*
- Freshman enrollment and total enrollment—*split into separate measures*

Objective 2

Original: Create a community that fosters diversity and inclusion **(through developing ethical and effective leadership, service, and civic engagement).**

Revised: Create a community that fosters diversity and inclusion.

Strategies added to Objective 2:

- Educate campus community on Disability Services
- Highlight programs to focus on male and international students

Metrics for Objective 2 were unchanged.

Objective 3

Original: **Develop a unique campus life experience (through involvement, activities, services, and experiences to support student recruitment, engagement, retention, and loyalty to NSU).**

Revised: **Enhance the co-curricular experiences to aid in retention, engagement, persistence, and completion of all NSU students**

Strategies added to Objective 3 or deleted:

- Expand activities that build affinity for the University at all NSU Campuses and foster a sense of responsibility to become engaged alumni–*deleted*
- Rebrand programming as Campus Alma Mater programs to build allegiance to NSU.–*added*
- Develop award program for civic engagement–*added*
- Develop women’s living and learning community–*added*

Metrics added to Objective 3:

- Students engaged in co-curricular activities
- Hours students engage in community service

Objective 4

Original (*unchanged*): Provide a transformational learning and career preparation experience (through advising, mentorships, experiential learning, and co-curricular involvement).

Objective 4 Strategies (*unchanged*)

Metric added to Objective 4:

- Number of students and employers using Handshake

Objective 5

Original: **Increase efforts to provide for the wellness of our Students (through, physical, emotional, spiritual, and environmental health initiatives).**

Revised: **Provide for student health and wellness.**

Strategies added to Objective 5:

- Add health services on other campuses

Metrics added to Objective 5, or deleted:

- Number of Health-Related Programs and Services and Community Partnerships–*add*
- Elevate LA Financial Health Analysis score with ULS–*delete; data not available.*

Objective 1:

Provide responsive student services that aid in recruitment, retention and student success.

Strategies:

- Provide programs and services for achieving academic excellence.
- Better-integrate admissions processes, financial aid, registrar services, and academic advising throughout the campus.
- Streamline policies and procedures to enhance responsiveness to students' needs.
- Establish and implement programs that assist students in transition from one academic level to the next, beginning with a comprehensive first-year experience and progressing through high-impact experiences and career preparation opportunities.
- Campaign to increase male enrollment in traditionally female areas
- Manage Natchitoches Campus class availability
- Increase Dual Enrollment and DE conversions to regular enrollment
- Increase certificate programs
- Increase overall number of recruiting contacts

Metrics:

1. Academic Excellence and Value
2. Satisfaction with Support Programs
3. Satisfaction with University Policies and Processes
4. Responsive and Helpful Faculty and Staff
5. Retention Rates from First to Second Year
6. Graduation Rates
7. Enrollment per Freshman Class
8. Enrollment on the Natchitoches Campus
9. Overall Enrollment

Metric:

1. Academic Excellence and Value (AEV)

Findings:

Responses of 993 NSU students to the RNLSSI Academic Advising Effectiveness scale averaged 5.75/7 ($SD = 1.48$), while those to the Instructional Effectiveness scale averaged 5.86/7 ($SD = 1.11$), both lower than, but statistically similar to the results from 2016-2017.

Analysis:

Note: To compare these results (scored from 1 to 7) to local surveys given in alternate years (scored from 1 to 4), both types of scales were transformed linearly to run from 1 to 10. This transformation was done incorrectly in the 2017-2018 report, simply stretching the values, rather than resetting the lower endpoint to zero, stretching the values and adding one to keep the lower endpoint fixed. As a result, the 7-point scales were transformed to run from 1.43 to 10 while the 4-point scales were transformed to run from 2.5 to 10. The transformed scales reported in AY 2017-2018 were not comparable to each other. The previous results have been corrected and are reported below.

Rescaling to a 10 point scale, the average of these scales was 8.21, compared to 7.87 for the local measure in 2017-2018 and 8.29 for the RNLSSI in 2016-2017.

The Academic Excellence and Value metric shows moderate growth from 2017-2018 to 2018-2019. In this category individual items for 2019 dropped slightly compared to 2017. The large difference between the local survey results and the RNLSSI indicate that the two scales are not comparable, most likely due to the difference in resolution between a 4-point and a 7-point Likert scale.

Two items on the Academic Advising Effectiveness scale with the largest declines from 2017-2019 relate to academic advisors helping set goals (5.71/7 down to 5.57, ns) and the availability of academic advisors to students (5.90/7 down to 5.74, $p > .05$). Students rate these items as highly important, resulting in a higher performance gap for this question.

A single item on the Instructional Effectiveness scale was significantly lower than in 2016-2017. The average score for *Faculty are fair and unbiased in their treatment of individual students*, dropped from 5.85/7 ($SD = 1.51$) in 2016-2017 to 5.64 ($SD = 1.65$) in 2018-2019. In terms of importance, this item was ranked 19th out of 63 items.

Decision:

- Deans and Department Chairs will be apprised of findings.
- Advisor availability for students will be reviewed with Provost.

Metric:

2. Satisfaction with Support Programs (SSP)

Findings:

Responses to the RNLSSI Campus Services scale include library, computer labs, tutoring services, online access, career services, counseling services, and mentoring. The scale average ($M = 6.02/7$, $SD = 1.12$) was slightly above, but statistically similar to the average from 2016-2017 ($M = 6.00/7$, $SD = 1.11$).

Rescaling to a 10 point scale, the average for SSP was 8.53, compared to 8.08 for the local measure in 2017-2018 and 8.50 for the RNLSSI in 2016-2017.

Analysis:

Northwestern shows a slight increase in overall student satisfaction compared to AY 2016-2017. Of the eight items reviewed, NSU improved on five, although none of the changes were significant. As in Metric 1, on this metric the local survey results are well outside the results on the RNLSSI.

The two items with the largest positive change on the Campus Services scale were:

- *Mentors are available to guide my life and career goals.*
- *Computer labs are adequate and accessible.*

Three items had a slight decline compared to 2016-2017:

- *Counseling services are available if I need them.*
- *Tutoring services are readily available.*
- *Library resources and services are adequate.*

Decision:

The declines are minimal, however, these items should be reviewed with retention in mind. Counseling should consider ways to better accommodate students at peak times.

Metric:

3. Satisfaction with University Policies and Processes (UPP)

Findings:

University Policies and Procedures were evaluated using two scales on the RNLSSI, plus one item each from two additional scales.

Responses to the Registration Effectiveness scale (processes and procedures, billing policies, class registration, and convenient times) averaged 5.83/7 ($SD = 1.14$) in 2018-2019, compared to 5.85/7 ($SD = 1.15$) in 2016-2017.

Responses to the Recruitment and Financial Aid Effectiveness scale (five items addressing admissions and financial aid) indicate a satisfaction of 5.59/7 ($SD = 1.44$) in 2018-2019, compared to 5.52/7 ($SD = 1.43$) in 2016-2017.

Responses to the statement, "Student disciplinary procedures are fair," on the Campus Life scale averaged 5.82 ($SD = 1.58$) in 2018-2019, compared to 6.02/7 ($SD = 1.48$) in 2016-2017.

The item, "I seldom get the run-around when seeking information on this campus," averaged 5.45 ($SD = 1.81$) compared to 5.40/7 ($SD = 1.84$) in 2016-2017.

Averaging the 11 items in this metric and rescaling to 10 points results in a score of 8.04 for 2018-2019, compared to 7.60 on the local measure in 2017-2018, and 8.01 on the same metric in 2016-2017.

Analysis:

Policies and Procedures that are easy to understand and student friendly are obviously important in student satisfaction, success, and retention. Streamlining policy has been a goal in the Student Experience since the inception of the overall student strategic plan developed in 2016.

Comparing 2017 to 2019, all but one item in the Recruitment and Financial Aid Effectiveness scale improved by at least 0.06; the item, *Admissions staff provide personalized attention prior to enrollment* dropped by only 0.01 point. In the Registration Effectiveness scale, all items but one dropped by 0.04 to 0.05 points; the item, *I am able to take care of college-related business at times that are convenient to me*, improved by 0.07. Despite dropping 0.04, the item, *I am able to register for classes I need with few problems*, remains a strength for the University, with both high satisfaction and high importance. Due to its importance and small decline, this area warrants further attention.

Considering all 11 items collectively, NSU experienced a slight overall increase. None of the changes were statistically significant. The local measure was outside the range of the RNLSSI.

Items with the largest declines include:

- *Student disciplinary procedures are fair.*
- *Billing policies are reasonable.*

Items with the largest increases include:

- *This institution helps me identify resources to finance my education.*
- *Admissions counselor accurately portray the campus in their recruiting practices.*

Decision:

- Review class offerings to avoid time conflicts.
- Review billing processes.
- Review registration processes.

Metric:

4. Responsive and Helpful Faculty and Staff

Findings:

Responses to the RNLSSI Student Centeredness scale averaged 5.77/7 ($SD = 1.28$) in 2018-2019, compared to 5.80/7 ($SD = 1.27$) for 2016-2017.

In 2018-2019, NSU respondents rated the RNLSSI item, *Residence Hall Staff are concerned about me as an individual*, an average of 5.10/7 ($SD = 1.94$) compared to 4.84 ($SD = 1.98$) in 2016-2017.

Averaging the 5 items and rescaling to 10 points, results in a score of 7.95 for 2018-2019, compared to 7.97 on the local measure in 2017-2018, and 7.91 on the same metric in 2016-2017.

Analysis:

The 2017-2018 measures for this metric were local surveys, while the RNLSSI was used in 2018-2019 and 2016-2017. This metric declined slightly from 2017-2018 to 2018-2019 (7.97 to 7.95) but increased from 7.91 in 2016-2017 to 7.95 in 2018-2019, likely due to the relatively large improvement on the residence hall staff item and the small declines in 3 items on the Student Centeredness scale.

Comparing the data from last year to 2018-2019 is difficult since the surveys used different Likert scales. However, the items and results are similar and the small decline is likely insignificant.

Decision:

- All areas should consider customer satisfaction training.

Metric:

5. Retention Rate of Full-time First to Second Year

Findings:

The first year to second year persistence rate for first-time, full-time baccalaureate-seeking entering freshmen dropped from 75.6% (fall 2016 to fall 2017) to 70.7% (fall 2017-fall 2018).

Analysis:

In 2017-2018, NSU surpassed the target for retention of students from first to second year. However, NSU experienced a decline from 2017-2018 to 2018-2019 in retention of full-time freshmen first to second year.

This decline is likely a result of increased enrollments of at-risk students, rising costs of attendance, and reduced opportunity for suspended students to reapply. NSU's retention data is very good compared to other state schools with similar size and demographics.

Decision:

- The Director of Enrollment Management is developing a new enrollment plan which will address recruitment and retention. This plan will be implemented with input from the Provost, Deans and Department Heads.
- The Director of Enrollment Management and the Vice President of the Student Experience/Dean of Students (VPSE/DOS) will attend the RNL Recruitment and Retention Conference in July 2019.
- The Director of Enrollment is intentionally working with department heads on re-enrollment of continuing students.
- Rising cost of education will be addressed at cabinet and leadership team meetings by the VPSE/DOS and efforts to avoid price increases will be pushed.
- The VPSE/DOS and the Director of Enrollment will work with Financial Aid and Scholarships to ascertain that all types of aid are being explored for underserved students. In addition, the University will continue to seek scholarship dollars and develop specific aid packages for first generation and under-served students.

Metric:

6. Graduation Rates

Findings:

The 6-year graduation rate for full time degree-seeking freshmen increased significantly from 39.4% (449/1141) in 2017-2018 to 47.01% (605/1287) in 2018-2019 ($p < .001$). This measure includes those earning Associate degrees in the fourth to sixth years.

Analysis:

Target Met

Six-year graduation rates have risen the last three years at NSU. In 2016-2017 the rate was 33.8%, in 2017-2018 it was 39.4%, and it was 47.01% in 2018-2019.

Decision:

Consult with Provost, Deans, Enrollment Management Director, and Department Chairs to consider changing the target for this metric.

Metric:

7. Enrollment Per Freshman Class Per Year

Findings:

The number of entering freshmen increased from 1,542 in fall 2017 to 1,560 in fall 2018. This number included new students who first enrolled in the summer term and continued in the fall.

Analysis:

NSU experienced a slight increase (18) in enrollment per freshman class from 2017-2018 to 2018-2019. From 2016-2017 to 2017-2018, NSU experienced a larger increase (83) for freshman class per year. To reach the 1,700 student enrollment targets by 2020-21, NSU must experience a larger increase per year for the next three years.

The slowing rate of increase may be attributed to a leveling out of birth rates in the recruiting area, rising cost of education, and problems associated with securing on-campus housing for new students.

Decision:

- Maintain low costs of enrollment
- Explore scholarships for underserved
- Explore new housing
- Convert more dual enrollment students to campus

Metric:

8. Enrollment on Natchitoches Campus

Findings:

The enrollment of students taking at least one FTF class on the Natchitoches campus for fall 2017 was 4,483. For fall 2018 it was 4,573 showing an increase of 90 students (2.01%).

Analysis:

Target Met. This is a new metric for Northwestern driven by the decrease in Natchitoches campus enrollment in the past and by a desire to enhance to collegiate experience in the face to face (FTF) setting. The target for this metric was set at 4,500 which Northwestern surpassed by 73.

Decision:

- Review FTF offerings and closely monitor student requests for face to face classes.
- Explore building new on-campus housing.
- Increase clinical offering and retention of clinical student for College of Nursing and Allied Health (CONAH) in Natchitoches.
- Set a higher target or consider different parameters for the target.

Metric:

9. Overall Northwestern State University Enrollment

Findings:

Enrollment over all instructional sites increased from 10,572 in fall 2017 to 11,081 in fall 2018.

Analysis:

Original Target Met. Fall 2018 saw the largest enrollment in the history of the University, with an increase of 509 students. As a result of meeting our AY 2020-2021 target earlier than expected, this target was increased to 11,300. To meet this more ambitious goal, NSU needs to increase

enrollment by 225 students for the next two years. Current numbers indicate fall 2019 enrollment is trending to parallel fall 2018. NSU experienced a slight decrease in online enrollment in fall 2018 attributed to increased competition in the online market and online fee discounting by the competition. Most increases in fall 2018 are accounted for by increased numbers in high school dual enrollment.

Decision:

- To maintain or increase enrollment NSU must increase year to year retention.
- Convert dual enrollment students to full-time students at NSU.
- Explore additional housing.
- Purchase additional test scores and widen the funnel for applications.
- Improve leveraging of scholarship dollars.
- Improve leveraging of discounting in competitive markets.
- Increase number of certificate programs.

Objective 2:

Create a community that fosters diversity and inclusion (through developing ethical and effective leadership, service, and civic engagement).

Strategies:

- Develop a diversity plan articulated in all university policies and procedures
- Continue to broaden programs and services for students, faculty, and staff geared to making the campus climate equally welcoming for all members of the community
- Develop our students to be future leaders with a strong sense of civic responsibility, ethical reasoning, and social justice
- Educate campus community on Disability Services
- Highlight programs to focus on male and international students

Metrics:

1. Diversity represents regional demographics
2. Campus climate of advocacy and inclusion
3. Safety and security satisfaction

Metric:

1. Diversity Represents Regional Demographics

Findings:

The Northwestern State University student demographics mirror those of the region the University serves (Tables 2 and 3). In particular, omitting international students, the proportion of majority students (58.6%) and minority students (41.4%) are the same as those in Louisiana ($\chi^2(1) = 0.441$, $p = .506$). However, women are much more highly represented in the student body than in the state (72.4% compared to 51.1%). This is comparable to national trends.

Table 2
 NSU Fall and Spring Enrollment by Gender and Ethnicity AY 2017-2018

Gender	Alaskan Native American Indian or Native	Asian	Black or African American	Foreign	Hispanic	Native Hawaiian or Pacific Islander	Two or more races	Unknown	White, nonhispanic	Total	%
F	115	89	2,542	96	472	15	329	132	5,096	8,886	70.8%
% of F	1.3%	1.0%	28.6%	1.1%	5.3%	0.2%	3.7%	1.5%	57.3%		
M	47	37	852	81	228	7	153	65	2,102	3,572	29.2%
% of M	1.6%	1.1%	24.5%	2.0%	6.3%	0.3%	4.1%	2.3%	57.7%		
NSU	162	126	3,394	177	700	22	482	197	7,198	12,458	
	1.4%	0.9%	28.1%	1.3%	5.4%	0.1%	3.7%	1.9%	57.1%		

Derived from Fall 2018 and Spring 2019 Census files, unduplicated

Table 3
 State of Louisiana Demographics for AY 2017-2018

Gender	Alaskan Native American Indian or Native	Asian	Black or African American	Foreign*	Hispanic	Native Hawaiian or Pacific Islander	Two or more races	Unknown (Some Other Race)	White, nonhispanic	Total	%
F	15,330	35,408	761,756		86,166	917	36,971	28,480	1,349,052	2,314,080	51.0%
% of F	0.7%	1.5%	32.9%		3.7%	0.04%	1.6%	1.2%	58.3%		
M	15,249	34,724	690,640		106,394	1,046	35,912	40,747	1,294,580	2,219,292	49.0%
% of M	0.7%	1.6%	31.1%		4.8%	0.05%	1.6%	1.8%	58.3%		
LA	30,579	70,132	1,452,396		192,560	1,963	72,883	69,227	2,643,632	4,533,372	
	0.7%	1.5%	32.0%		4.2%	0.04%	1.6%	1.5%	58.3%		

Derived from <https://suburbanstats.org/population/how-many-people-live-in-louisiana>.

Analysis:

NSU’s student body remains very diverse. Within the minority population, Native Americans, Hispanics, Native Hawaiian or Pacific Islanders, Two or more races, and Unknown or Other race are slightly more highly represented than expected for Louisiana. In part this may be due to the small numbers of students in these groups, or to the fact that individuals are becoming more reluctant to reveal their race or more likely to identify with two or more races. Also, the comparison data covers the entire state of Louisiana rather than being weighted according to our students’ parishes of origin.

The disparity between NSU’s distribution of students by gender mirrors the nationwide trend for more women to attend college than men, as well as the popularity of traditionally female dominated majors, such as nursing and education, at the University.

Decision:

- Support new initiatives to increase the enrollment of males in traditionally female-dominated majors.

Metric:**2. Campus Climate of Advocacy and Inclusion****Findings:**

Responses to the RNLSSI Campus Climate scale averaged 5.82/7 ($SD = 1.23$) in 2018-2019, compared to 5.85 ($SD = 1.19$) for 2016-2017. Rescaling results in a score of 8.23/10 for 2018-2019, compared to 8.05 on the local measure in 2017-2018, and 8.28 on the same metric in 2016-2017.

Analysis:

Comparing only RNLSSI scales for Climate of Advocacy and Inclusion for 2019 (8.23) to 2017 (8.28) the scores are slightly higher in 2017 but are not statistically significant. However, the slight downturn on all RNLSSI items in this metric is concerning.

Decision:

- Consult with staff in the Center for Inclusion and Diversity regarding assessment data.
- Consider focus groups on “this campus has a strong commitment to diversity”.
- Redevelop NSU Diversity Plan.
- Expand and Develop CID website, posting recommendations of the Diversity Committee.

Metric:**3. Safety and Security Satisfaction****Findings:**

Responses to the RNLSSI Safety and Security scale averaged 5.31/7 ($SD = 1.41$) in 2018-2019, compared to 5.32 ($SD = 1.36$) for 2016-2017.

Rescaling to 10 points results in a score of 7.47 for 2018-2019, compared to 8.20 on the local measure in 2017-2018, and 7.48 on the same metric in 2016-2017.

Analysis:

Data for 2017-2018 came from local surveys. The 2018-2019 data was obtained solely from the RNLSSI. The decline in this metric is likely due to difference in assessment tools; the local survey included only the item, *Generally, the Northwestern campus is safe*, while the SSI also included two questions about parking and a third about security staff. When comparing 2016-2017 RNLSSI data to the same data for 2018-2019, the scores were almost identical.

A closer look at the individual items shows a slight increase in the perception of the response time for police calls. However, there is a slight decrease in the overall perception of campus safety and the perception of safety in parking lots as it relates to lighting. The item, *The campus is safe and secure for all students*, has declined slightly from 2016-2017 to 2018-2019.

Decision:

- A review of parking lots lighting will be suggested to University Affairs.
- The VP of the Student Experience will meet with VP of University Affairs to review the RNLSSI to determine action related to overall perceptions of campus safety.

Objective 3:

Enhance the co-curricular experiences to aid in retention, engagement, persistence, and completion of all NSU students.

Strategies:

- Transform campus spaces to create a unique and engaging campus environment, which adapts to the changing trends of a diverse student body
- Expand the number of living-learning programs and activities
- Rebrand programming as Campus Alma Mater programs to build allegiance to NSU.
- Develop award program for civic engagement
- Develop women's living and learning community

Metrics:

1. On Campus Facilities Satisfaction
2. Campus Housing and Dining Satisfaction
3. Students Engaged in Co-Curricular Activities
4. Hours Students Engage in Community Service

Metric:

1. On-Campus Facilities Satisfaction

Findings:

The RNLSSI item, *On the whole, the campus is well maintained*, was used to measure satisfaction with on-campus facilities in 2016-2017 and in 2018-2019. The mean score dropped from 5.88/7 ($SD = 1.52$) to 5.85 ($SD = 1.49$) in 2016-2017. Rescaling these means results in a score of 8.32/10 in 2016-2017 and 8.28 in 2018-2019.

An additional local survey assessing facilities in the Student Union (Table 4) was conducted. Most respondents (26/42) represented Recognized Student Organizations reserving and using rooms in the Union; 79% had reserved the Ballroom. Overall satisfaction for the survey was 3.82/4, equating to 9.46 on a 10 point scale, a very high score.

Analysis:

The decrease in the RNLSSI item is not statistically significant, however, it does indicate a minimal decline. RNLSSI addresses satisfaction with campus wide facilities.

The Event Management System survey shows almost total satisfaction for the process of reserving facilities in the Student Union. Additional data for Student Union utilization indicates high traffic in most of the building throughout the fall and spring semesters. This is especially true for the Ballroom, a large multi-purpose room used by NSU and members of the Natchitoches community. Satisfaction with the Union in general is likely due to good management. Current renovations in the Student Union (bathrooms) and updated décor (banners, furniture, NSU branding) likely contribute to the increases in satisfaction.

Table 4
Friedman Student Union survey

Item	Strongly Disagree	Disagree	Agree	Strongly Agree	N/A	Total	Average
It was convenient to book the facility through the Event Management System.	0.0% 0	0.0% 0	11.9% 5	71.4% 30	16.7% 7	42	3.86
The contract, rules, and booking details were clear and easy to understand	0.0% 0	0.0% 0	9.5% 4	81.0% 34	9.5% 4	42	3.89
Pricing for the venue was reasonable.	0.0% 0	0.0% 0	0.0% 0	57.1% 24	42.9% 18	42	4.00
Confirmation for my event was received in a reasonable time.	0.0% 0	0.0% 0	7.1% 3	85.7% 36	7.1% 3	42	3.92
My experience with the booking staff was satisfactory.	0.0% 0	2.4% 1	4.8% 2	85.7% 36	7.1% 3	42	3.90
The facility was easy to locate and was able to accommodate our needs.	2.38% 1	0.00% 0	11.90% 5	85.71% 36	0.00% 0	42	3.81
The room was clean and well-maintained	0.00% 0	2.38% 1	16.67% 7	80.95% 34	0.00% 0	42	3.79
The restrooms were cleaned and well-maintained	4.75% 2	9.52% 4	26.19% 11	59.52% 25	0.00% 0	42	3.40
My experience with the staff was satisfactory	0.00% 0	4.76% 2	7.14% 3	85.71% 36	2.38% 1	42	3.83
Our special requests were fulfilled to our satisfaction (i.e., equipment rentals, setup, etc.)	2.38% 1	2.38% 1	9.52% 4	80.95% 34	4.76% 2	42	3.77

Decision:

- High traffic in the Union led NSU to investigate development of another large multi-purpose space there. When the bookstore moved to another facility, this space became available. NSU is currently working with architects to create an E-Sports venue and another large multi-purpose space.
- Student Experience Staff will continue to identify improvements in the Student Union.

Metric:

2. On-Campus Housing and Dining Satisfaction

Findings:

The RNLSSI Campus Life scale contains three items that directly address housing and dining experiences: *Living conditions in the residence halls are comfortable, There is an adequate selection of*

food available on campus, and Residence Hall Staff are concerned about me as an individual. The average of these items was used to measure satisfaction with on-campus facilities in 2016-2017 and in 2018-2019. The mean score increased from 4.72/7 in 2016-2017 to 4.88 in 2018-2019. Rescaling results in a score of 6.58 in 2016-2017 and 6.83 in 2018-2019. In 2017-2018, a 5 item local survey was used to assess campus housing and dining satisfaction. The overall average was 3.03/4, which scales to 7.10.

Analysis:

The three items from the RNLSSI included one which increased significantly over the first administration of this measure and a second which improved almost as much. Student responses to the item, *There is an adequate selection of food available on campus*, increased from 4.31/7 ($SD = 2.27$) in 2016-2017 to 4.61 ($SD = 2.10$) in 2018-2019 ($p < .05$). Student ratings of the living conditions in the residence halls declined slightly, but their ratings of resident hall staff improved, although not significantly. This improvement is likely due to increased training and supervision in response to unsatisfactory survey results in 2016-2017.

Other local surveys conducted by Sodexo, the Northwestern State food service provider, indicate high satisfaction with food service. When asked how satisfied students were with food and the service, 84% of students responding were satisfied (53%) or very satisfied (31%). When asked if students would recommend food service to a friend, 86% said they would. Both questions showed improvement in satisfaction from prior survey administrations.

Decision:

- Standardize survey instruments.
- Collaborate with Housing to get better data.
- Discuss rates with Housing.
- Discuss additional LLCs with Housing.

Metric:

3. Students Involved in Co-Curricular Activities

Findings:

Data for this metric was obtained from the NSU OrgSync (OS) platform, an online computer program for student and faculty/staff use for Recognized Student Organizations (RSOs). OS is used to record membership, leadership, activity, and vital information required of student organizations to be recognized on the NSU campus. All numbers are a duplicated student headcount as students are in multiple organizations and participate in multiple activities in most RSOs.

The number of students registered in co-curricular activities on OrgSync increased from 4,082 in 2017-2018 to 7,354 in 2018-2019.

Analysis:

The large increase in numbers from 2017-2018 to 2018-2019 is due to a change in the data collection. In 2017-2018, students registered themselves in each of their activities; beginning in 2018-2019, Information Technology Services automatically enrolled students in OrgSync. NSU cannot draw conclusions from the data at this time nor can the Student Experience set meaningful targets.

Another data source for student activity and engagement at NSU is the Event Management System (EMS) program. EMS captures bookings and the expected number of participants (Table 5). The EMS also captures duplicated headcount and it does not include the activity of students in organizations that have houses and lodges that host regular meetings or organizations that utilize space outside of EMS facilities.

Table 5 indicates a 11.6% decline in RSO bookings campus wide.

Table 5
Event Management System Reservations for Recognized Student Organizations

EMS Data	2017-2018	2018-2019	Decline
Total Bookings (all EMS facilities)	2,301	2,033	11.6%
Estimated Attendance at Booking	101,053	95,630	5.4%

Decision:

- Determine data sources and targets with Student Experience staff.

Metric:

4. Hours Students Involved in Community Service

Findings:

NSU students, athletes, freshmen, Greeks, First Year Experience participants, and others, spent 377,923 hours in community service in 2017-2018. The number of hours reported in 2018-2019 was 351,809 for a decrease of about 26,000 hours.

Analysis:

Reporting for this metric is less than precise so conclusions about the decrease in hours are difficult to make. Overall, NSU students volunteer for community service at a very high rate. In 2018-2019, some service activities were student led while others were part of existing programs or components of classes. Programs were conducted on campus as well as in the Natchitoches community and at other locations. Students volunteered for clean-up and repair following natural disasters (hurricanes and tornadoes) in communities outside Natchitoches, and they do a large amount of clean up on campus and around town. Several highlights this year included NSU student volunteers participating in a Natchitoches Community Renewal Program and Special Olympics. Northwestern students continue to implement the One of Seven Program through the Presidents Leadership Program. Athletes, Greeks, and other RSOs conduct reading and tutoring programs in the Natchitoches community. This is a new metric for the Student Experience which means data reporting is in progress.

Decision:

- Identify ways to better track and count service.
- Look for better ways to pair students with entities needing assistance.

Objective 4:

Provide a transformational learning and career preparation experience (through advising, mentorships, experiential learning, and co-curricular involvement).

Strategies:

- Develop a series of high-impact experiential learning activities designed to engage students beginning their first year.
- Incorporate a required capstone experiential learning activity, such as internships, research, or performance-based events, in each baccalaureate degree program.

Metrics:

1. Number of baccalaureate degree programs with capstone experiential learning activities
2. Number of students and employers using Handshake
3. Percent of graduates working within 6 months of graduation

Metric:

1. Baccalaureate Degree Programs with Capstone Experiential Learning Activities

Findings:

Fifteen additional baccalaureate degree programs completed the implementation of their capstone experiential activities in AY 2018-2019, increasing the total number of programs with experiential learning activities in their curricula to 28 (Table 6).

Table 6

Quality Enhancement Program Status in AY 2018-2019

Completed 2nd cohort

Early Childhood Ed.
Elementary Ed.
Health & Exercise Science
Hospitality Management &
Tourism
Music/Music Business
Radiologic Sciences
Scholars' College

Completed 1st cohort

Child & Family Studies
Fine & Graphic Art
Industrial Engineering
Technology
Mathematics
Nursing
RT-BSRS

Completed Implementation

Addiction Studies
Allied Health
Applied Microbiology
Biology
Business Administration
Computer Information Systems
Electronics Engineering
Technology
English
Health and PE (ED)
Physical Science
Psychology
Secondary Ed
Theatre
Unified Public Safety
Administration

Analysis:

This metric reports progress with the Northwestern State University Quality Enhancement Program (QEP). The QEP is managed in Academic Affairs and appears to be on track to meet the target of 66 programs for the final year of the program.

Decision:

- Meet with Provost to determine plan of action for program maintenance.
- Meet with Provost to investigate new QEP.

Metric:

2. Number of Students and Employers Using Handshake

Findings:

As of June 2019, 7,674 students, alumni and employers are using the platform.

Analysis:

Handshake is a new platform for NSU that assists students in career decision making and in pairing employers with students. All students (undergraduate and graduate) are loaded into the system when they enter the University, but must activate their accounts to use the features. Currently, 3,412 students have activated their accounts, but at this point, employers outnumber students in activations. This phenomenon is expected to change as more students participate and the number of employer accounts levels off. Comparative data in the Handshake portal indicates that NSU students are lagging slightly behind on activations compared to peer schools. As this is a new metric and program, additional time and data is needed to make sound decisions.

Decision:

- Consider new campaign for seniors about using Handshake.
- Set additional benchmarks based on program capability.

Metric:

3. Percent of Graduates Working Within 6 Months of Graduation

Findings:

The First Destination Survey was distributed through Handshake to all undergraduate and graduate students graduating Summer 2018, Fall 2018, or Spring 2019, beginning one month before graduation for each group. By June 2019, 22.9% had completed the First Destination Survey. Of these, 75.3% selected *Working* in response to the question, *What are you primarily doing after graduation*; an additional 23.7% were still looking for a job, and 1.1% said they were not seeking employment.

Analysis:

Handshake is the NSU platform for recording and disseminating career and employment information to NSU students and alumni. The data reported is preliminary, since the survey will not close for this cohort until October, 2019. Email reminders are sent periodically to nonresponders. For students answering *Working* as their primary occupation, follow-up questions ask for details of

the specific job, including start date, to distinguish between the intention to seek employment and employment itself.

NSU was in the process of setting up Handshake in 2017-2018, therefore, the survey was not available. Local surveys conducted at this time showed similar results to the Handshake data.

Decision:

- The Student Experience will continue to work with Career Services and Alumni Affairs to achieve greater participation on the First Destination survey.
- The VP for the Student Experience will meet with Career Services, Alumni Affairs, and the Registrar to determine better ways to reach graduates.
- The Student Experience will review parameters for this metric with Institutional Research.

Objective 5:

Provide for student health and wellness (through physical, emotional, spiritual, and environmental health initiatives).

Strategies:

- Expand and maintain campus and community partnerships which enhance student health and wellness
- Create and implement appropriate outreach efforts which address the changing developmental needs of students
- Add health services at other off-campus instructional sites

Metrics:

1. Number of Health-Related Programs and Services
2. Satisfaction with Support Programs (item 2)

Metric:

1. Number of Health-Related Programs and Services and Community Partnerships

Findings:

NSU increased the number of health-related programs from 2017-2018 to 2018-2019 by 23, which included blood drives, educational programs, and flu shot events.

Analysis:

Student health and wellness needs run the gamut from basic education on healthy eating, sexual wellness, and suicide prevention, to professional health care. To better meet student needs, NSU added clinical health services for students in Shreveport. To support students in the Nursing major, in partnership with Regional Medical Center and other community partners, the nursing clinical program in Natchitoches has added a community health rotation; RMC also funded a new faculty position for the Natchitoches clinical program.

Decision:

- Implement campus-wide health fair, fall 2019.
- Work with food service for healthy options.
- Work with Natchitoches community to develop more partnerships.
- Consider ways to use existing committees and data to develop additional programs.

Metric:

2. Satisfaction with Support Programs (Counseling)

Findings:

The RNLSSI item, *Counseling services are available if I need them*, from the Campus Services scale was used to measure satisfaction with the counseling component of support programs in 2016-2017 and 2018-2019. The mean score decreased from 6.06/7 in 2016-2017 to 6.04 in 2018-2019, which was not significant. Rescaling these means results in a score of 8.59/10 in 2016-2017 and 8.56 in 2018-2019. In 2017-2018, the item, *Northwestern provides the appropriate health, counseling, and social support for me to be successful*, from the local Satisfaction with Support Programs survey was used to assess this program. The average response was 3.31/4, which can be scaled to 7.93/10 for comparison.

Analysis:

The difference between the local survey results and those from the RNLSSI likely resulted from differences in the wording and the resolution of the scales. Thus, they should be compared at two year intervals. The RNLSSI considers this item a campus strength, with both high importance and high satisfaction. Although the decline between 2016-2017 and 2018-2019 is small, satisfaction with this area should be monitored to help us maintain high quality service to our students. The addition of another mental health professional to the Counseling and Career Services staff in fall 2019 should allow this office to serve more students.

Decision:

- Counseling should consider ways to better accommodate students at peak times.

Comprehensive Summary of findings and changes/decisions

Northwestern is making progress toward meeting targets on the metrics in the Student Experience. In 2018-2019, the Student Experience made substantial gains toward meeting the objectives in the Strategic Plan using the strategies developed by the teams in the division.

To maintain the increase in first-year enrollment, staff in the Student Experience began working on campaigns to matriculate dual enrollment students and to enroll more men in traditionally female majors.

A more robust curriculum was included in our leadership programs which grew and resulted in increased recognition. Programs within the Student Experience engaging students in service and civic engagement also grew.

One of the most important achievements is a significant increase in graduation rates. Helping students to complete degrees is a huge accomplishment for the Student Experience and NSU. A

related improvement is the number of students working after graduation. Based on the First Destination survey, 75.3% of NSU graduating students responding in the 2018-2019 year said they had secured employment after graduation. Although the data sets are different and the results are preliminary, this appears to be an improvement of the 2016-2017 rate.

The Student Experience continues to work to provide spaces on the NSU campus that are inviting and build a shared affinity for the institution and the traditions and values of the University. In response to student feedback, renovations and decorative updates in the Student Union, housing, and the cafeterias continue. Bathroom updates in the Union will be complete by the end of the summer and plans for a new E-Sports area and multi-purpose venue are under way. NSU will have a new Steak N Shake in the Student Union in the fall of 2019.

To remain competitive with other institutions, The Student Experience worked with housing partners to develop an improved application process; these improvements should improve tracking of occupancy and allow earlier notification of students about their housing requests. Other campaigns to help clarify processes and procedures are underway. The Student Experience hired a student advocate to assist student in negotiating policies and procedures that may hinder success.

NSU's student population continues to represent the ethnic diversity of our region and state. Efforts to improve other components of diversity and inclusion include a new space for the Center for Inclusion and Diversity and increase funding for that area. Student satisfaction data on advocacy and inclusion is holding constant.

The Student Experience made strides toward development of a healthier student population. To meet the demand for health services, an additional mental health counselor was hired and a committee to reinstate a campus wide health fair was established and began meeting in spring 2019. The committee will conduct a health fair in the fall of 2019.

NSU continues to rate exceptionally well on the Ruffalo Noel Levitz Student Satisfaction Inventory. The means for all subscales and items exceeded the national average for similar 4-year public institutions; only six items were not significantly higher at the $p < .001$ level. The NLSSI also allows participating institutions to develop institutional questions. In 2019, NSU developed 10 questions. Four are listed below as NSU strengths.

For the purposes of strategic planning, RNLSSI provides suggestions. *Strengths* are defined as high importance, high satisfaction items. *Challenges* are items with high importance and low satisfaction.

NSU's strengths are:

1. *My academic advisor is knowledgeable about requirements in my major.*
2. *I am able to register for classes I need with few conflicts.*
3. *I receive the help I need to apply my academic major to my career goals.*
4. *Students are made to feel welcome here.*
5. *Computer labs are adequate and accessible.*
6. *This campus provides online access to services I need.*
7. *Faculty are usually available to students outside of class (during office hours, by phone or by e-mail).*
8. *Counseling services are available if I need them.*
9. *Campus item: NSU's policy on accepting AP and dual enrollment credit is adequate.*

10. Campus item: *I am made to feel that I can graduate in 4 years.*
11. Campus item: *My recruiter was helpful and knowledgeable.*
12. Campus item: *There enough online courses for students.* (sic)

NSU's challenges based on RNLSSI are:

1. *Faculty provide timely feedback about my academic progress.*
2. *Faculty are fair and unbiased in their treatment of individual students.*
3. *Tuition paid is a worthwhile investment.*
4. Also receiving lower ratings is a campus item, *There are enough Face to Face classes for students.* This issue warrants further review.

Highlights of important actions for the next year:

- Request review of Advisor availability for students especially in summer.
- Identify ways for Counseling to better accommodate students at peak times.
- Request Academic Affairs (AA) to review complaints related to class conflicts.
- Request AA to review class offerings to avoid conflicts.
- Review billing and registration processes.
- Request all areas to consider customer satisfaction training.
- Implement enrollment management plan with input from Provost, Deans, and Department Heads.
- Intentionally work with department heads on registration of continuing students.
- Address rising cost of education at the cabinet and leadership team and push efforts to avoid price increases.
- Collaborate with Financial Aid and Scholarships to ascertain that all types of aid are being explored for underserved students. Continue to seek scholarship dollars and develop specific aid packages for first generation and under-served students.
- Consult with Provost, Deans, Enrollment Management Director, and Department Chairs to consider changing the target for Graduation Rates metric.
- Explore new housing.
- Convert more dual enrollment students to campus.
- Consider focus groups on "this campus has a strong commitment to diversity".
- Redevelop NSU Diversity Plan.
- Expand and develop CID website, posting recommendations of the Diversity Committee.
- Suggest a review of parking lots lighting to University Affairs.
- Review the RNLSSI with VP of University Affairs to determine action related to overall perceptions of campus safety.
- Consult with architects to create an E-Sports venue and another large multi-purpose space.
- Identify additional potential improvements in the Student Union.
- Explore standardized survey instruments for The Student Experience.
- Collaborate with Housing to get better data for The Student Experience.
- Discuss lower rates and additional LLCs with Housing.
- Investigate new QEP and maintenance of current QEP standards with Provost.
- Collaborate with Career Services and Alumni Affairs to achieve 100% participation on the First Destination survey.
- Identify better ways to reach graduates by collaborating with Career Services, Alumni Affairs, and the Registrar.