

AY 2016-2017 Decision Tracker

	Requirement	SFA	Action	Lead	status
1	The Ruffalo Noel Levitz Student Satisfaction Survey should be utilized each year as the primary survey instrument for the Student Experience metrics. P.16	SE	SE has coordinated with the Executive Director of Institutional Effectiveness and Human Resources and have sent proposed survey out for comment.	SE	Survey will be administered every other year and local survey will be conducted in years when NLSSI is not given
2	For AY 2017-2018, ASC Advising Survey and ASC will be administered earlier each semester and in face-to-face settings: (1) the Advising Survey following each student's advising and pre-registration session with the ASC advisor (early November and early April) and (2) the Tutoring Survey-a minimum of once a month. The surveys will be conducted electronically using a computer in the ASC following the advising or tutoring session. P.57	AE	Both the Advising and Tutoring Surveys have been or are being developed.	AE	Will be implemented in accordance with recommendation. ASC is the lead.
3	The deans and departments heads review the academic curriculum in each college to determine if courses and course work related to diversity, leadership, and social justice may be added. P. 26	SE	Provost will issue guidance to the Deans and department chairs to conduct internal review and report findings.	SE	Provost to request review with Deans and Dept. Heads
4	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.91	CE	Currently under review. Should additional performances be warranted then the requirement for increased faculty would be submitted as an enhancement requirement through the Strategic Budgeting Process.	CE	Monitoring.

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5	Aggressive marketing plans must be implemented to create exposure for the teams and to generate renewals and new ticket sales. P. 113	AP	The Stand United campaign was initiated in the Spring of 2017 with the intent of generating interest in and selling tickets for the football season. The campaign was promoted in many ways -- placement of yard signs around town/the region and along the Cane River; radio spots; seven-stop Victory Tour around Louisiana; social media blasts including 50 day countdown to home opener featuring "Stand United" signs with local business supporters.	AP	Football season tickets fell short of the budget goal; football gate sales are within \$6,000 of the budget goal. Basketball, baseball and softball ticket sale goals are TBD.
6	The academic deans should determine if local surveys for academic advising are warranted. This is information that should be determined with departmental input. If local surveys are conducted, methods must be employed to expand the number of students surveyed. In addition, anecdotal data collected at Freshman Connection indicates a review of Summer Orientation advising is warranted. p.18	SE	The Provost will discuss with academic deans how best to assess faculty advising which represents over two-thirds of the advising mission. Should determine if local surveys of students with PIN numbers is best approach. Will also review if assessing Summer Orientation advising is warranted. See #51	SE	Pending discussion and course of action development and implementation.
7	In future semesters, students will be surveyed at the end of each workshop. Responses will be noted and the director of the ASC will modify accordingly to better meet students' academic and personal needs. P. 50	AE	ASC is now surveying students at the end of each workshop. Responses are reviewed to determine if changes need to be made to improve services.	AE	Implemented - ongoing
8	Advisory councils need to be established for programs that currently do not have one.	MR	Reaffirm requirement allowing for variations in the approach by the programs.	MR	Requesting an update on 14 Nov 2017 on current standing and outlook for Spring 2018.

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9	The number of off-campus performances has a healthy window for growth from established baseline data, and the School of Creative and Performing Arts will seek more opportunities in this area as well as a stronger way to track these performances. P. 92	CE	The number of off-campus performances will increase in accordance with capabilities. All performances will be tracked as the statically measure of need.	CE	Implemented - ongoing
10	The annual fund, which underwrites major expenses which are not covered by the department budget (i.e., book scholarships, coach/staff salary supplements and incentive bonuses, marketing), must continue to identify and attract donors at the \$1,000 ⁺ level. P. 113	AP	As of November 12 -- the annual fund goal of \$400,000 is at 50% of attainment; sponsorship commitments/sales are at 91% of \$275,000goal; N-club membership drive is at 40% of \$10,000 goal.	AP	Ongoing
11	NSU will continue to assess the impact of policy and procedures on student satisfaction and retention. P.20	SE	Approved	SE	Ongoing
12	The ASC Director will collaborate with program faculty and administrators who create instructional materials for their students to ensure that these tools are promoted and electronically linked to the ASC website. P.50	AE	Recommendation is being relooked.	AE	Provost will work with ASC Director.
13	Continue to monitor new program development based on workforce needs. P.84	MR	Approved	MR	Ongoing

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14	Although the CAPA Hall of Fame has been instrumental in recognizing and engaging successful alumni, the number of induction ceremonies is not a good measure as there will never be more than one presentation per year. This target should be removed and success should be measured by post induction involvement by the awardees. P.92	CE	Approved	CE	Changed Target to Hall of Fame awardee involvement
15	All offices, particularly the Registrar's Office, will train employees on provision of correct information to students. This strategy also should affect policies and procedures. It is suggested that training for all service areas include policies, processes, and correct campus information. p.20	SE	Financial Aid, Registrar, Admissions, and others as directed will initiate a process to circulate and educate the administrative and student populations on roles, functions, best practices, and FAQ's. Slides from each organization would be posted.	SE	Provost will initiate the requirement. Training occurring at Deans and Dept. Heads meetings. Ongoing
16	Providing opportunities for all faculty to use innovative practices in teaching and learning will continue in the future. The 2021 target will increase to at least 1000 as a result of better record keeping (e.g., sign-in sheets e-polling) of participation. P. 51	AE	Process for documenting attendance is in place and being used.	SE	Monitoring
17	Continue to stress alignment with current industry and workforce demands. P. 84	MR	Approved	MR	Monitoring

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18	Continued engagement will be an expectation of the department and, in particular, on the part of the external staff and Director of Athletics. Current and new initiatives to engage former athletes, fans, and alumni will broaden exposure for the athletic program and the University. P. 116	AP	Several strategies implemented to enhance engagement - Victory tour; Stand United Campaign; team reunions for 1957 and 1997 championship football teams; Shreveport and Natchitoches football luncheons; invitation to donors to sit in AD's Suite at home football games and contacting donors to meet at away football games; radio network covering North Louisiana for football games and airing basketball, baseball and softball over the internet; weekly Demons Unlimited Foundation email updates to supporters; "Meet the Team" Scholarship Auction fund raising event; Demons Unlimited Foundation board meeting and other gatherings (i.e. Dallas on October 18).	AP	Ongoing
19	NSU must plan and implement intentional sophomore-to-junior and junior-to-senior events in the Academic Affairs and The Student Experience. Provost and VP The P.23	SE	Provost and VP for The Student Experience will determine how best to systematically approach retention in regards to using this particular approach.	SE	Addressed at campus wide programming meeting and will continue to be addressed with dept. chairs in the Student Experience.

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20	Professional development opportunities will continue to be a priority for Northwestern. In the future, the terms “workshops” verses “training sessions” will be differentiated. Further, professional development participation for full-time verses part-time/adjunct faculty and faculty verses staff will be separated for better clarity. The data presented for 2016-2017 represent a combination of full-time and adjunct faculty as well as staff participation in professional development activities that range from an hour session to a half-day or full-day/workshop session. By better defining this metric, the 2021 target will easily reach 1,000 participants. P.52	AE	Professional development opportunities continue to be a priority for Northwestern. The type of professional development and expected attendance is now clearly articulated.	AE	Implemented - ongoing
21	Continue to cultivate articulation and multi-institutional/employer relationships.	MR	Approved	MR	Ongoing
22	Expenditures in advertising have been consistent with growth in recognition of the program in the areas of participation and enrollment. Additional dollars should be invested until market saturation is achieved. P.93	CE	If required all funding sources should be reviewed to include submission of the requirement as an enhancement through the Strategic Budgeting process.	CE	Implemented - ongoing
23	Investigate new markets for recruitment particularity.	SE	Recommendation is revised to include all possible markets.	SE	Implemented - ongoing

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24	The Office of ECE will continue to administer annually the faculty needs survey pertaining to online professional development for faculty. Sessions planned for the 2017-2018 year will be based on feedback from the February 2017 survey. Participation will be promoted, including faculty incentives, to obtain at least 200 survey respondents by 2021. P. 55	AE	Survey results are used to develop the Professional Development topics.	AE	Participation is needs based. As a result the class size is small and some instruction is delivered face-to-face / one-on-one.
25	Seek out Post-Baccalaureate Certificate (PBC) programs to assist in meeting near-time workforce needs. P. 86	MR	If needs are determined and approved by the BOR we will develop the program.	MR	Ongoing
26	To increase exposure through e-communications, the NSU Alumni Association will develop strategies for a data campaign specifically focused on capturing email addresses. Other strategies will include contracting with a third party to collect email addresses for existing contacts from the public domain. P.95	CE	Contracted with PCI group to publish an updated alumni directory. Data campaign will begin in January. Database will be updated by June 2018.	CE	Implemented - ongoing
27	Reorganize leadership in the Student Experience to hire an enrollment manager and coordinate retention through that area. P.23	SE	Committee established and concept to be circulated in Dec 17	SE	Ongoing
28	Continue to develop and explore workforce relationship to better position our students in meeting the workforce current and future demands.	MR	Approved	MR	Ongoing

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29	It is recommended that in addition to welcome packages including branded materials for online students that additional strategies be explored to increase brand identity and affinity. P.95	CE	Branded materials were sent to online students including keyboard overlays and wall apparel. Additional engagement strategies are being implemented through demonunite.net.	CE	Ongoing
30	Develop intentional-advising programs in academic areas with high major concentration (nursing) to move students to other appropriate majors. P.23	SE	Met with provost to address. Ideas under discussion.	SE	Ongoing, more actions pending
31	For 2017-2018, the advising survey will follow the pre-registration periods (early November and early April) and the quality of tutoring will be evaluated on a regular basis, at least once monthly. Both surveys will be administered in a face-to-face setting immediately following the advising or tutoring session. P.57	AE	Survey administered to all students. Survey opened on 14 November and will close on 5 December 2017. School of Biology is conducting their own survey.	AE	Ongoing.
32	The institution must also continue to build upon its existing partnerships to provide additional pathways for students, engage business and industry partners through its advisory councils and solicit their feedback for program alignment with workforce needs. P.87	MR	Academic departments participate in opportunities where possible to build upon existing partnerships and solicit input from Advisory Councils or external constituents on a regular basis.	MR	Ongoing
33	The NSU Alumni Association will continue to add chapters in areas where concentrations of alumni exist. Once chapters have been established, the next step is to ensure the chapter is self-sustaining both financially and from a human resource perspective. P.97	CE	Alumni self sustaining chapters are being created in areas where concentrations of alumni exist.	CE	Ongoing

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34	The academic support staff (academic coordinators, compliance coordinators and Faculty Athletic Representative) will meet monthly to assess academic performance with the intention of monitoring success/problems and sustaining the high level of academic performance in place. P. 122	AP	The academic support staff is meeting monthly to assess academic performance with the intention of monitoring success/problems and sustaining the high level of academic performance in place.	AP	Ongoing
35	Develop a plan for financial assistance and planning for students after the first year. P.23	SE	Alumni and Development to provide funding. Research underway to determine eligible students.	SE	Ongoing
36	A distinction between University Core courses and University Core courses meeting General Education competencies is needed for future measures of objective two. It must be determined whether the focus is to assign a course steward to all University Core courses (approximately 50) or to steward only the courses contributing to general education competencies (12 courses in 2017-2018). P.59	AE	General Education Committee is studying the best approach to align competences with courses allowing for maximum student representation in the assessment process.	AE	Work is ongoing with sub-committees reviewing what other institutions in the ULS System are doing and another looking at what are the best courses to align with the competencies. The wording of the competencies is also under review.

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37	A steering committee consisting of Athletic Department members (coaches/staff) and external individuals will be formed to collaborate with the TBA Architecture firm with the intention of announcing a facility campaign in late 2017 or early 2018. P. 122	AP	An initial meeting with coaches and staff was held early in the semester to discuss facility priorities. Two subsequent meetings with representatives from the TBA Architect firm have been held to decide on project priorities. A new weight room annex to the Fieldhouse and updated/refurbished sports medicine areas are the priority. TBA is working on renderings and cost estimates. Other projects on the drawing board include a baseball operations center (locker room, offices, meeting room, etc.); track complex updates to include seating, press box, restrooms, and locker room; tennis center update to include team locker room, storage, and coach's office; N-Club Hall of Fame display update; and indoor facility.	AP	Ongoing
38	The deans and departments heads review the academic curriculum in each college to determine if courses and course work related to diversity, leadership, and social justice may be added. P.26, 29	SE	Provost will review with Deans and Dept. Chairs	SE	Ongoing
39	Faculty will be encouraged to apply for internal grants that support student learning and growth in their profession. An increase of two faculty/student grants per year is expected, with the target for 2021 set for eight or a 100% increase. P.61	AE	Approved	AE	2017-2018 Announcement and Application sent to Faculty 7 Sep 2017

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40	The NSU Alumni Association will continue the use of social media platforms with a focus on increasing exposure. Additional analytical measures such as <i>Twitter</i> "impressions" will be utilized to gain insight. It is recommended that opportunities for paid advertisement or sponsored posts on these platforms be utilized to increase engagement. P.98	CE	Analytics are being monitored quarterly and the <i>twitter</i> "impressions" metric has been added. Opportunities for paid advertising are being explored to determine feasibility considering return on investment.	CE	Ongoing
41	Review budgets for additional support for the Center for Inclusion and Diversity. P.29	SE	Budget prepared and granted for one academic year .	SE	Action Complete - monitoring
42	For 2017-2018, the target will be 23 graduate presentations and 16 undergraduate presentations. For the target 2021 year, the graduate presentations will be 29 and undergraduate presentations 22. To facilitate participation, Northwestern will partially fund graduate presenters (e.g., registration or travel) and fund undergraduate presenters (registration and travel). P.62	AE	Approved	AE	Target integrated into Assessment Plan. Investigating funding options.
43	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.99	CE	Development officer are cycling prospects through the Agilon constituent management system. Officers are focused on year-end contributions from donors who have previously contributed, but not made a donation this year.	CE	Ongoing

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44	Expanded efforts on the part of the Director of Athletics to explain and articulate budget mechanics, including how private funds are designated/spent, must be pursued to continue gaining trust and clarity for current and potentially new donors. P. 116	AP	Efforts include the following -- discussion with Executive Staff and Head Coaches; agenda item for Athletic Council meeting; two fall semester meetings with Faculty Senate President Thomas Reynolds; meeting with SGA President/Vice-President, plus student athletic self-assessed fee meeting with student committee; meeting with individual donors and with Demons Unlimited Foundation Board of Directors.	AP	Ongoing
45	Consider development of degree programs or curriculum concentration in leadership. P. 29	SE	Action being transferred to Academic Excellence for action to determine if and how best to establish a Leadership concentrating of undergraduate students.	AE	Ongoing, but under review
46	Only nine departments were able to identify students who took an admission test for graduate or professional schools. With better planning, Northwestern will be in a better position to obtain admission test scores of future graduates and project that 10% of graduates will gain admission to graduate/professional schools by 2021. P.64	AE	Process has been established by Dr. Cochran to better capture those taking the GRE, MCAT, LSAT, PACT, DAT, and GMAT.	AE	Complete - monitoring - collecting data as required.

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47	Increases in the number of individual contributors will be achieved through promoting the range of giving levels and demonstrating the impact of smaller contributions secured in large volumes. P.100	CE	The <i>Alumni Columns</i> Magazine, printed quarterly and sent to all alumni and supporters, now includes a pre-paid envelope and corresponding appeal for contributions. An annual report is being developed to showcase the impact of aggregate donations and recognize donors for the current year.	CE	Ongoing
48	A renewed level of focus will be made to ensure that coaches and student-athletes are better engaged with constituents on-campus and in the community.	AP	Coaches and student-athletes are better engaged with constituents on-campus and in the community.	AP	Ongoing - Scholarship Auction as an example.
49	Expand and Fund Northwestern's President Leadership Program. P.29	SE	Emphasis on campus/community service/activity followed up by having coaches/staff submit a quarterly form reporting involvement is in place. There previously has not been a baseline in place to evaluate this strategy.	SE	Action Complete
50	In order to capture the bond between faculty and students in advising, the advising survey will be distributed during the pre-registration periods (early November and early April) and preferably administered in a face-to-face setting immediately following the advising session. The survey will be distributed to all students enrolled in Northwestern, rather than only to the students advised by the Academic Success Center. P.66	AE	Being addressed in current advising survey.	AE	Ongoing

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51	The NSU Foundation will continue to promote the "Columns Fund" by educating donors on the purpose and importance of giving to the unrestricted account. As increases in unrestricted giving are realized, an annual percentage will be set aside and added to the NSU Foundation endowment to ensure perpetuity. Annual yield from the endowment will be applied to the corpus to grow the fund until annual unrestricted budgetary needs can be paid through interest earnings. P. 100	CE	The annual "Columns Fund" mailer was sent in early November as well as an accompanying video emailed to constituents and circulated on social media outlets promoting the importance of the fund and seeking contributions.	CE	Ongoing
52	Each sport will prepare a yearlong community service plan and the Student-Athlete Advisory Committee members representing each sport will be charged with the task of ensuring that their respective team/teammates are carrying out components of their plan. The plan will include volunteer efforts on- and off-campus as well as involvement in campus organizations and activities. The Assistant Athletic Director for Student-Athlete Development and her staff will regularly monitor this effort. P. 118	AP	Each sport is undertaking a specific community service initiative and all student-athletes are being offered numerous opportunities for campus/community service/activity. The Student-Athlete Advisory Committee (SAAC) has done a good job of leading these efforts. Student-athlete community service hours for the current year have already surpassed 2016-17 total.	AP	Ongoing
53	Review and set goals for on campus academic programs for growth in National Rankings P. 30	SE	David West appointed keeper of data. Provost to work on goals with Deans.	SE	Ongoing

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54	A more comprehensive survey should be administered in 2017-2018 to obtain additional information from faculty regarding their specific needs in teaching, research, and service. Additionally, the goals and objectives formulated by the Faculty Excellence Steering Committee should be posted on the NSU website (e.g., Provost/VPAA page or its own page) so that faculty would be aware of how this group advocates for faculty development in teaching, research, and service. P.70	AE	Chair, Faculty Excellence Steering Committee will lead effort in determining best approach to specifically address faculty needs in specifically each of teaching, research, and service.	AE	Under Development
55	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 will be engaged to assist in matching students with mentors for internship and job opportunities. P. 103	CE	The demonsunite platform now has over 1,200 active users, 56% of which have indicated a willingness to support the institution through career development opportunities. This data will be shared with the office of Career Counseling to determine strategy and next steps.	CE	Ongoing
56	Expand Living and Learning Communities to other fast growing academic areas. P. 35	SE	Meetings with housing underway	SE	Ongoing
57	Northwestern will continue to promote external grant opportunities for faculty to pursue. The target for 2021 is 45 external grant awards or a 1% increase. P.73	AE	Actively researching all possible funding streams.	AE	Ongoing
58	A brand identity survey will be conducted as measure to gauge overall recognition and garner constituent feedback concerning reputation. Results will be analyzed to determine returns on investment and used as consideration for increases in budgetary allocations. P. 103	CE	A comprehensive brand identity survey is being explored from a cost perspective. Once the necessary components are identified and a final cost is determined, funding will be identified to move forward with administering the survey.	CE	Under Development

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59	Continue to grow alumni base and those supporting the University financially, specifically focusing on new alumni P. 32	SE	Foundation implemented programs seeing tremendous response.	SE	Ongoing
60	Northwestern will continue to seek donors to support faculty/staff in teaching, research, and service. The target for 2021 is a 37% increase or 70 faculty/staff receiving endowed professorships. P.74	AE	Initiative underway to self generate funding at the college and department level.	AE	Ongoing
61	The University will continue to develop strategic initiatives and activities and host events at satellite campuses. There is room for growth in this area and increases. P. 104	CE	The University continues to develop strategic initiatives and activities to host events at satellite campuses. There is room for growth in this area and increases.	CE	Ongoing
62	NSU will create a campus wide task force to promote healthy mind and body for the NSU community.	SE	Director of Health Services appointed to create task force.	SE	Ongoing
63	Northwestern will continue the tradition of recognizing faculty/staff for their excellent work in teaching, research, and service. A 500% increase to the baseline number is projected for 2021. P.75	AE	Ongoing practice but will look for opportunities to expand.	AE	Ongoing
64	Faculty in each NSU degree program will select at least <i>one of four</i> high-impact activities (Performance based Capstone Experience, Internships, Undergraduate Research, and study abroad); at least 5 programs are added in 2017-18. P.36	SE	Already implemented and being assessed.	SE	Ongoing See QEP

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65	In addition to the successful participation from students working through the Office of Leadership and First Year Experience, other opportunities will be identified through the demoNSUnite.net platform to increase community service opportunities in the local community. P. 106	CE	The demonsunite platform now has over 1,200 active users, 56% of which have indicated a willingness to support the institution through community service opportunities. This data will be shared with the Office of First Year Experience to determine strategy and next steps.	CE	Ongoing
66	NSU will develop and implement an improved graduating student survey by Institutional Effectiveness, Career Services, and Alumni adding information on specific fields of study, acceptance to graduate and professional schools with the goal of increasing the number of responses to at least 30% P. 37	SE	Implemented via Institutional Research and Alumni and Development "Graduway" Platform.	SE	Ongoing
67	The University will continue to identify opportunities for partnerships with business, industry, regional support groups, and peer institutions to enhance opportunities for mutual growth. P. 106	CE	Approved	CE	Ongoing

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68	<p>NSU will develop an MOU with Outpatient Medical Center and Campus Health Services to provide additional health care for NSU students. VP The Student Experience, NSU Director of Health Services.</p> <p>NSU will develop an MOU with Natchitoches Regional Medical Center for Collaboration for Mental Health Crises.</p> <p>NSU will open small health clinic in the Shreveport campus. VP The Student Experience, Director of Health Services, Dean of CONAH.</p> <p>NSU will review the need for health services on other off-campus sites. VP The Student Experience, Director of Health Services, NSU Director of Counseling Services Executive Director of Cenla and Ft. Polk. P.41-42</p>	SE	<p>Natchitoches Outpatient MOU is complete. The MOU for NRMCM is in negotiations. The Shreveport medical site is in progress but not completed. The other off campus sites will be reviewed by the task force.</p>	SE	Ongoing - actions pending

