

APPENDIX 3

Organizational Profile

Organizational Description

Northwestern Oklahoma State University is the smallest university in the Regional State Universities of Oklahoma System (*RUSO*). The other institutions governed by the RUSO Board are East Central University, Northeastern State University, Southeastern University, University of Central Oklahoma (all ACBSP accredited) and Southwestern Oklahoma State University. The university is also governed by the Oklahoma State Regents for Higher Education (*State Regents* or *Regents*). Northwestern Oklahoma State University is accredited by The Higher Learning Commission and is a member of North Central Association.

Northwestern Oklahoma State University's main campus is located in Alva, a city of approximately 5,000 residents in northwest Oklahoma. Alva is located just 14 miles south of the Kansas border, approximately 115 miles northwest of Oklahoma City and 100 miles southwest of Wichita, Kansas. Northwestern's main campus offers students a traditional on-campus college experience including living in university housing, dining in the cafeteria or Student Center snack bar, participating in campus activities, attending home athletic events, going to university-sponsored concerts or plays, and more. At Northwestern's Alva campus, students can choose from more than 40 areas of study to earn their Bachelor of Arts or Bachelor of Science degrees.

NWOSU offers two non-traditional bachelor programs, Bachelor of Applied Arts & Sciences (BAAS) in Technical Management and Bachelor of Science in Organizational Leadership. The BAAS program is a degree completion program for people who have an applied associate degree or who have attained certain national trade certifications. Organizational Leadership is part of a statewide consortium (Reach Higher) composed of nine universities. Reach Higher is Oklahoma's flexible, affordable degree completion program for working adults who want to finish college.

Students in Alva can complete a master's degree in either Psychological Counseling or Education. NWOSU cooperates with two other state universities to offer master of business administration ITV classes to students at all NWOSU campuses. The university has no other involvement in these MBA programs beyond providing ITV receive sites. Through AY 2009-2010, the Division of Business offered graduate courses, in support of the master's degree programs. Those classes were eliminated effective AY 2010-11 (self-study year) and now no graduate Business or Accounting courses are offered by NWOSU.

Northwestern Oklahoma State University-Enid serves a diverse population, predominantly adult learners, to achieve their career and educational goals by providing local, affordable access to higher education (upper-level courses) leading to the bachelor's degree and complete graduate degree programs in a positive, student-centered, technology-enriched learning environment that promotes service and excellence. Because Northern Oklahoma College, an ACBSP-accredited community college, also has a location in Enid, the state regents bar NWOSU from delivering most lower-level courses to students in Enid, either by ITV or in-person.

The Enid campus offers upper-division courses for completion of bachelor's degrees in 12 areas including Accounting, Business Administration, Computer Science, Education (Elementary, Secondary, Special), General Studies, History, Nursing (RN, LPN Completion), Political Science, Psychology, Social Work, Sociology and Technical Management. Students

may also complete master's degree programs in education and counseling psychology on the Enid campus.

Northwestern Oklahoma State University-Woodward provides convenient access to higher education opportunities to a diverse population, including non-traditional students, to assist them in meeting education and career goals in a supportive environment, and to improve the quality of life in Woodward and the surrounding area. Northwestern dedicated its new building in Woodward in September 2008. It offers students all classes for general education requirements and offers complete undergraduate degrees and master's degree programs in education and counseling psychology.

Students attending classes at Northwestern-Woodward are able to take the same types of undergraduate courses that are available at Northwestern's main campus in Alva. Since there are no restrictions as to the classes taught in Woodward, students can take lower-level and upper-level classes by ITV or in person.

NWOSU utilizes face-to-face, instructional television, online and blended (hybrid) formats for the delivery of course work in the Business Programs. Taking into consideration the institution's circumstances, only limited, lower-level Business classes are offered in a strictly face-to-face setting in Alva. All upper-level Business classes are offered using a distance format, either ITV, online or blended. The Business faculty is split between Alva and Enid, so ITV classes originate on either campus, depending on the professor assigned to teach the course. Online classes use Blackboard as the platform. Faculty teaching online classes may be located in Alva, Enid or elsewhere.

In Fall 2010 Northwestern Oklahoma State University had 2301 students, of which 2116 were undergraduates. One thousand eight hundred and eleven (1811) of the students (79%) were from Oklahoma. Approximately 10% of students were from the neighboring states of Kansas or Texas. Female students comprised approximately 56.2% of the student body, with males comprising almost 44%. Nearly three out of four students (74.6%) were considered traditional students. Almost seventy-six percent (76%) of the students were white. Black, Hispanic and Native American students constituted approximately fifteen percent (15.3%) of the student body (each classification accounted for approximately 5-6%). Asian Americans and international students accounted for less than three percent (2.4%).¹

Business Programs in Fall 2010 accounted for more majors and more credit hour production than any other discipline or division/department at NWOSU. The Business Administration major had more students (246) than the second largest division/department (Education 204 among three majors). In all there were 339 students in a Business program/major (Accounting, Business Administration, Organizational Leadership and Technical Management). The Accounting major, with 82 students, was the 7th largest of the university's 39 listed majors.

The typical Business student at NWOSU is more likely to be older, male and a minority than the typical NWOSU student. As stated above, slightly more than 56% of the university's students are women. In Business the percentage of female majors is slightly lower at 55.8%. Approximately 22.1% of the Business majors qualify as minorities compared to just under 17.8% of the overall student body would be so classified.

The NWOSU faculty consists of 91 full-time faculty members, 48 females and 43 males. Just under half of the full-time faculty has a doctorate. Twenty-one (21) people hold the rank of

¹ Source for all demographic data is Northwestern Oklahoma State University 2010 Factbook available at <http://www.nwosu.edu/Websites/NWOSU/Images/Forms-Docs/factbook.pdf>.

full professor, all with doctorates. All but one of the 16 associate professors has a doctorate. Eight (8) of the 13 assistant professors have a doctorate degree. The remaining 41 full-time faculty members hold the rank of instructor with only one holding a doctorate.

The Business faculty consisted of ten full-time faculty members during the self-study year, seven males and three females. Six of the faculty members have doctorates, two out-of-field. The four other faculty members were in doctorate programs during the self-study year. One faculty member is Asian and the remaining nine Business faculty members are Caucasian.

The Business Programs have extensively used adjunct faculty, delivering approximately one-third of the courses. Historically, many of these individuals had master's degrees from NWOSU. Due to the rural nature of the communities in which NWOSU operates, the pool of potential adjunct faculty is limited. Starting in AY 2009-10, the Division of Business used adjunct faculty from around the country, in addition to several people already teaching part-time at NWOSU.

The Division of Business has a fulltime secretary based in Alva. The Division also uses student workers in Alva and Enid to assist faculty.

The Division of Business is housed in Jesse Dunn Hall on the Alva campus. Six of the full-time faculty members and the division secretary have offices in Jesse Dunn. The other four faculty members have offices on Enid campus.

On each campus, two ITV classrooms are used extensively for the broadcast/delivery of the Business classes. These rooms use Polycom technology to broadcast to the other campuses. Classes can originate in almost any ITV room on any campus. These classrooms are equipped with smart boards, document cameras, and computers (with Internet access) to aid the professor in teaching the class. There is two-way video and audio communications.

Each campus has a computer lab for the students to use. Certain labs are dedicated to classes, while other labs are primarily for student use outside of class. The university library has locations on all three campuses.

The Business Programs at Northwestern Oklahoma State University identify several stakeholders; among them are business students, regional businesses and the regional population. These stakeholder groups certainly have similar, but not identical, expectations for the Business Programs.

For the most part, our students do not plan to leave the northwestern region of Oklahoma. However, we do have students who are looking to move to larger cities in the state or to other parts of the country. We have a few international students majoring in Business Administration or Accounting who plan to return to their native country upon completion of their degree. To meet the needs of these students, NWOSU must provide a traditional business education with in-depth knowledge of one or more disciplines that will allow our graduates to successfully compete with graduates from other institutions.

Regional businesses tend to be small businesses, many family-owned. These stakeholders expect NWOSU to be teaching business students about small business. They expect a business graduate to be well-versed in the various business disciplines, as the graduates will have to be multi-faceted to be successful in small business.

The people who live in the region not only want graduates who are knowledgeable in business, but they also want graduates who will contribute to the economic and social well-being of the region. This means that NWOSU, in addition to assuring the students are competent in business matters, must instill in our graduates a sense of ethical behavior, entrepreneurship and community involvement.

The Business faculty has engaged in many activities to maintain connection with these constituencies. One strength of the Business Programs at NWOSU is the relationship between faculty and students. This allows the faculty to understand the expectations that students have regarding their education. In order to gauge expectations from the community and regional businesses, the Division has established an advisory board comprised of business leaders and professionals. The advisory board meets at least once a semester with the faculty to provide their observations and recommendations. Also, Business faculty members belong to local chambers of commerce in our region to strengthen the ties and communication with those business communities.

The university sees the RUSO schools as primary competitors for resources and students. Of the RUSO universities, NWOSU competes most with Southwestern Oklahoma State University for students. To a lesser extent our university directly competes with East Central University and the University of Central Oklahoma for students.

In the Enid area Northwestern has two primary competitors, Northern Oklahoma College, a community college, and Oklahoma State University (OSU). The state regents do not allow Northwestern to teach lower-level courses in Enid, unless Northern Oklahoma College does not offer the course. OSU actively recruits from Northern Oklahoma College. NWOSU created the Bridge Scholarship Program to attract Northern Oklahoma College students. This has helped with recruitment from Northern Oklahoma College.

The university draws students from Kansas. In regard to those students we compete with several community colleges in southern Kansas. We also compete with 4-year state universities such as Ft. Hays State University, Emporia State University and Wichita State University.

Historically, NWOSU has been able to attract students because of smallness. We are a small university in a small community with small class size. Many of our students are attracted to a small university as they attended small high schools in this region. These students tend to want to live in a small, rural community for school. This explains our success in recruiting students from this region. It also explains the attraction to NWOSU by high school students wanting to participate in rodeo at the college level. NWOSU's rodeo team attracts students from as far away as Florida and Maryland.

Another factor that has made NWOSU successful in attracting students is the low cost of attendance. In regard to tuition, NWOSU has one of the lowest tuition rates for public, regional universities in the southwest United States. It has the lowest cost for room and board in the country. These factors combine to make NWOSU a great value for students.

According to *U.S. News and World Report*, Northwestern Oklahoma State University is the highest ranked public, regional university in Oklahoma. NWOSU was the only Oklahoma regional university to make the third tier ranking in the magazine's evaluation. NWOSU ranks among the top 10 nationally in lowest average student debt upon graduation.

The Business faculty at Northwestern Oklahoma State University is engaged with students. The faculty takes an active role in student retention. Class sizes are usually 20-40 students in Business classes at NWOSU. These factors result in students getting to personally know their professors.

The Division of Business Vision Statement is attached as Appendix 4. The Values Statement for the Division of Business is attached as Appendix 5.

Organizational Challenges

In the current economy, Northwestern Oklahoma State University, like most universities nationwide, faces fiscal challenges. Though the reduction in state funds available to the university may slow down the institution's growth, NWOSU is in better shape than several of its competitors. The university has benefited from years of fiscally conservative leadership that has created reserves that will cushion the loss of state funds.

Another challenge faced by NWOSU is the declining size of high school graduating classes in the region. All universities in the country must deal with smaller high school graduating classes. For NWOSU the problem is exacerbated because of the overall declining rural population in this region of Oklahoma. Over the five-year period ending with Fall 2008, NWOSU undergraduate enrollment was down by approximately 5%. However during that same period, the Business Programs at NWOSU grew by about 6%. The growth is a testament to the quality of the Business faculty and their student involvement.

Having a bifurcated faculty (60% in Alva and 40% in Enid) provides several challenges to the Division of Business. Informal communication among the faculty suffers, as it is not possible to just go down the hall to see everyone. Holding division and committee meetings requires reserving ITV facilities; otherwise faculty members would have to travel to another campus to meet. Office hours for students are complicated as students may be on one of four sites. Further, traditional students in Alva voice their dissatisfaction for ITV classes when the faculty member is based in Enid. Many of these students feel that all classes should be taught live from Alva.