



Northwestern

OKLAHOMA STATE UNIVERSITY

**Self-Study
for
Division of Business**

**Respectfully
Submitted to
the**

**ACCREDITATION COUNCIL FOR BUSINESS
SCHOOLS AND PROGRAMS (ACBSP)**

11520 West 119th Street

Overland Park, KS 66213 U.S.A.

Phone: 913-339-9356

FAX: 913-339-6226

info@acbsp.org

Table of Contents

Institutional Overview	1
1. Contact Information	1
2. Identification of Individuals Who Helped Prepare the Self-Study	2
3. Review of All Academic Activities	3
4. Organizational Charts	4
5. Conditions of Accreditation	4
6. Business School or Program Organizational Profile	5
Standard One – Leadership	6
Criterion 1.1	6
Criterion 1.1.a	6
Criterion 1.1.b	8
Criterion 1.1.c	13
Criterion 1.1.d	14
Criterion 1.2 – Deployment	15
Criterion 1.3 – Results	16
Criterion 1.4 – Improvements	17
Standard Two - Strategic Planning	21
Criterion 2.1 – Approach	21
Criterion 2.1.a	22
Criterion 2.1.b	23
Criterion 2.1.c	24
Criterion 2.2 - Deployment	26
Criterion 2.2.a	26
Criterion 2.2.b	27
Criterion 2.3 – Results	29
Criterion 2.4 – Continuous Improvements	30
Standard Three - Student and Stakeholder Focus	30
Criterion 3.1 – Approach	30
Criterion 3.1.a	30
Criterion 3.1.b	31
Criterion 3.1.c	32
Criterion 3.1.d	33
Criterion 3.2 – Deployment	33
Criterion 3.3 – Results	34
Criterion 3.4 – Improvements	35
Standard Four - Student Learning Assessment	39
Criterion 4.1 – Approach	39
Criterion 4.1.a	39
Criterion 4.1.b	40

Criterion 4.1.c	43
Criterion 4.2 – Deployment	43
Criterion 4.2.a	43
Criterion 4.2.b	43
Criterion 4.2.c	43
Criterion 4.3 – Results	44
Criterion 4.3.a	44
Criterion 4.3.b	44
Criterion 4.3.b.1.....	44
Criterion 4.3.c	44
Criterion 4.4 -Continuous Improvement	44
Criterion 4.4.a	44
Criterion 4.4.b	44
Standard Five – Faculty Focus	50
Criterion 5.1 – Approach	50
Criterion 5.1.a	50
Criterion 5.1.b	50
Criterion 5.1.c	50
Criterion 5.2 – Deployment	51
Criterion 5.2.a	51
Criterion 5.2.a.1	52
Criterion 5.2.a.2	52
Criterion 5.2.b	52
Criterion 5.3 – Results	54
Criterion 5.3.a	54
Criterion 5.3.b	58
Criterion 5.3.c	58
Criterion 5.3.d	58
Criterion 5.3.f	58
Criterion 5.4 – Improvements	59
Criterion 5.4.a	59
Criterion 5.4.b	60
Standard Six – Curriculum	68
Criterion 6.1 - Approach	68
Criterion 6.1.a	68
Criterion 6.1.b	73
Criterion 6.1.c	75
Criterion 6.2 – Deployment	82
Criterion 6.2.a	82
Criterion 6.2.b	84

Criterion 6.2.c	84
Criterion 6.2.d	84
Criterion 6.3 Associate Programs	85
Criterion 6.4 – Baccalaureate Programs	85
Criterion 6.4.a	85
Criterion 6.4.b	85
Criterion 6.5 – Master’s Programs	85
Criterion 6.6 Doctoral Programs	85
Standard Seven – Business Unit Performance.....	73
Criterion 7.1 – Approach.....	73
Criterion 7.1.a.....	73
Criterion 7.1.b.....	73
Criterion 7.1.c.....	73
Criterion 7.1.d.....	73
Criterion 7.2 – Deployment.....	73
Criterion 7.2.a.....	73
Criterion 7.2.b.....	73
Criterion 7.2.c.....	73
Criterion 7.3 – Results.....	73
Criterion 7.3.a.....	73
Criterion 7.3.b.....	73
Criterion 7.3.c.....	73
Criterion 7.3.d.....	73
Criterion 7.4 – Continuous Improvements.....	73
Criterion 7.4.a.....	73
Criterion 7.4.b.....	73
Criterion 7.4.c.....	73

INSTITUTIONAL OVERVIEW

1. Contact Information

Name of institution: **Northwestern Oklahoma State University**

Name of business school or program: **Division of Business**

Name/title of president/chancellor: **Bo Hannaford, Ed.D., President**

Name/title of chief academic officer: **James Bell, Ed.D., Vice President for Academic Affairs**

Name/title of business unit head: **Steven Maier, Ph.D., Dean of Faculty**

Academic year covered by the self-study: **2021-2022**

The institution's self-study coordinator contact information:

Name: **Garret Lahr** Title: **Chair, Division of Business**

Campus Address: **709 Oklahoma Blvd.** Country: **United States**

City: **Alva** State/Province: **OK** Zip/Postal Code: **73717**

Phone: **580-327-8510** E-mail: **galahr@nwsu.edu**

Date of submission of this self-study: **December 15, 2022**

The primary institutional contact information during the accreditation site visit:

Name: **Garret Lahr** Title: **Chair, Division of Business**

Campus Address: **709 Oklahoma Blvd.** Country: **United States**

City: **Alva** State/Province: **OK** Zip/Postal Code: **73717**

Phone: **580-327-8510** E-mail: **galahr@nwsu.edu**

Proposed date of accreditation site visit: **March 9-11, 2023**

* The Division of Business is part of the School of Professional Studies. Garret Lahr, DBA is the Chair. *

2. Identification of Individuals Who Helped Prepare the Self-Study

Name	Title
Dr. Garret Lahr	Chair, Division of Business
Ms. Stephanie Lambert	Division Secretary (former)
Dr. John Stockmyer	Professor of Business
Dr. Steven Palmer	Professor of Business
Mr. Kenneth Creech, CPA	Instructor of Accounting (retired Spring 2022)
Dr. Jerry Gustafson	Professor of Business
Ms. Dana Roark, CPA	Instructor of Accounting
Dr. Wei Zhou	Professor of Business
Dr. Roger Brown	Associate Professor of Business
Dr. Joseph Paul	Associate Professor of Business
Dr. David Hawkins	Professor of Business
Ms. Teri Allen, CMA	Instructor of Accounting (hired Fall 2022)
Dr. Janet Cunningham	President (retired Summer 2022)
Dr. Bo Hannaford	President (promoted Summer 2022)
Dr. David Pecha	Executive Vice President
Dr. James Bell	Vice President for Academic Affairs
Dr. Steven Maier	Dean of Faculty
Mr. Calleb Mosburg	Vice President for Student Affairs and Enrollment Management
Ms. Kaylyn Hansen	Director of Assessment and Institutional Effectiveness
Ms. Tara Miller	Database Analyst
Ms. Ashley Fischer	Institutional Research Specialist

3. Review of All Academic Activities

TABLE 1 Review of all Academic Activities

<p>Column A: List all business or business-related programs (including those with designations in the degree or Major title such as "business," "industrial," "administration," "management," or "organizational.")</p> <p>Column B: Indicate with "yes" or "no" whether the business unit administers the program.</p> <p>Column C: Indicate with "yes" or "no" whether the program is to be accredited by ACBSP.</p> <p>Column D: Indicate number of degrees conferred during self-study year.</p>			
A. <u>Business or Business Related Programs & Degree Type</u>	B. Program in Business Unit	C. To be Accredited by ACBSP	D. Number of Degrees Conferred During Self-study Year
Business Administration	Yes	Yes	19
Accounting	Yes	Yes*	16
Technical Management	Yes	No**	0
Organizational Leadership	Yes	No**	1
Health and Sports Sciences (Health and Fitness Management Option II)	No	No	5
Political Science Public Administration Option	No	No	0
Computer Science Information Systems Option	No	No	2
<p>* Accounting is to be accredited as part of the Business Program.</p> <p>** Technical Management and Organizational Leadership are not to be accredited as Business related programs. Enrollment in the programs has been too low to collect adequate data for program review.</p>			

4. Organizational Charts

The institution's organizational chart is attached as Appendix 4 in the NWOSU Factbook and the Division of Business' organizational chart is attached as Appendix 3 in the DOB Manual.

5. Conditions of Accreditation

a. INSTITUTIONAL ACCREDITATION.

Changes to Regional or National Accreditation - None

Changes:

NWOSU is accredited by the Higher Learning Commission (HLC). During AY 2010-11, NWOSU filed a Substantive Change Application – Distance Delivery regarding the Business Administration, Accounting, and Technical Management majors to deliver the majors in an online format. In October 2011, NWOSU received notification from HLC that the university was approved to offer the Business Administration, Accounting, and Technical Management majors in an online format. The Business and Accounting programs were not offered in an online format during the initial accreditation.

b. STATEMENT OF MISSION—INSTITUTION

Statement of Mission:

NWOSU provides quality educational and cultural opportunities to learners with diverse needs by cultivating ethical leadership and service, critical thinking, and fiscal responsibility.

[Note: The mission statement of Northwestern Oklahoma State University has been changed since the Division of Business Self-Study AY 2012].

c. STATEMENT OF MISSION—BUSINESS SCHOOL OR PROGRAM

The Division of Business prepares students to be adept, ethical, and fiscally responsible business professionals and leaders.

[Note: The Division of Business revised its mission statement in Fall 2022 to create a concise statement, which encompasses all that we do in our department].

d. PUBLIC INFORMATION

- 1) Listing of the business degree programs - page number(s): 53-58, 69-76, 126, & 130
- 2) The academic credentials of all faculty members - page number(s): 4-8
- 3) The academic policies affecting students, along with a clear description of the tuition and fees charged the students - page number(s): 13-17, 26-38, 53-58, & 69-71
- 4) The statement of mission of the institution - page number(s): 9
- 5) The statement of mission of the business school/program-page number(s): 53

e. ACCREDITATION OF DOCTORAL PROGRAMS

Not Applicable

f. CAMPUSES.

NWOSU – Alva, OK (Main Campus)

Although within the organizational structure of the university, there are two branch campuses; under ACBSP standards, these two locations would be considered educational sites. They are educational sites because the administrative and supervisory functions regarding Business programs exclusively exist on the Alva (main) campus. The campus deans have no academic oversight responsibilities. Classes taught by Business faculty based in Enid are in a distance format available to all NWOSU students. Likewise, all budgetary matters for the Division of Business come from the same budget accounts regardless of campus. The budget administrators are located on the Alva campus. All hiring decisions for faculty located on the Enid or Woodward campus are made by the university administration located on the Alva campus. These two educational sites are:

NWOSU Enid – Enid, OK

NWOSU Woodward – Woodward, OK

Students may also complete degree requirements from the following instructional sites not under the control or administration of NWOSU:

The University Center at Ponca City – Ponca City, OK

James Crabtree Correctional Center – Helena, OK

Mabel Basset Correctional Center – McLoud, OK

Joseph Harp Correctional Center – Lexington, OK

6. Business School or Program Organizational Profile

The organizational description and challenges are included in the DOB Strategic Plan contained in Appendix 2.

Standard One Leadership

CRITERION 1.1

The support for the Division of Business starts with former President of Northwestern Oklahoma State University, Dr. Janet Cunningham, who retired in Summer 2022. Dr. Cunningham was once a member of the Accounting faculty at Northwestern Oklahoma State University and holds a CPA license. Dr. Cunningham's commitment to improving and supporting the Division of Business did not falter over the years. Dr. Cunningham fully supported the ACBSP Accreditation Reaffirmation process. She allocated resources to the Division of Business to ensure the program maintains accreditation and a strong reputation in the business community.

The new president, Dr. Bo Hannaford, supports the accreditation reaffirmation process. Dr. Hannaford is formally the Executive Vice President and works closely with the division chair to ensure progress is being made. Dr. Hannaford provides the department with funding, guidance, and other resources to ensure the success of the Division of Business. Dr. Hannaford is a strong supporter of NWOSU and the Division of Business.

The Executive Vice President, Dr. David Pecha, works closely with the Division of Business. Dr. Pecha has an extensive background in small business and routinely teaches courses for the Division of Business. Dr. Pecha also aids with the collection of program assessment data and allocates resources to the division.

The Division of Business is part of the School of Professional Studies headed by Dr. James Bell. Dr. Bell is the Vice President for Academic Affairs. He supports the Division of Business and works frequently with the Division of Business Chair to ensure the program maintains the quality and expectations of administration.

Dr. Garret Lahr, the Chair of the Division of Business, started at NWOSU in January 2018 as an Adjunct Instructor of Business. In August of 2018, Garret Lahr was hired as a full-time faculty member in the Division of Business. Dr. Lahr was promoted to the Chair of the Division of Business in July of 2021 and led the program through the reaffirmation process.

CRITERION 1.1a

Dr. Garret Lahr has been involved in the accreditation reaffirmation process prior to taking over as the chair. From August of 2018 to present, Garret Lahr has assisted in the collection of data for program assessment. Garret Lahr collected Peregrine Data used to monitor NWOSU students' knowledge of business topics. Data was also collected by Garret Lahr in regard to knowledge of Excel and presentation capabilities. Ensuring the Division of Business maintains qualified instructors is essential to the success of the program. During the self-study year, 80% of the full-time Business and Accounting faculty held a doctoral degree. The remaining 20% of the faculty in the Division of Business had master's degrees and licensures in their respective fields. See Standard 5 for a more in-depth discussion of faculty qualifications.

Forty-four percent of the Adjunct Faculty in the Division of Business have a doctoral degree. The remaining 60% have master's degrees, professional experience, and licensures qualifying them to teach in the program. See Standard 5 for a more in-depth discussion of adjunct faculty qualifications.

The NWOSU Division of Business has three faculty committees. Each full-time Business faculty member serves on one of the committees described below.

The Assessment Committee developed the overall program assessment process. The committee is responsible for implementation of the process and creation of the annual assessment report. The committee reviews the program assessment data and annually reports the results, observations, conclusions, and recommendations to the division faculty. The committee documents how the assessment data were used and what actions occurred because of the assessment results. The Assessment Committee collects the data on course-level learning outcome assessment. As part of the assessment process, the committee developed and now report benchmarking, both internal and external.

The Planning Committee is responsible for strategic planning, including suggesting modifications to the division's mission statement, developing of division goals and objectives, and conducting annual reviews of the division's performance regarding mission, goals, and objectives. The Planning Committee also acts as the division's curriculum committee. Finally, the Planning Committee along with the division chair are responsible for stakeholder outreach.

The Professional Development Committee is responsible for matters associated with professional accreditation that are not assigned to another committee. The committee is also responsible for monitoring division policies, practices, and procedures to assure compliance with ACBSP standards. The committee organizes faculty development programs each semester. Finally, the committee serves as the scholarship committee for the division.

The Division of Business strives to remain up to date in their respective disciplines. Faculty in the department are encouraged to publish peer-reviewed articles and/or present at conferences and other scholarly venues. If faculty are not publishing academic work, they are expected to remain current using other methods. The Division of Business has faculty in several professional fields, including but not limited to e-commerce, farming, ranching, manufacturing, accounting services, legal counsel, stock options trading, and consulting.

CRITERION 1.1.b

The division chair, Division of Business faculty, dean of faculty, and vice president for academic affairs review student evaluations of all DOB classes. Faculty members are rated on a scale of 1 (best) to 4 (worst) on several performance measures. Figure 1.2 sets forth the performance measures analyzed by the course evaluations. Further, students are able to include comments regarding the professor and feedback on the use of ITV technology. Issues that arise from the student evaluations of teaching are addressed by administration. The Division of Business chair meets with each faculty member who submits a portfolio.

Figure 1.0
Student Course evaluations

Performance Measures	Scale
The instructor made full use of class time.	1-Strongly Agree/2-Agree/3-Disagree/4-Strongly Disagree (A N/A option is also given to students)
The instructor encouraged me to participate.	1-Strongly Agree/2-Agree/3-Disagree/4-Strongly Disagree (A N/A option is also given to students)
The instructor motivated me to do my best work.	1-Strongly Agree/2-Agree/3-Disagree/4-Strongly Disagree (A N/A option is also given to students)
The instructor was enthusiastic when presenting course material.	1-Strongly Agree/2-Agree/3-Disagree/4-Strongly Disagree (A N/A option is also given to students)
The instructor utilized a variety of teaching methods.	1-Strongly Agree/2-Agree/3-Disagree/4-Strongly Disagree (A N/A option is also given to students)
The instructor presented material in a clear manner.	1-Strongly Agree/2-Agree/3-Disagree/4-Strongly Disagree (A N/A option is also given to students)
The instructor stimulated my thinking.	1-Strongly Agree/2-Agree/3-Disagree/4-Strongly Disagree (A N/A option is also given to students)
The instructor provided constructive feedback during the course.	1-Strongly Agree/2-Agree/3-Disagree/4-Strongly Disagree (A N/A option is also given to students)
The course handouts were helpful.	1-Strongly Agree/2-Agree/3-Disagree/4-Strongly Disagree (A N/A option is also given to students)
The course was well organized.	1-Strongly Agree/2-Agree/3-Disagree/4-Strongly Disagree (A N/A option is also given to students)
The assignments helped me understand course content.	1-Strongly Agree/2-Agree/3-Disagree/4-Strongly Disagree (A N/A option is also given to students)
The instructor's methods of evaluating my performance were fair.	1-Strongly Agree/2-Agree/3-Disagree/4-Strongly Disagree (A N/A option is also given to students)
The instructor was prepared for each class.	1-Strongly Agree/2-Agree/3-Disagree/4-Strongly Disagree (A N/A option is also given to students)
I understood what was expected of me in this course.	1-Strongly Agree/2-Agree/3-Disagree/4-Strongly Disagree (A N/A option is also given to students)
The instructor was available for consultation with students.	1-Strongly Agree/2-Agree/3-Disagree/4-Strongly Disagree (A N/A option is also given to students)
I felt comfortable asking for extra help from the instructor.	1-Strongly Agree/2-Agree/3-Disagree/4-Strongly Disagree (A N/A option is also given to students)
The instructor returned graded assignments in a timely manner.	1-Strongly Agree/2-Agree/3-Disagree/4-Strongly Disagree (A N/A option is also given to students)

All non-tenured full-time faculty must submit a portfolio each year. Tenured faculty submit their portfolios every three years for post-tenure review. The portfolios address teaching, scholarly activities, and service. The portfolios are evaluated by the division chair and peer-reviewed by two colleagues. The dean then receives the portfolio and three evaluations for analysis. Figure 1.1 sets forth the key performance measures regarding faculty portfolios.

**Figure 1.1
Faculty Portfolios**

Area	Measures
Teaching and Instruction (40-75%)	Content Expertise
	Instructional Delivery
	Instructional Design
	Course Management
	Enrollment Management
Professional Development (5-25%)	Professional Organization
	Continuing Education
Scholarly Activity (5-25%)	Present/Publish in Discipline
	Research
	Professional Recognition
Institutional Involvement (5-25%)	University Committees
	Institutional Studies/Reports
	University Student Organizations
Community Service (5-15%)	Community Service in Area of Expertise
	Community Service Civic Service

The Division of Business created a comprehensive assessment plan to analyze student learning. The student learning outcomes and measures were modified when the division voted to utilize the Peregrine Exam as the primary data collection tool in replacement of the Major Fields Test. The report is created by the Division of Business Assessment Committee each fall. The report is reviewed by all DOB faculty and administration at NWOSU. The full assessment plan is located in Standard 4. The Assessment Report for the academic year 2021-2022 is located in Appendix 2. Figure 1.4 outlines the student learning outcomes for the division.

Figure 1.2
Division of Business Student Outcomes

Outcome for all Majors Offered by the Division of Business
Graduating students should have basic knowledge of the 13 disciplines of the ACBSP Undergraduate Common Professional Component.
Graduating students should have well-developed communication skills.
Graduating students are expected to think critically.
Graduating students are expected to possess knowledge of leadership principles and demonstrate teamwork skills.
Graduating students should have the ability to utilize an ethical decision-making process.
Graduating students should be able to recognize, analyze, evaluate, diagnose, and solve business problems.
Outcomes for Accounting Majors
Graduating students should have appropriate accounting software skills.
Graduating students should know the accounting standards (i.e., GAAP and GASB).
Graduating students should recognize ethical conduct in Accounting.
Graduating students should have the skills and knowledge to prepare and interpret financial statements and documents.
Outcomes for Business Majors
Graduating students will demonstrate elevated knowledge in the disciplines associated with their minor.
Graduating students should have appropriate software skills.
Graduating students should recognize ethical conduct in Business.

CRITERION 1.1.c

Each fall, non-tenured, full-time faculty members must submit an annual portfolio for evaluation. Tenured faculty undergo post-tenure review every three years. The evaluation process is defined by university policy and was developed collaboratively with the faculty. The NWOSU Faculty Handbook in Appendix 3 sets forth the procedure to be followed. At least one of the peer evaluators must be tenured, and at least one must be a member of the Division of Business faculty (See Appendix 3, page 3-10 *Peer Evaluators* in the NWOSU Faculty Handbook) A variation the Business faculty voted unanimously to adopt is that the faculty member must meet minimum standards in all areas of the evaluation, regardless of weighting. (See Appendix 3, page 3-6 *Faculty Evaluation* in the NWOSU Faculty Handbook) A detailed explanation of the process, rubric and forms used for evaluation can be found at <https://www.nwosu.edu/academics/fead>.

The faculty members are evaluated on the elements listed below. The faculty member may determine the weighting within the noted guidelines:

- Teaching & Instruction (Weight Range: 40 – 75%)
- Professional Development (Weight Range: 5 – 25%)
- Scholarly Activity (Weight Range: 5 – 25%)
- Institutional Involvement (Weight Range: 5 – 25%)
- Community Service (Weight Range: 5 – 15%)

The basic steps in the faculty evaluation process are:

1. Faculty member submits portfolio to Division of Business chair (within the portfolio, the faculty member assigns weighting factors, selects peer evaluator, and nominates 3-5 additional peer evaluators).
2. DOB chair selects the second peer evaluator.
3. Portfolio evaluated by DOB chair and two peer evaluators.
4. Results of each evaluation are sent to Dr. Steven Maier, Dean of Faculty.
5. Dean completes evaluation process, incorporates student evaluation results, and develops final score.
6. Results are returned to the DOB chair to review with the individual faculty member.
7. After review, the faculty member signs the form and the signed form is forwarded by the DOB chair to the dean of faculty.
8. The dean copies the signed report for his records and forwards the originals to the vice president for academic affairs.

If the faculty member is seeking tenure or promotion, these additional steps occur:

1. The tenured faculty members in the School of Professional Studies review the portfolio, meet as a committee chaired by the dean of faculty to discuss each candidate and make a recommendation regarding tenure to the vice president. The vice president for academic affairs makes a recommendation to the president.
2. The portfolios are submitted to the vice president for academic affairs for recommendation.
3. Acting on recommendations from the vice president for academic affairs and dean of faculty, the president has the final decision regarding promotion.
4. Tenure must have the approval of the Board for the Regional University System of Oklahoma.

The university policy provides that all classes are evaluated by students in the fall semester. The Division of Business voted to have evaluations completed for all DOB faculty in both the fall and spring semesters. DOB faculty can also choose to have course evaluations completed during the summer semester (optional). The course evaluations are completed in the classroom. Faculty are required to find a proctor to complete the course evaluations for each class they teach. The evaluations are completed unanimously in the classroom without the instructor present. Students complete the evaluations using smartphones, tablets, laptops, etc. If students do not have an electronic device, one will be provided for them by the university. Evaluations are not returned to the faculty members until final grades have been submitted. The evaluations are completely anonymous to ensure students can provide truthful feedback of the instructors' performance in the classroom. The results of the evaluations are reviewed by the division of business chair, vice president for academic affairs, and the dean of faculty. If the results of the student evaluations indicate action should be taken, the dean of faculty, vice president for academic affairs, and division chair develop an improvement plan. The improvement plan is discussed with the faculty member. The approved plan is instituted, and the division chair and vice president monitor for improvement.

CRITERION 1.1.d

The Business Programs at Northwestern Oklahoma State University identify or identifies 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 a 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 year with the faculty or complete a survey to provide their observations and recommendations.

**Figure 1.3
Program Review**

Process Description	Person Responsible	Implementation Schedule
Mission, Vision, and Strategic Plan Review	DOB Chair and DOB Faculty	Annually
Enrollment Number Monitoring	Registrar, Dean of Student Affairs and Enrollment, and DOB Chair	Triennially
Retention Rates	Dean of Student Affairs, Enrollment and Institutional Research Specialist, and DOB Chair	Annually
Credit Hours Produced	Dean of Student Affairs and Enrollment and Institutional Research Specialist	Annually
Graduation Rates	Senior Administration and DOB Chair	Annually
Job Placement	Director of Assessment and Institutional Effectiveness and DOB Chair	Annually
Community Focus Groups	DOB Chair and DOB Faculty	Annually

CRITERION 1.2 – DEPLOYMENT

During the initial accreditation process, policies and procedures were developed by the Division of Business faculty, which govern all faculty and students. Faculty and students must also abide by the policies in the NWOSU handbooks. The Division of Business Manual, NWOSU Faculty Handbook, and NWOSU Student Handbook can be found in Appendix 3.

**Figure 1.4
Program Review Continued**

Process type	Process Description	Evidence of Deployment
Mission, Values, and Strategic Plan	Yearly Review	Minutes of the Review Meetings (See Appendix 6) Summary of Faculty Feedback (See Appendix 4)
Performance Measures	Enrollment Number Monitoring	Enrollment Reports (See Appendix 4) Trend Data for the last 3 Years (See Standard 7)
	Retention Rates	Trend Data for the last 3 Years (See Standard 7)
	Credit Hours Produced	Trend Data for the last 3 Years (See Standard 7)
	Graduation Rates	Trend Data for the last 3 Years (See Standard 7) Graduation Numbers (See Standard 7)
	Job Placement	Trend Data for the last 3 Years (See Standard 7) Job Placement Report (See Appendix 4)
Social and Community Responsibility	Portfolio Requirement	Portfolio Scores (See Standard 3)
Impacts on Society	Business Advisory Council	Survey Questions (See Appendix 4) Meeting Minutes (Appendix 6)

CRITERION 1.3 – RESULTS

The Division of Business conducted a substantial program review in preparation for the reaffirmation process. Identified issues are outlined in Figure 1.5. Supporting evidence can be found in the attached appendices. A more detailed analysis is located in Standard Seven.

**Figure 1.5
Program Issues**

Identified Issues	Evidence
The DOB mission statement is too complicated and not easily interpreted by students.	Meeting Minutes (See Appendix 6)
A new strategic plan needed created.	Meeting Minutes (See Appendix 6)
Internal and external stakeholder feedback is needed prior to COVID.	Business Advisory Council Survey (see Appendix 4) and Student Advisory Council minutes (Appendix 6)
Enrollment in Accounting and Business are down 16% and 23%, respectively.	Trend Data for the last 3 Years (See Standard 7)
Enrollment at NWOSU is down 10%.	Trend Data for the last 3 Years (See NWOSU Factbook Appendix 4)
Retention is down 3% for Business and Accounting since 2018.	Trend Data for the last 3 Years (See Standard 7)
Retention is up 2% for NWOSU.	
Credit hour production is down 16% for the Division of Business.	Trend Data for the last 3 Years (See Standard 7)
Six-year graduation rates have decreased 8% for the DOB and 1% for NWOSU.	Trend Data for the last 3 Years (See Standard 7)
	Graduation Numbers (See Standard 7)
Job Placement for Business and Accounting Students increased 39% from 2018 to 2022. Job placement is at 71% of students who responded to the survey question.	Trend Data for the last 3 Years (See Standard 7)
All DOB students do not respond to the survey. Job placement numbers are lower if students who did not reply are considered to have no job prospects. Job placement is at 57% using this measure.	Job Placement Report (Appendix 4)
The majority of DOB faculty stay involved in their local communities as professionals and volunteers.	Portfolio Scores (Standard 3)
COVID-19 disrupted community involvement for many faculty.	
Several DOB faculty could become more involved in professional or voluntary capacities as we return to normal from COVID-19.	

CRITERION 1.4 – IMPROVEMENT

Figure 1.6 shows actions taken by the division and NWOSU based on a program review conducted over several years. A more detailed analysis can be found in Standard Seven.

Figure 1.6
Partial Summary of Actions Taken

A committee will be created for the Fall 2022 semester to review the mission and vision statement.
A new strategic plan was created in the Spring of 2022.
Senior administration created a committee of enrollment champions with members from each department on campus. The enrollment champions are tasked with discussing enrollment and retention to develop new ideas to increase the number of students at NWOSU. The division chair and DOB enrollment champion work closely with administration to increase enrollment and develop relationships with other universities.
The COVID-19 pandemic impacted enrollment numbers. Numbers could increase as universities return to normal. More DOB courses are being moved back into the classroom to improve engagement.
The Division of Business faculty diligently review student evaluations each year to make improvements to their courses.
The division chair works with the Assessment Committee to identify areas of improvement within the Business and Accounting programs. The assessment process is being overhauled in an effort to more efficiently collect data to improve student learning outcomes.
The Division of Business offers students the opportunity to join the Ranger Business Club and compete in student competitions to improve engagement.
NWOSU created the Student Government Association (SGA), which is tasked with finding ways to improve student life and interaction on campus. The Ranger Business Club sends a representative to all SGA meetings.
The DOB secretary is contacting business owners to develop an extensive list of companies who will allow students to complete internships or work full-time and part-time jobs.
Community and professional involvement are expected to increase among all faculty as the COVID-19 pandemic ends. DOB faculty within the division are diligently reviewing portfolio requirements to meet the standards set forth by NWOSU and the division.
The Division of Business added GBUS-1021 Business Environment to the curriculum for Business and Accounting students. The division chair works with students in the course each semester to ensure they are prepared for the program and understand the expectations of faculty. The goal of the course is to improve retention within the program.
Improvements to facilities are being completed in the primary building used by the DOB.

Standard Two Strategic Plan

CRITERION 2.1 – APPROACH

CRITERION 2.1.A

The Division of Business created the Planning Committee in the fall of 2009. The committee is a standing committee made up of three DOB faculty members. The Planning Committee's charge is:

The Planning Committee and Division of Business Chair are responsible for strategic planning. This includes suggesting modifications to the division's strategic plan, mission statement, vision statement, values statement, development of departmental non-academic goals and objectives, and annual review of the division's performance regarding mission, goals and objectives. The committee shall report its findings and recommendations to the division faculty.

The Planning Committee also acts as the division's curriculum committee. In this regard, the committee considers all suggested curriculum changes and makes recommendations to the division chair.

Finally, the Planning Committee and division chair are responsible for stakeholder outreach. The committee and chair should suggest and organize outreach activities.

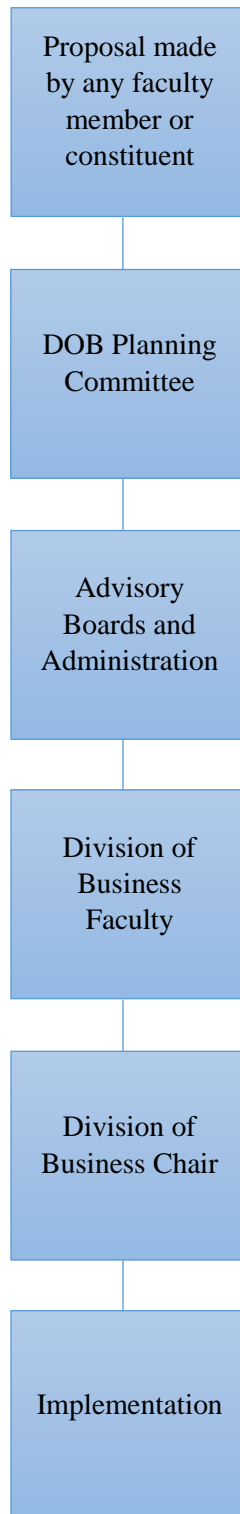
Three division faculty members shall be appointed by the division chair to this committee. The division chair should appoint one faculty member of the committee as chair. The division chair shall be a voting ex-officio member of this committee.

(See Section 1.5.1.3 of the Division of Business Faculty Manual, Appendix 3)

The Planning Committee then reports its recommendations to the DOB faculty. The proposed strategic plan is discussed with the Business Advisory Council, Student Advisory Council and senior administration. After the faculty has met and discussed the recommendation, the faculty may approve, modify or reject the committee's recommendation. The strategic plan is then given to the division chair for final action and implementation.

Figure 2.1 sets forth the formal strategic planning process.

Figure 2.0
DOB Strategic Planning Process



CRITERION 2.1.B

In an effort to assure proper communication between students and faculty, the division will sponsor the Student Advisory Council (SAC). Each full-time Business faculty member, including the Division Chair, shall select a student representative to the SAC. The Division Chair shall appoint additional student representatives if not all campuses and/or majors and minors are represented by the faculty selections. Further, the Division Chair shall appoint additional members so that the total number of student members equals at least 15. All members of the SAC shall serve a term coinciding with the academic year. The SAC shall meet at least once a year. See meeting minutes in Appendix 6.

The Business Advisory Council shall be composed of representatives from the local business community in the NWOSU service area. The division shall seek input from the council regarding the division, its programs, and the quality of education. The council should meet at least once a year or provide feedback through other methods. See meeting minutes in Appendix 6.

Faculty and administration are involved in the strategic planning process as outlined on page 18 of the self-study. All Division of Business faculty are given the opportunity to review the strategic plan and make suggestions to the Planning Committee. Administration reviews the plan after the Planning Committee, and the division chair make initial recommendations.

CRITERION 2.1.C

All Division of Business meetings are attended by faculty in-person or via Zoom. All faculty are given the opportunity to attend meetings or call meetings to discuss the DOB Strategic Plan. Strategic planning documents are disseminated through email and uploaded to the DOB share file for all faculty. If a faculty member is unable to attend a meeting, meeting minutes are distributed and voted upon for approval.

Starting in Spring of 2023, the Planning Committee and Division of Business Chair will hold a meeting to review the DOB Strategic Plan. The committee will meet to discuss what goals were accomplished each year and the progress of uncompleted goals. The committee will discuss the relevance of all aspects of the strategic plan to determine if modifications need to be completed. A second meeting will be called at the end of the spring semester to share findings and gain input from all DOB Faculty. See meeting minutes in Appendix 6.

CRITERION 2.2 – DEPLOYMENT

CRITERION 2.2a

**Figure 2.1
Division of Business Strategic Goals**

Goal	Responsibility	Date
Achieve reaffirmation of ACBSP accreditation. (ST)	All DOB faculty	2022/23
Implementation of newly revised "Continuous Improvement Program Assessment System." (ST)	Chair and DOB Assessment Committee	2022/23
Implement new Accounting curriculum to align with accounting profession expectations. (ST)	Accounting faculty	2022/23
Evaluation of current programs for continuous improvement. (ST)	All DOB faculty	2022/25
Increase the number of local business owners working with the Division of Business. (ST)	Chair	2022/25
Increase the number of students completing internships. (ST)	Chair and Internship Coordinator	2022/25
Bring more business owners and professionals to NWOSU campuses as guest speakers. (ST)	All DOB Faculty	2022/25
Increase participation in DOB student clubs and student business competitions. (ST)	Chair and Ranger Business Club Sponsor	2022/25
Improve interaction between faculty and students in fully online courses. (ST)	All DOB faculty	2022/25
DOB faculty continue scholarly activity in their respective disciplines. (ST)	All DOB faculty	2022/25
Increase the differential between the Inbound and Outbound scores on the Peregrine Exam. (LT)	All DOB faculty	2022/2027
Allow Business majors to minor in non-business disciplines. (LT)	All DOB faculty	2022/2027
Increase the number of Business and Accounting Majors. (LT)	All DOB faculty	2022/2027
Increase the number of scholarships available to Business and Accounting Majors. (LT)	Chair and DOB Professional Development Committee	2022/2027
Move more Business and Accounting courses into Jesse Dunn, as more technology-enhanced classrooms become available. (LT)	Chair	2022/2027

Increase the number of Accounting majors who sit for the CPA exam. (LT)	Accounting faculty	2022/2027
Increase the number of strategic partnerships with community colleges. (LT)	Chair	2022/2027
Increasing the number of course offerings and minors in the field of entrepreneurial studies. (LT)	All DOB faculty	2022/2027
Expansion of online Business and Accounting programs to regions beyond Oklahoma, Texas and Kansas. (LT)	Chair and Recruitment Office	2022/2027
DOB faculty continue scholarly activity in their respective disciplines.	All DOB faculty	2022/2027
Maintain ACBSP accreditation. (LT)	All DOB faculty	2022/2027

*The full strategic plan is located in Appendix 2.

CRITERION 2.2.b

All progress of the Strategic Plan goals will be tracked by the Division of Business Chair and Planning Committee annually. If goals are not being met, the DOB Chair and Planning Committee will discuss why the goal is not being achieved and strategies for completing the goal. The Strategic Plan will be reviewed annually by the division chair and the Planning Committee. Please view Criterion 2.1 for the entire strategic planning process.

CRITERION 2.3 – RESULTS

CRITERION 2.3.A

From 2010 to 2015, the Division of Business completed or came close to completing several of the outlined goals in the original strategic plan. First, the division achieved ACBSP accreditation and maintained accredited status. Second, all required courses are now offered in an online format. Third, the division received state approval of online Accounting and Business majors. Fourth, 80% of DOB faculty are doctorally qualified (goal 100%). Fifth, all faculty presented papers at academic conferences. Sixth, approval of Accounting and Management minors for Business majors. Final, continuous refinement of curriculum. The division has made changes to the curriculum based on stakeholder feedback and ACBSP standards. See Standard Seven for a complete list of curriculum changes.

No strategic plan was created for the academic years 2016 through 2021. Turnover at the Division of Business Chair position was one reason for the lack of development. The division had four chairs between 2016 and 2021. Second, the COVID-19 pandemic disrupted higher education from Spring of 2020 until Spring of 2022. The pandemic made meetings with faculty and other stakeholders extremely difficult for the division chairs at the time. Development of the new strategic plan began in Fall 2021 as higher education started to normalize.

CRITERION 2.3.B

The strategic planning process outlined in Criterion 2.1 is sound in theory. The process outlines clearly how the Division of Business will create, implement, and review the strategic plan. The division must do a better job of annually reviewing the strategic plan. The chair must begin tracking the completion of goals. The DOB chair and Planning Committee will meet annually to review the strategic plan and goals starting in Spring 2023.

CRITERION 2.3.C

Please see Criterion 2.1.B and 2.1.C. All stakeholders are given the opportunity to review the strategic plan and make recommendations to the division chair and DOB faculty. All strategic planning information is posted on the DOB webpage at <https://www.nwosu.edu/school-of-professional-studies/business>. All information regarding the completion or failure of goals will be communicated by the division chair.

CRITERION 2.4.A

Figure 2.2
Division of Business Strategic Goals Progress

Goal	Goal Achievement	Date
Achieve reaffirmation of ACBSP accreditation. (ST)	In Progress (DOB Faculty are completing self-study report)	2022/23
Implementation of newly revised "Continuous Improvement Program Assessment System." (ST)	In Progress (Planning Committee completing final draft)	2022/23
Implement new Accounting curriculum to align with accounting profession expectations. (ST)	In Progress (program modification form completed)	2022/23
Evaluation of current programs for continuous improvement. (ST)	In Progress (DOB faculty collect data from stakeholders to evaluate programs)	2022/25
Increase the number of local business owners working with the Division of Business. (ST)	In Progress (DOB secretary is contacting business owners about internships)	2022/25

Increase the number of students completing internships. (ST)	In Progress (DOB secretary is contacting business owners about internships)	2022/25
Bring more business owners and professionals to NWOSU campuses as guest speakers. (ST)	In Progress (Ms. Roark and Dr. Gustafson bring speakers to campus)	2022/25
Increase participation in DOB student clubs and student business competitions. (ST)	In Progress (Ranger Business Club Sponsor working with students to recruit new members)	2022/25
Improve interaction between faculty and students in fully online courses. (ST)	In Progress (DOB faculty discussing ways to improve interaction in courses)	2022/25
DOB faculty continue scholarly activity in their respective disciplines. (ST)	In Progress	2022/25
Increase the differential between the Inbound and Outbound scores on the Peregrine Exam. (LT)	In Progress (assessment plan being modified by Assessment Committee)	2022/2027
Allow Business majors to minor in non-business disciplines. (LT)	Not Yet Started	2022/2027
Increase the number of Business and Accounting Majors. (LT)	In Progress (Planning Committee and chair discussing ways to allocate more resources to marketing programs and certificates)	2022/2027
Increase the number of scholarships available to Business and Accounting Majors. (LT)	In Progress (the division chair is working with the Foundation Office)	2022/2027
Move more Business and Accounting courses into Jesse Dunn, as more technology-enhanced classrooms become available. (LT)	In Progress (renovations of DOB Student Resource Room completed and new classroom renovation completed)	2022/2027

Increase the number of Accounting majors who sit for the CPA exam. (LT)	In Progress (Accounting faculty are raising awareness of the benefits of becoming a CPA)	2022/2027
Increase the number of strategic partnerships with community colleges. (LT)	In Progress (the division chair is working with Rose State College)	2022/2027
Increase the number of course offerings and minors in the field of entrepreneurial studies. (LT)	Not Yet Started	2022/2027
Expansion of online Business and Accounting programs to regions beyond Oklahoma, Texas and Kansas. (LT)	Not Yet Started	2022/2027
DOB faculty continue scholarly activity in their respective disciplines.	In Progress	2022/2027
Maintain ACBSP accreditation. (LT)	In Progress (DOB Faculty are completing self-study report)	2022/2027

After completing Table 2.2.a. and reviewing the past Division of Business Strategic Plan, several areas of improvement have been identified. First, the division chair and DOB faculty must improve monitoring and tracking of strategic goals. In the past, the completion of goals has not been tracked. Second, the division chair and DOB faculty have to review the strategic plan annually to ensure it is up to date. The strategic plan has not been updated on a regular basis and goal monitoring has not been completed. The DOB Chair and Planning Committee will meet annually to review the strategic plan and goals starting in Spring 2023.

Prior to COVID, the division did an adequate job of collecting data from stakeholders. For academic years 2020 and 2021, no data was collected from external stakeholders. Data collection will need to recommence as higher education returns to normal. See Standard 3 for more detail regarding future plans.

Standard Three Student and Stakeholder Focus

CRITERION 3.1.a

The university and Division of Business student composition are very similar. On the Alva campus, the Accounting or Business Administration majors will likely be of traditional college age. In Woodward and Enid, there are greater percentages of non-traditional students attending Business classes. Online students are primarily comprised of non-traditional students who are working full-time or part-time jobs.

With the curriculum modifications that became effective in AY 2010-2011, the Division of Business also adopted admission requirements to be an Accounting or Business Administration major. These admission standards are listed in Figure 3.1 below. The purpose of creating admission standards was to better assure that majors were prepared to be successful in their Business education. By instituting these standards, the Division of Business narrowed the targeted students to those who had the proper academic preparation and demonstrated the appropriate level of academic performance to indicate the students would successfully complete the Business Administration or Accounting major.

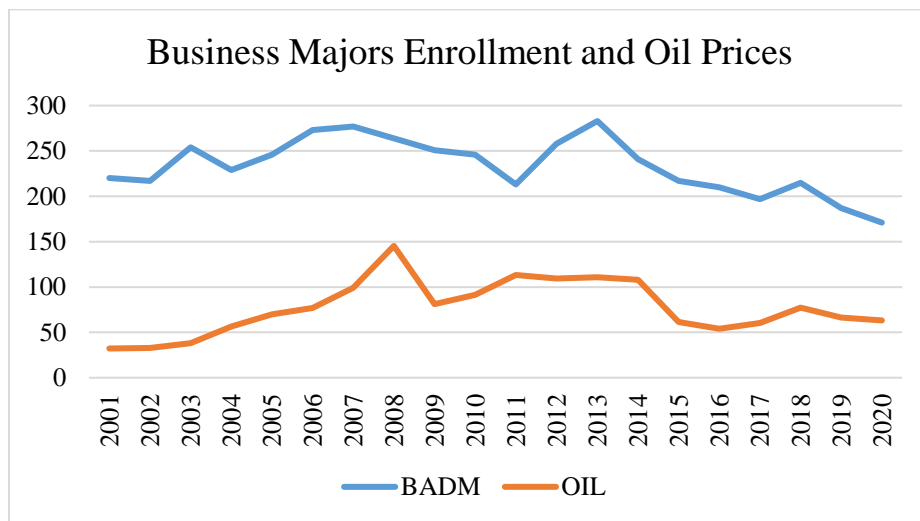
**Figure 3.0
Program Requirements**

Admission Requirement	Courses Involved
Students must have completed the Program Specific General Education courses.	ENGL 1113 Composition I ENGL 1213 Composition II SCOM 1113 Introduction to Speech Communication MATH 1513 College Algebra GBUS 2033 Leadership in Business FIN 1113 Personal Finance
Students must have completed all of the classes in the Foundation Core with a grade of C or better.	ACCT 2123 Financial Accounting ACCT 2133 Managerial Accounting ECON 2113 Principles of Macroeconomics ECON 2123 Principles of Microeconomics GBUS 2903 Legal Environment of Business MATH 2013 Statistics or ECON 2163 Intro to Statistics GBUS 2013 Business Math (Business Administration majors only) GBUS 1021 Business Environment
Students must have an overall G.P.A. of 2.50 or better in the Foundation Core and a 2.25 or better in the Program Specific General Education courses combined.	All classes listed in first two requirements above.
Students must have a retention/graduation G.P.A. of 2.50 or better for all coursework taken to date.	All classes taken by the student.

As of Fall 2020, 53% of NWOSU students live in the university’s 10-county service area, generally within a two-hour drive of a campus/learning center location. Enrollment in the 10-county service area has decreased by 22% since the initial accreditation in 2011. The most significant declines have been noted in Garfield (21%) and Woodward counties (37%). The NWOSU Woodward Campus is located in Woodward County, and the NWOSU Enid Campus is located in Garfield County. These campuses typically house a significant number of non-traditional students. Populations in Garfield and Woodward counties increased by 4% and 2% from 2010 to 2020. The increase in population suggests another factor is contributing to the decline in student enrollment in these areas.

Woodward and Garfield counties are known oil and gas industry locations. From 2005 to 2014, oil prices were \$70 per barrel or greater. During that time period, the Division of Business experienced its highest enrollment numbers in the last 20 years (traditional and non-traditional students). From 2015 to 2020, oil prices have been below \$70 per barrel, except in 2018. Enrollment declined within the division every year from 2015 to 2021 except during 2018. These findings suggest enrollment within the division is impacted by population increases as a result of the oil and gas industry. The finding is a positive correlation, which is significant at the .05 level (r-value of 0.5 and p-value of .03). The same results are noted for the overall university enrollment. NWOSU enrollment is dependent on increases in population due to the oil and gas industry.

Figure 3.1



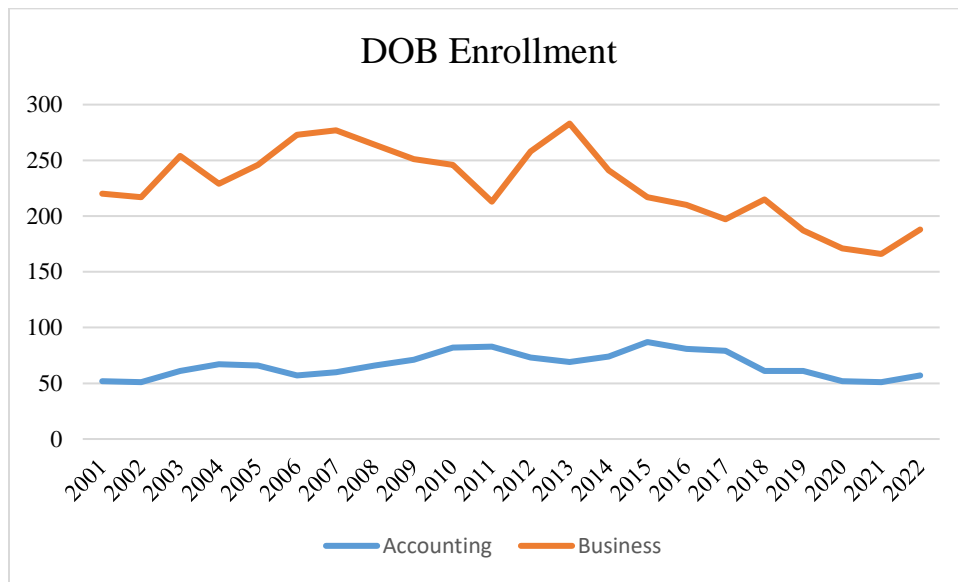
* Oil prices are expressed in U.S. dollars.

*Enrollment is expressed by the total number of Business students enrolled each year during the fall semester.

Enrollment within the division declined from 2014 to 2021. There was a slight increase in enrollment during 2018. Decreases in college enrollment are being reported across the United States. The declining rural population is also impacting NWOSU. As stated above, enrollment in the 10-county service area has decreased by 22% since 2011. The Division of Business plans to increase marketing efforts of online programs across the state. Social media accounts have already been created to highlight and advertise the program. DOB enrollment is up 13% in Fall 2022. Enrollment numbers will continue to be monitored for improvement. See Figure 3.2 for a breakdown of total enrollment.

ACBSP accreditation was expected to impact enrollment numbers within the division. The DOB has significantly increased the rigor of courses and graduation requirements. The increased rigor could cause students to exit the program or not enroll in the program. The division requires all students maintain a 2.5 GPA in the Foundation Core, Business Core, and their minor. Students must also maintain a 2.5 retention GPA and complete each program required course with a C or higher.

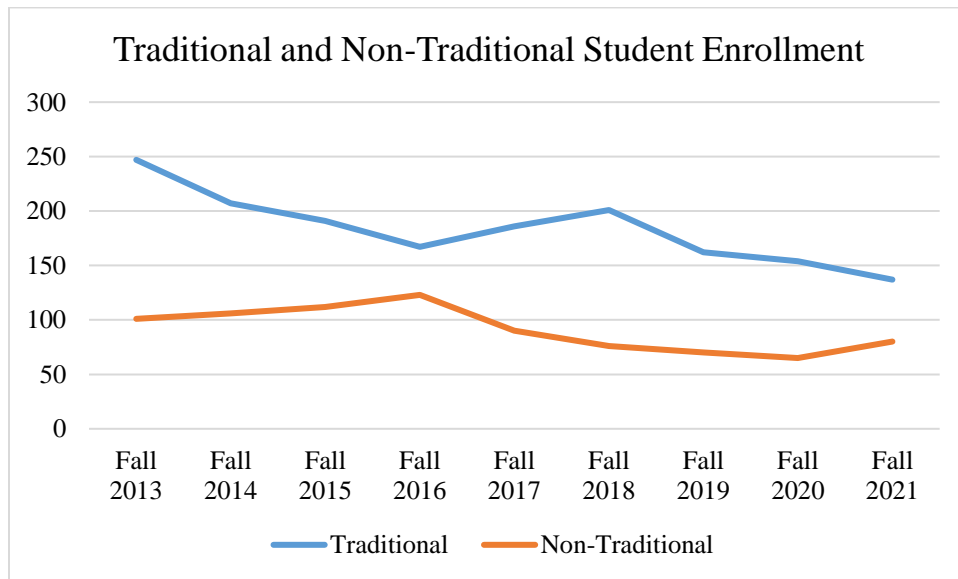
Figure 3.2



Non-traditional students are classified as being older than 24 years of age. Since the decline of the oil and gas industry in the area, the number of non-traditional students enrolled within the division has declined by 35%. During Fall 2016, 42% of all DOB students were non-traditional. In Fall 2021, 37% of DOB students were classified as non-traditional. Please see Figure 3.3 for a complete breakdown of traditional and non-traditional students.

Traditional students are considered to be 18 to 24 years of age. A major decline in traditional students from 2013 to 2021 can be observed in Figure 3.3. Traditional student enrollment has decreased 45% in the last nine years. The slight increase in 2018 could be caused by traditional students returning to college after losing jobs in the oil and gas industry. The COVID-19 pandemic also impacted enrollment in 2020 and 2021 for many colleges across the United States. Last, declining rural populations are impacting the number of traditional students available to enroll from NWOSU's 10-county service area. The division will need to begin seeking new students from counties beyond the traditional service area. The division chair has discussed increasing marketing efforts in Tulsa and Oklahoma City with administration. Non-traditional online students would be the target market of these efforts. See page 29 for online student enrollment information.

Figure 3.3

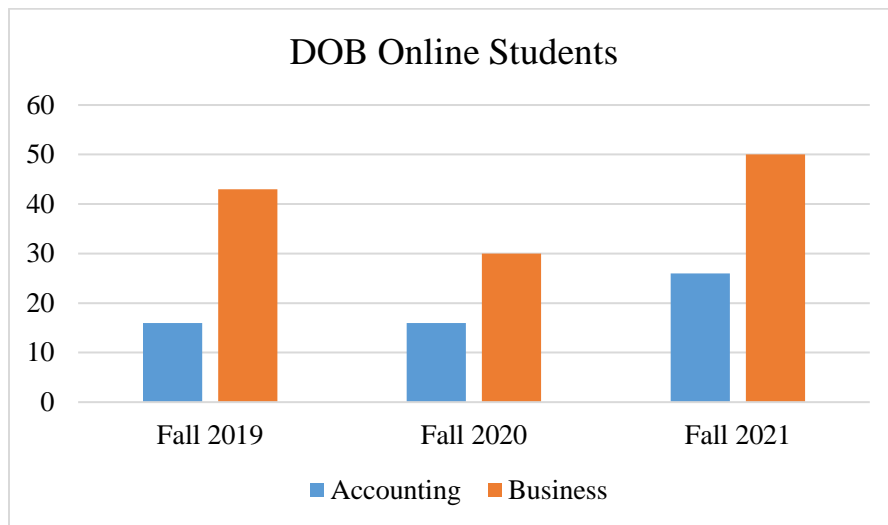


* These numbers include both Business and Accounting Majors

During the initial accreditation, the online Accounting and Business Administration majors were created. The target students for the program include online students throughout the states of Oklahoma, Texas, and Kansas. The expectation was that these majors will draw an increasing number of working adults from metropolitan areas, from which the university historically has not drawn substantial numbers of students. The online majors also provide more flexibility for course schedules of traditional and non-traditional students within the geographic area.

As of Fall 2021, there were 76 students classified as online in the Division of Business (35% of the total students). Only 6.5% of the online students were from out of state. Of the in-state online students, 43% are located outside of the 10-county service area. The division has not been successful in recruiting out-of-state online students; however, a large portion of DOB online students are from metropolitan areas such as Oklahoma City and Tulsa. Twenty-six of the students are Accounting majors, and 50 are Business Majors as of Fall 2021. See Figure 3.3.

Figure 3.3



* Overall enrollment in online programs has increased since the COVID-19 Pandemic in Spring/Fall of 2020.

CRITERION 3.1.b

The primary stakeholders identified by the Division of Business include students, the university, and the residents and employers in the regional area served by the university. Other stakeholders include the Regional University System of Oklahoma, Oklahoma State Regents for Higher Education, and the taxpayers of Oklahoma.

Regarding students, there are several means, formal and informal, by which students provide input. First, students have the opportunity to evaluate each class offered by the Division of Business. In addition to numerical ratings, the students also may provide anonymous comments. The results of these evaluations and comments are reviewed by the faculty member, division chair, dean, and vice for academic affairs president.

The Student Advisory Council was created for the express purpose of giving students a means to express opinions regarding Business programs. The council meets at least once a year with the DOB faculty. The mission of the Student Advisory Council is:

The Student Advisory Council's mission is to promote, advise and support the Division of Business in achieving its mission, fulfilling its vision, honoring its values and continually improving the education provided to students.

The division chair meets at a minimum once a month with the dean of faculty to discuss issues, requirements, expectations, etc. The division chair and dean communicate regularly by phone or email. At least once a year, the DOB chair meets with the president and other senior administrators to discuss issues relevant to the division and the university. Senior administrators also attend the Business Policy presentations each semester and discuss their observations with the division chair. Finally, senior administrators and the division chair communicate, as necessary, throughout the year regarding DOB issues.

To ascertain expectations and receive feedback from external constituencies, the Division of Business established the Business Advisory Council (BAC). The council is comprised of regional community/business leaders and alumni. The BAC meets one time per year or provides feedback through other methods. The stated mission of the Business Advisory Council is:

The Business Advisory Council's mission is to promote, advise and support the Division of Business in achieving its mission, fulfilling its vision, honoring its values and continually improving the education provided to students.

Table 3.1 Student Stakeholder Groups can be found in the evidence file.

CRITERION 3.1.d

NWOSU has a formal student complaint protocol all faculty include in their syllabi. A student who feels he or she has serious grounds and evidence to demonstrate unfair treatment by a faculty member may file a formal written complaint with the department chair. First, however, the student is encouraged to visit with the faculty member on an informal basis to discuss the situation. If, after that visit, the student still wishes to file a formal complaint, the department chair will call a meeting between the student and the faculty member to discuss the complaint and any further action.

Because most Business faculty, including the division chair, have open door policies, students and stakeholders can visit with faculty members to discuss satisfaction, concerns, issues, etc. The dean of faculty, dean of student affairs, vice president for academic affairs, and executive vice president all have open door policies and will visit with students and stakeholders regarding issues. These administrators visit with the division chair to clarify and, if necessary, resolve student issues. In general, the students and stakeholders at NWOSU feel comfortable expressing their thoughts in person or via email with faculty and administrators.

CRITERION 3.2 - DEPLOYMENT

The process for seeking information, pursuing common interests, and receiving complaints has been discussed throughout this standard. The basic process will be outlined below:

Business Advisory Council – provides feedback once a year; is comprised of 16 regional business/community leaders and alumni. The DOB faculty and university senior administrators can attend the meetings. Advisory council minutes can be found in Appendix 6.

Student Advisory Council – meets once per year; is comprised of approximately 8-15 students majoring in Business disciplines. Representatives are selected from each campus and Ponca City learning center. DOB faculty and university senior administrators attend the meetings. Advisory council minutes can be found in Appendix 6.

Regional Employer Survey – will be administered on a rotational basis starting in the academic year 2022-2023. Please see Figure 3.9.

Graduate Exit Survey – is administered as part of the Business Policy class. Students complete the EBI survey at the end of their final semester. Please see Figures 3.6 and 3.7 for results. The full survey can be found in Appendix 2.

Student Course Evaluations – have been administered each fall at the university. Since AY 2010-2011, these surveys are administered each semester (fall and spring) in all business classes. See Figure 3.5.

Portfolio – Non-tenured faculty are required to submit a portfolio every year. Tenured faculty are required to submit a portfolio every three years.

CRITERION 3.3 – RESULTS

The Division of Business has several instruments to determine student and stakeholder satisfaction. The measures for each instrument are outlined in Figure 3.4.

Figure 3.4
Student and Stakeholder Satisfaction

Student/Stakeholder Group	Satisfaction Measure	Dissatisfaction Measure
Employer Survey	At least 80% positive responses, excluding no opinion/not applicable responses	Less than 80% positive responses, excluding no opinion/not applicable responses
Graduate Exit Survey	At least 80% positive responses, excluding no opinion/not applicable responses	Less than 80% positive responses, excluding no opinion/not applicable responses
Student Course Evaluations	Overall score 2.5 or better	Overall score worse than 2.5
Portfolio Evaluations	Overall score 2.0 or better	Overall score worse than 2.0
Business Advisory Council	Subjective evaluation of discussion	Subjective evaluation of discussion
Student Advisory Council	Subjective evaluation of discussion	Subjective evaluation of discussion
Administration	Subjective evaluation of discussion	Subjective evaluation of discussion

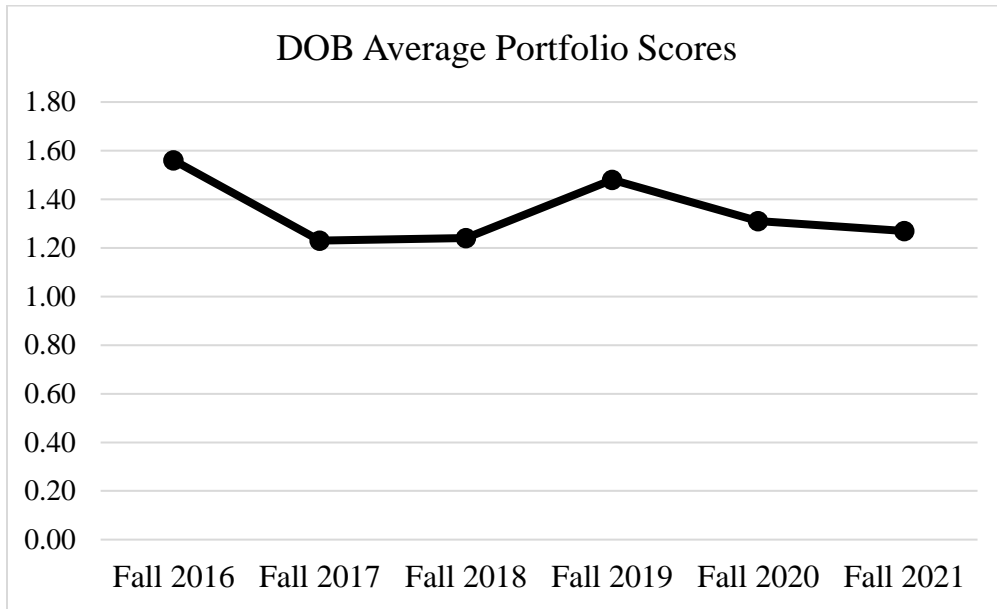
**Figure 3.5
Student Course Evaluations**

Full-time Faculty	Fall 2018	Spring 2019	Fall 2019	Spring 2020	Fall 2020	Spring 2021	Fall 2021	Spring 2022	Average
Bourett	2.10	2.20	2.13	NA	NA	NA	NA	NA	2.14
Brown	1.80	1.93	1.83	NA	1.80	1.74	2.00	1.80	1.84
Creech	NA	NA	NA	NA	1.80	1.50	1.60	1.50	1.60
Gustafson	1.54	1.63	1.60	NA	1.71	1.21	1.80	1.71	1.60
Hawkins	1.70	1.30	1.44	NA	1.50	1.42	1.80	1.71	1.55
Lahr	1.60	1.51	1.50	NA	1.50	1.50	1.60	1.40	1.52
Palmer	1.70	1.82	1.71	NA	2.24	1.70	2.00	1.81	1.85
Paul	1.91	2.01	1.70	NA	1.34	1.62	1.70	2.10	1.77
Roark	2.00	NA	1.91	NA	2.10	1.50	1.90	1.74	1.86
Stockmyer	1.60	1.60	1.70	NA	1.80	1.50	1.82	1.63	1.66
Walker	1.40	1.54	1.43	NA	NA	NA	NA	NA	1.46
Zhou	1.61	1.70	1.74	NA	1.70	1.60	NA	1.62	1.66
FT Average	1.72	1.72	1.70	NA	1.75	1.53	1.80	1.70	1.71
Part-time Faculty									
Bailey	NA	NA	NA	NA	NA	NA	NA	1.52	1.52
Cunningham	NA	NA	NA	NA	1.5	NA	NA	NA	1.50
Dowling	NA	NA	NA	NA	NA	NA	1.40	NA	1.40
Grey	1.60	1.73	1.90	NA	NA	2.04	2.04	1.50	1.80
Grunbaum	NA	NA	2.01	NA	NA	NA	NA	NA	2.01
Hemley	NA	NA	NA	NA	NA	1.70	1.70	NA	1.70
McDermott	1.62	NA	NA	NA	NA	NA	NA	NA	1.62
McUne	2.10	NA	NA	NA	1.82	1.80	1.80	NA	1.88
Nagiel	1.61	1.7	NA	NA	NA	NA	NA	NA	1.66
Nelson	NA	NA	2.6	NA	2.83	NA	NA	NA	2.72
Peace	2.04	1.60	2.10	NA	2.00	2.50	2.50	1.84	2.08
Pecha	1.19	1.23	1.21	NA	1.30	1.30	1.30	1.20	1.25
Sneary	2.11	2.00	2.10	NA	1.56	2.34	2.34	NA	2.08
Strawn	1.90	NA	1.81	NA	NA	NA	NA	NA	1.86
Tuck	2.70	NA	1.61	NA	2.80	2.40	2.40	1.30	2.20
Tucker	1.60	2.00	1.40	NA	1.51	1.70	1.70	1.91	1.69
Weyant	1.54	1.44	1.70	NA	NA	NA	NA	NA	1.56
PT Average	1.82	1.67	1.84	NA	1.92	1.97	1.91	1.55	1.79

* The scale used for evaluation 1 is best and 4 is worst score possible.

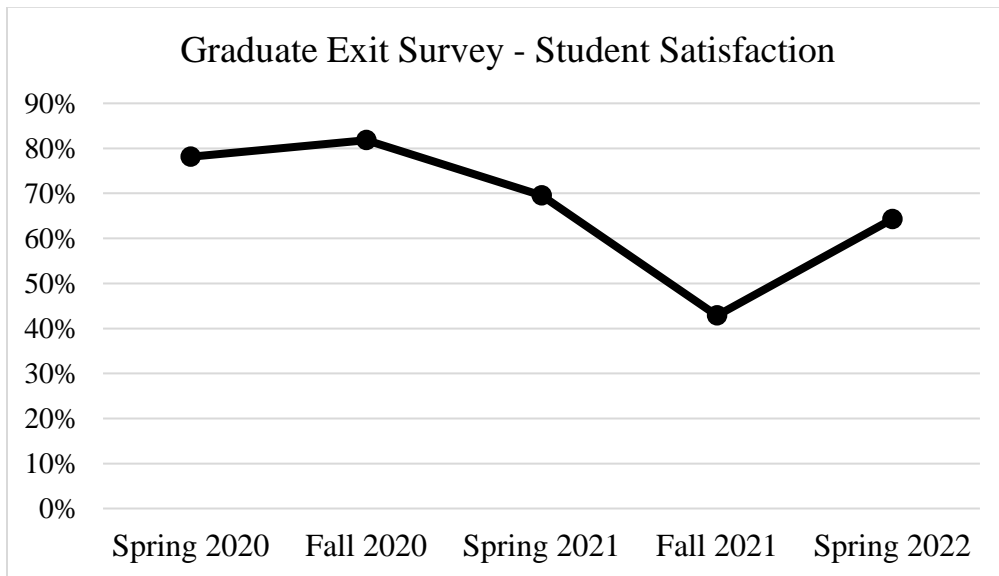
** No evaluations were completed in Spring 2020 due to COVID-19.

Figure 3.6



* The scale used for evaluation 1 is best and 4 is worst score possible.

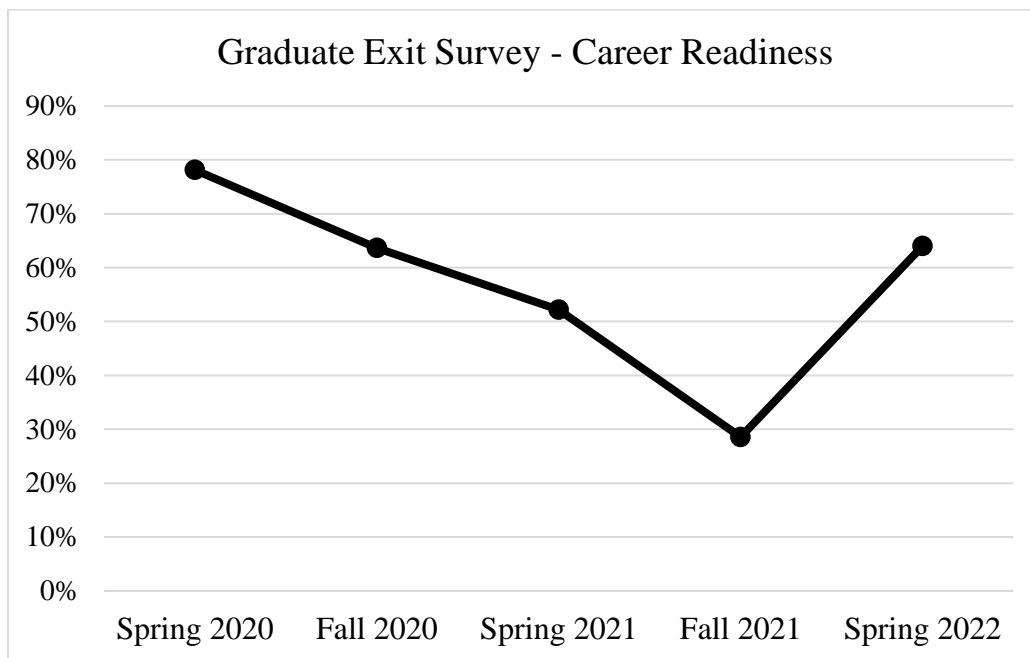
Figure 3.7



* Percentage of Division of Business students who were satisfied with their educational experience at NWOSU.

**Only four semesters of data were used due to an alteration to the data collection method. Survey responses are now completed anonymously by each senior in Business Policy. Focused groups were used in past semesters.

Figure 3.8



* Percentage of Division of Business students who felt prepared to for their career after completing all courses at NWOSU.

** Only four semesters of data were used due to an alteration to the data collection method. Survey responses are now completed anonymously by each senior in Business Policy. Focused groups were used in past semester.

*** The graphic above includes both traditional and non-traditional students. Separate graphs for traditional and non-traditional students can be found in the evidence file.

CRITERION 3.4 – IMPROVEMENTS

The Division of Business successfully met the goals set forth for student course evaluations and portfolio requirements. However, the graduate exit survey shows a significant number of students are dissatisfied with their time at NWOSU and their career readiness. These findings contradict the overall positive student course evaluations. The results of the senior survey could be in-part due to dissatisfaction with the capstone course (MGMT-4433 Business Policy). The division chair will take over the capstone course in Fall 2022. The trends will continue to be monitored for improvement. Fall 2021 is considered to be an anomaly. There were less than 10 students in MGMT-4433 in Fall 2021 and several did not complete the requirements of the course to graduate.

The Division of Business has done a good job of collecting data from students and stakeholders at the university. More emphasis must be placed on collecting data from external stakeholders. No data was collected from employers or alumni from Fall 2019 to Spring 2022. The survey in Figure 3.9 will be used to collect data from employers in Northwest Oklahoma and the Business Advisory Council during Fall 2022. The council will review the strategic plan and curriculum of the DOB. The council will meet in the Spring or Summer of 2023. The strategic planning process outlined in Criterion 2.1 will continue to be used. The full strategic planning process can be found in Standard 2.

**Figure 3.9
Employer Survey**

What relation do you have to NWOSU?
What is your occupation?
Is your organization willing to hire Northwestern Oklahoma State University Division of Business (DOB) graduates?
Is your organization willing to hire Northwestern Oklahoma State University Division of Business (DOB) students for internships?
How many Northwestern Division of Business graduates or students would you estimate you have hired within the past 3 years?
Will you continue to recruit and hire Northwestern DOB students and graduates?
What are some strengths of Northwestern DOB business students?
What are some weaknesses of Northwestern DOB business students?
What are some strengths of Northwestern DOB accounting students?
What are some weaknesses of Northwestern DOB accounting students?
NWOSU Business students perform well in relation to business program students from other universities.
NWOSU Accounting students perform well in relation to accounting program students from other universities.
The Northwestern Oklahoma State University Division of Business has a good reputation in your organization/community.
What can the NWOSU Division of Business faculty do to address the needs of your organization?
Is there any additional information you would like to add?

*The full survey is located in Appendix 4.

Standard Four Student Learning Assessment

CRITERION 4.1a

The Division of Business at NWOSU uses the Peregrine Exam as the major tool for assessment of student learning outcomes on major topics and curriculum content. Students take an Inbound exam during GBUS1021-Business Environment, and this serves as a key indicator for evaluating the DOB's program effectiveness. In the last semester before graduation, students take the Outbound exam during MGMT4433-Business Policy. The full DOB Assessment Report can be found in Appendix 2.

Data is collected in specific classes outlined in Figure 4.1 through 4.4. The majority of the data is collected on students' ability to give oral presentations or specific class assignments. Faculty sit in on classes to help instructors collect data at the end of the fall and spring semesters. All rubrics can be found in Appendix 2.

**Figure 4.0
Learning Outcomes by Program**

Outcomes for all majors offered by the Division of Business	Graduating students should have basic knowledge of the 13 disciplines of the ACBSP Undergraduate Common Professional Component.	External
	Graduating students should have well-developed communication skills.	Internal and External
	Graduating students are expected to think critically.	Internal
	Graduating students should have the ability to utilize an ethical decision-making process.	Internal
	Graduating students should be able to recognize, analyze, evaluate, diagnose, and solve business problems.	Internal

**Figure 4.0 Continued
Learning Outcomes by Program**

Outcomes for Accounting majors	Graduating students should have appropriate accounting software skills.	Internal
	Graduating students should know the accounting standards (i.e., GAAP and GASB).	External
	Graduating students should recognize ethical conduct in Accounting.	Internal and External
	Graduating students should have the skills and knowledge to prepare and interpret financial statements and documents.	Internal and External
Outcomes for Business Administration majors	Graduating students will demonstrate elevated knowledge in the disciplines associated with their minor.	Internal and External
	Graduating students should have appropriate software skills.	Internal
	Graduating students should recognize ethical conduct in Business.	Internal and External

CRITERION 4.1.b

The current assessment plan is undergoing major modifications. In Fall 2022, a new assessment plan will be implemented by the Division of Business. The current assessment methodology for program outcomes is shown in Figure 4.1, 4.2, and 4.3. The Division of Business faculty met and discussed the development of the new system in the Fall 2021. The Full DOB Assessment Plan can be found in Appendix 2. The new plan can be found in Appendix 2.

Figure 4.1

Outcome for all Majors Offered by the Division of Business	
<p>Graduating students should have basic knowledge of the 13 disciplines of the ACBSP Undergraduate Common Professional Component.</p>	<ul style="list-style-type: none"> • 60% of the students will score above the 50th percentile on the PAS. • The institution mean PAS score will be above the ACBSP Region 6 institutions. • The institution mean PAS score will be above all ACBSP institutions. • The institution mean PAS score will be above all publicly owned institutions. • The institution mean PAS score will be above all US institutions. • The institution mean PAS score will be above all institutions outside US. • In 13 CPC indicators collectively at or above median score.
<p>Graduating students should have well-developed communication skills.</p>	<ul style="list-style-type: none"> • 80% of the students must score at or higher than acceptable on a faculty-approved rubric in GBUS 3753 Business Research, GBUS 3013 Business Communications, and MGMT 4433 Business Policy.
<p>Graduating students are expected to think critically.</p>	<ul style="list-style-type: none"> • 80% of the students will demonstrate (meet or exceed) acceptable critical thinking abilities using a faculty-approved rubric. • 80% of the students will demonstrate (meet or exceed) acceptable critical thinking abilities by scoring 20 points or higher on the faculty-approved rubric.
<p>Graduating students are expected to possess knowledge of leadership principles and demonstrate teamwork skills.</p>	<ul style="list-style-type: none"> • 80% of the students must score at or higher than the acceptable on a faculty-approved rubric. • Collectively the students in the testing cohort should be at or above the mean score. • In the PAS Leadership score (Business or Accounting) the testing cohort frequency correct score will be higher than the ACBSP Region 6 frequency correct score. • The institution frequency correct score will be above the frequency correct score of all ACBSP institutions. • The institution frequency correct score will be above the frequency correct

	<p>score of all Publicly Owned Universities institutions.</p> <ul style="list-style-type: none"> • The institution frequency correct score will be above the frequency correct score of all institutions inside the United States. • The institution frequency correct score will be above the frequency correct score of all institutions outside the United States.
<p>Graduating students should have the ability to utilize an ethical decision-making process.</p>	<ul style="list-style-type: none"> • 80% of the students must score at or higher than acceptable on a faculty-approved rubric. • On the Ethics section (Business or Accounting) collectively the students in the testing cohort should be at or above the 50th percentile. • On the Ethics section (Business or Accounting) the testing cohort frequency correct score will be higher than the ACBSP Region 6 frequency correct score. • The institution frequency correct score will be above the frequency correct score of all ACBSP institutions. • The institution frequency correct score will be above the frequency correct score of all Publicly Owned Universities institutions. • The institution frequency correct score will be above the frequency correct score of all institutions inside the United States. • The institution frequency correct score will be above the frequency correct score of all institutions outside the United States.
<p>Graduating students should be able to recognize, analyze, evaluate, diagnose, and solve business problems.</p>	<ul style="list-style-type: none"> • 80% of the students must score at or higher than the acceptable on a faculty-approved rubric.

Figure 4.2

Outcomes for Accounting Majors	
<p>Graduating students should have appropriate accounting software skills.</p>	<ul style="list-style-type: none"> • 80% of the students will score at or higher than acceptable on a faculty-approved rubric in ACCT 4133 Accounting Information Systems, ACCT 3153 Cost Accounting I, ACCT 3133 Individual Income Tax, and MGMT 4433 Business Policy.
<p>Graduating students should know the accounting standards (i.e., GAAP and GASB).</p>	<ul style="list-style-type: none"> • 80% of the students will score 80% or higher on the test in ACCT 3103 Intermediate Accounting I, Intermediate Accounting II, and ACCT 4303 International Accounting.
<p>Graduating students should recognize ethical conduct in Accounting.</p>	<ul style="list-style-type: none"> • On the Ethics section (Business or Accounting) collectively the students in the testing cohort should be at or above the 50th percentile on the PAS assessment. • On the Ethics section (Business or Accounting) the testing cohort frequency correct score will be higher than the ACBSP Region 6 frequency correct score. • The institution frequency correct score will be above the frequency correct score of all ACBSP institutions. • The institution frequency correct score will be above the frequency correct score of all Publicly Owned Universities institutions. • The institution frequency correct score will be above the frequency correct score of all institutions inside the United States. • The institution frequency correct score will be above the frequency correct score of all institutions outside the United States.
<p>Graduating students should have the skills and knowledge to prepare and interpret financial statements and documents.</p>	<ul style="list-style-type: none"> • On the Accounting section of the PAS assessment test, collectively the students in the testing cohort should be at or above the 50th percentile. • On the Accounting section of the PAS assessment test, the testing cohort frequency correct score will be higher than the ACBSP Region 6 frequency correct score. • The institution frequency correct score will be above the frequency correct score of all ACBSP institutions.

	<ul style="list-style-type: none"> • The institution frequency correct score will be above the frequency correct score of all Publicly Owned. • The institution frequency correct score will be above the frequency correct score of all institutions inside the United States. • The institution frequency correct score will be above the frequency correct score of all institutions outside the United States.
--	---

Figure 4.3

Outcomes for Business Majors	
<p>Graduating students will demonstrate elevated knowledge in the disciplines associated with their minor.</p>	<ul style="list-style-type: none"> • On the Accounting portion of the PAS test, 80% of the Accounting minors will score above the average frequency correct score of non-Accounting minor students taking the same exam. • On the Management portion of the PAS test, 80% of the Management minors will score above the average frequency correct score of non-Management minor students taking the same exam. • On the Marketing portion of the PAS test, 80% of the Marketing minors will score above the average frequency correct score of non-Marketing minor students taking the same exam. • On the Business portion of the PAS test, 80% of the General Business minors will score above the average frequency correct score of non-Marketing minor students taking the same exam. • 80% of the students will score at or higher than acceptable on a faculty-approved rubric in GBUS 3613 Principles of Entrepreneurship.
<p>Graduating students should have appropriate software skills.</p>	<ul style="list-style-type: none"> • 80% of the students must score at or higher than the acceptable on a faculty-approved rubric in MGMT 4433 Business Policy and GBUS 3753 Business Research.
<p>Graduating students should recognize ethical conduct in Business.</p>	<ul style="list-style-type: none"> • On the Ethics section (Business or Accounting) collectively the students in the testing cohort should be at or above the 50th percentile. • On the Ethics section (Business or Accounting) the testing cohort frequency

	<p>correct score will be higher than the ACBSP Region 6 frequency correct score.</p> <ul style="list-style-type: none"> • The institution frequency correct score will be above the frequency correct score of all ACBSP institutions. • The institution frequency correct score will be above the frequency correct score of all Publicly Owned Universities institutions. • The institution frequency correct score will be above the frequency correct score of all institutions inside the United States. • The institution frequency correct score will be above the frequency correct score of all institutions outside the United States.
--	--

CRITERION 4.1.c

All DOB faculty are involved in the assessment process. Faculty collected data in their classes using the voted upon rubrics, which are located in Appendix 2. Also, faculty use approved rubrics to score student presentation in GBUS-3753, GBUS-3953, and MGMT-4433. All collected data is sent to the Assessment Committee for analysis. The Assessment Committee then creates a final report and the report is distributed to all faculty in the fall. The final report is located in Appendix 2.

Division of Business students are involved the assessment process through the completion of the Peregrine Exam, senior survey, and the Student Advisory Council. Data from these sources is compiled and analyzed by the Assessment Committee. All student data is located in Appendix 2. Student Advisory Council minutes are in Appendix 6.

Last, data is collected each year from the Business Advisory Council. Data is gathered through formal meetings and surveys. The division chair sends a copy of the current assessment report to each member for review annually. Feedback from the council is used to guide the DOB when making curricular and classroom changes. Business Advisory Council meeting minutes are located in Appendix 6, survey results are in Appendix 2.

CRITERION 4.2 – DEPLOYMENT

CRITERION 4.2.a AND 4.2.b

It is the responsibility of all Business faculty members, full-time and part-time, to assist in program assessment. The Assessment Committee has the duty to guide the program assessment process for the division.

The Assessment Committee has the responsibility to propose the Program Assessment Plan for the division's programs. Once developed, the committee is responsible for implementing, administrating, monitoring and reviewing the process.

Each year the Assessment Committee will review the program assessment data and report the results, observations, conclusions and recommendations to the division faculty. The committee must document how the assessment data was used and what actions occurred because of the assessment results. The report shall include seven-year trend data.

After the Assessment Committee has submitted its annual report to the Business faculty, the faculty will meet to review and discuss the report. The faculty will make recommendations to the Division Chair regarding changes that the faculty deem necessary to improve the quality of the program.

The Business faculty approved standardized learning outcomes for each class taught by the division. These learning outcomes are incorporated into the class syllabus. The professor assesses whether or not the desired learning outcome was achieved or not. The assessment results each semester are reported to the Assessment Committee.

The Assessment Committee should collect the data on learning outcomes assessment for each class from faculty. In its annual report, the committee should also report on the assessment of class learning objectives.

The Division Chair shall review the learning outcome assessment data. If the data indicates a pattern of not achieving a particular learning outcome, the Division Chair shall meet with the appropriate faculty members to discuss possible causes and corrective actions that may be taken. Any such meeting shall be documented by meeting minutes or a memorandum/email summarizing what occurred and what decisions were made at the meeting.

Course-level assessment data is not to be used as part of the annual evaluation of faculty members. The purpose of collecting and analyzing the data is to improve the particular class and the program.

CRITERION 4.2.c

The full assessment report is located in Appendix 2. Table 4.1 is located in the Evidence file.

CRITERION 4.3 – Results

CRITERION 4.3.a and 4.3.b

Results from the Inbound exam (2021-2022 graduates) show that students correctly answered 39.97% of the questions. Results from the Outbound exam reflect that students

correctly answered 47.20% of the questions. The difference, 7.23%, reflects an improvement in average scores of approximately 18%.

Comparing NWOSU student exam results to other publicly owned universities, shows that NWOSU lags behind many of our peer institutions in improved student performance, between the Inbound and the Outbound exams.

Some reasons for the lower “improvement scores” vis-à-vis our peer institutions, may be attributed to the following factors, of which NWOSU may have little or no influence or control over:

1. NWOSU has a substantial number of non-traditional (and transfer) students in the business program, which tends to inflate the Inbound score. The fact that Northern Oklahoma College is a major “feeder” into our program, means that those students will have completed most of the basic foundation business courses before they take the Inbound test. Therefore, the overall NWOSU Inbound score is artificially high - a false floor - creating the illusion that the improvement at the end of the program is not as large as it truly is. Unfortunately, our sample size is not large enough to break out the differences between non-traditional students and “native NWOSU” students.
2. NWOSU is a small university (less than 2,000 students) offering a general Business Administration degree. Many of the universities in our peer group have specialized majors within their larger Colleges of Business such as: Management, Human Resources, Economics, Accounting, Marketing, and Finance. NWOSU business students often take only a few courses in each business discipline, while students attending other universities may take many more courses within one discipline. As a result, NWOSU business students are being compared to students who have spent a substantive amount of time studying one or two topics in much greater depth.
3. Many students attracted to Business as a major at NWOSU, have substantial (outside of the university) work commitments. Many students work at more than one job, and this includes athletes on scholarship who work primarily during their non-competitive semesters. On a related note, approximately 37% of the NWOSU business students are classified as “non-traditional” students. Work, family, and athletic commitments take substantial time away from academic activities, and therefore may help to explain why NWOSU student (Outbound-score) performance is lower than many students at peer institutions.

Quantitative Data

The Peregrine Exam was completed by 37 students (Accounting - 17, BBA – 20) in the business capstone course, MGMT4433-Business Policy (Fall 2021 and Spring 2022).

Business Administration majors’ Peregrine Exam results were: **1)** range 34.6% - 60.0%, **2)** mean score =48.2%, **3)** standard deviation 7.6, and **4)** 9 out of 20 students were at or above the

50% correct mark. Six topics: Business Communications (58.6), Business Ethics (50), Leadership (52.9), Human Resources Management (56.0), Marketing (55.2), and Legal Environment of Business (52.4) had aggregate topical average scores at or above the 50% correct mark for this cohort of students. Areas needing the most improvement are: Business Finance (37.6), and Accounting (41.9). All other areas were in the range between 42.9% - 49.9%.

Accounting majors' exam results were: **1)** range 30.8% - 65.0%, **2)** mean score 46.1%, **3)** standard deviation 8.8, and **4)** 11 out of 17 were at or above the 50% correct mark. Five topics: Ethics (53.9), Business Finance (50.0), Master Budgeting (50.6), Statement of Cash Flows (53.9), and Microeconomics (52.2) had aggregate topical average scores above the 50% correct mark for this cohort of students.

Areas needing the most improvement include Quantitative Techniques (36.7), Time/Value of Money (35.6), and Tax (37.8%). All other areas were in the range between 43.3% - 49.9%.

Qualitative Data

Data was captured from meetings and/or interviews with: Business Advisory Council members, Student Advisory Council members, and (36) graduating seniors in the Business Policy class.

Suggestions for program improvement (common themes): **1)** Put more teaching emphasis on Financial Statements and Economics concepts, **2)** offer more courses that give exposure to Data Analytics, and specifically using spreadsheet programs such as Excel, **3)** give more opportunities for students to engage in internships and other real-world business experiences, and **4)** put more focus on interpersonal, or "soft-skills" such as: Prioritization, Work Ethic, Ability to work as a group, and Leadership/Management skills.

The Division of Business at NWOSU uses the Peregrine Exam as an important tool for assessment of student learning outcomes on major topics and curriculum content. Students take an Inbound exam during GBUS1021-Business Environment, and this serves as a key indicator for evaluating the DOB's program effectiveness. In the last semester before graduation, students take the Outbound exam during MGMT4433-Business Policy.

Results from the Inbound exam (2021-2022 graduates) show that students correctly answered 39.97% of the questions. Results from the Outbound exam reflect that students correctly answered 47.20% of the questions. The difference, 7.23%, reflects an improvement in average scores of approximately 18%.

Comparing NWOSU student exam results to other publicly owned universities, shows that NWOSU lags behind many of our peer institutions in improved student performance, between the Inbound and the Outbound exams.

Some reasons for the lower “improvement scores” vis-à-vis our peer institutions, may be attributed to the following factors, of which NWOSU may have little or no influence or control over:

1. NWOSU has a substantial number of non-traditional (and transfer) students in the business program, which tends to inflate the Inbound score. The fact that Northern Oklahoma College is a major “feeder” into our program, means that those students will have completed most of the basic foundation business courses before they take the Inbound test. Therefore, the overall NWOSU Inbound score is artificially high - a false floor - creating the illusion that the improvement at the end of the program is not as large as it truly is. Unfortunately, our sample size is not large enough to break out the differences between non-traditional students and “native NWOSU” students.
2. NWOSU is a small university (less than 2,000 students) offering a general Business Administration degree. Many of the universities in our peer group have specialized majors within their larger Colleges of Business such as: Management, Human Resources, Economics, Accounting, Marketing, and Finance. NWOSU business students often take only a few courses in each business discipline, while students attending other universities may take many more courses within one discipline. As a result, NWOSU business students are being compared to students who have spent a substantive amount of time studying one or two topics in much greater depth.
3. Many students attracted to Business as a major at NWOSU, have substantial (outside of the university) work commitments. Many students work at more than one job, and this includes athletes on scholarship who work primarily during their non-competitive semesters. On a related note, approximately 37% of the NWOSU business students are classified as “non-traditional” students. Work, family, and athletic commitments take substantial time away from academic activities, and therefore may help to explain why NWOSU student (Outbound-score) performance is lower than many students at peer institutions.

CRITERION 4.3.b.1

The two programs seeking ACBSP accreditation are Accounting and Business. Please view Appendix 2 for the full assessment results. Table 4.1 is located in the evidence file.

CRITERION 4.3.c

Each Fall semester, the DOB Assessment Committee prepares a draft Program Assessment Report. The draft report is then discussed by the DOB faculty, and the final the report approved. The final assessment report is distributed to the DOB faculty and is also submitted to the university Assessment Office.

The Assessment Office shares the report with the vice president for academic affairs and dean of faculty. These two administrators review the assessment report. Then the administrators

meet with the university assessment director to discuss the report with the appropriate dean or director of assessment, then discuss the outcome of the meeting with the division chair.

Prior to the Business Advisory Council meeting, the assessment report is distributed to the members. The report is one of the topics of discussion at the meeting. If a formal meeting is not held, the assessment report is distributed via email for the council to review.

The assessment report is posted on the Division of Business website at <https://www.nwsu.edu/school-of-professional-studies/business>. The DOB Assessment Report is attached as Appendix 2. The report includes graphical representations for the assessment results for all DOB program outcomes.

CRITERION 4.4 – CONTINUOUS IMPROVEMENT

CRITERION 4.4.a

Changes Based on Qualitative Data

To put more emphasis on business communication skills, the DOB Faculty changed the Core business curriculum to include a mandatory course in business communications: GBUS 3013-Business Communications. MGMT 4343-Cross-Cultural Management was removed from the Core. The Planning Committee made these recommendations, based largely on changing ACBSP guidelines, and similar curricular trends at other Oklahoma universities. As mentioned in the section above, we found this change to have been very successful.

Changes Based on Quantitative Data Analysis

Based on the data, there have been no major changes in the students' outcome-measure scores for several years in a row. The most significant major change to our curriculum (adding Business Communications, and deleting Cross-Cultural Management), has definitely had a positive impact on students' scores on the Business Communications section of the Peregrine Exam. Business Communications (at 58.6%) became one of the highest scores of the six topics where students' aggregated topical average scores were above the 50% mark. Given that this change took effect in the Fall of 2020, we now have a full two years of data that indicate this was a successful change to the Business Core.

Based on the data regarding student performance in the topic areas as measured by the Peregrine Exam, we do not find that any topic area is recurrently weak. Also, it was found that the 5-year trend of the difference in scores between the Inbound and Outbound tests is positive. Putting these pieces of information together, we see an overall trend of either no significant change, or a very slow increase in student performance across the average of all topical areas. As mentioned in the section below, the current Program Assessment Process, is undergoing needed simplification and minor modifications, in order to provide the kinds of concrete, specific recommendations for change the DOB feels is needed to improve our students' performance in some areas.

CRITERION 4.4.b

To coincide with the DOB's ACBSP Self-Study year (2021-2022), the Assessment Committee was directed by the Division Chair to review the current DOB Program Assessment processes. The report generated by that committee provided some potentially useful feedback for the DOB going forward. A few of the more general findings were as follows:

1. The Quantitative data gathering and analysis process is too complex. ACBSP recommends 3-5 overall Program Outcome Objectives, and at least one unique Outcome Objective for each Major/Minor. Given that we currently have a total of 2 Majors (Business Administration and Accounting) and 5 Minors (Management, Marketing, Accounting, Entrepreneurship, General Business), we SHOULD have 9-14 End-of-Program Outcome measures we routinely track and analyze. Currently, there are more than 50 Outcome measures. This makes the process and the report so complicated, that it is difficult to recommend changes that are tied to each of those Outcome Measures. This process must be simplified to make it more amenable to a good continuous improvement process.
2. The level of participation in the Program Assessment Process from Adjunct Instructors is lower than that of the full-time faculty.
3. Although we have 10+ Faculty-Approved "Rubrics" to capture student performance data, many faculty are either not using the approved rubrics, or they have been using rubrics that have been modified to fit their classes/assignment, etc.
4. Although attempts have been made to encourage faculty to indicate when changes have been made to improve their courses, topic areas, pedagogy, etc., there has not been an agreed-upon process for that, nor has it been inculcated across all DOB faculty.

To address these shortcomings/weaknesses, the DOB Assessment Committee has been working on a simplified, and slightly modified Program Assessment Plan. The modifications are primarily designed to add feedback loops, that are designed to increase faculty participation in the overall program evaluation process, and to create objective goals/targets that faculty will then be required to address in the next Program Assessment Report. This should improve the "continuous improvement" nature of our overall process. This work started (officially) in the Summer of 2021, and has continued through the early part of Fall 2022. Over the course of that time, there have been several DOB faculty meetings at which ideas have been proposed regarding planned changes to the process. It is anticipated that sometime mid-semester (Fall 2022) the DOB Assessment Committee will present a (Tentative) Final Plan Proposal to the DOB Faculty. Once faculty feedback is gained regarding the tentative plan, the plan will be finalized, and will be presented to the DOB Faculty for a vote of approval/non-approval. It is expected that the NEW Formal Assessment Plan will be approved by the DOB faculty before the end of October in the Fall Semester of 2022.

Standard Five Faculty Focus

CRITERION 5.1 – APPROACH

CRITERION 5.1.A and 5.1.B

NWOSU is a regional state university, which focuses on student learning. The Division of Business’s mission, vision, and values stress student learning. The Business faculty is hired and evaluated primarily on teaching abilities, with secondary consideration regarding research.

One of the primary strategic goals of the DOB is ACBSP accreditation. In order to achieve this goal, the university and the division have focused on hiring doctoral-qualified faculty. In other divisions and departments, doctoral qualification has not been as emphasized in hiring for most positions; although masters-qualified full-time faculty are expected to earn a doctorate within five years of their appointment. Eighty percent of the full-time faculty within the Division of Business during the self-study year were doctoral-qualified.

The Division of Business also looks for candidates with business or other experience that adds to the program. Again, most of our faculty members have professional experience beyond their academic qualifications. With our graduates generally staying in the region, the faculty’s real-life experiences assist in preparing our students for the environment in which they will start their careers.

The Division of Business does not have a Faculty Plan in a single document. Rather, the provisions of the Faculty Plan are contained in the Strategic Plan and Division of Business Faculty Manual. The Division of Business Faculty Manual can be found in Appendix 3. The strategic plan is located in Appendix 2.

Figure 5.0
Faculty Plan Provisions of DOB Manual

Section	Provision	Page(s)
1.6.2	Hiring Process	12-15
3.1.1	Faculty Code of Ethics	21-22
3.1.3	Ethical Concerns	27
3.2	Compliance with Laws, Rules and Regulations	28
3.3	Faculty Absences	29
3.4	Class Scheduling and Teaching	30-31
3.5	Faculty Duties beyond Teaching	32
3.6	Scholarly Activity Expectations	33-34
3.7	Faculty Enrichment and Development	35
4.1	Faculty Evaluation	46
4.2	Student Evaluation of Teaching	47
4.3	Peer Evaluations	48
4.5	Monitoring Faculty Functions	50
App 2	Strategic Plan – Five-Year Goals and Action Plans	

CRITERION 5.1.C

Faculty Development

The dean of faculty's responsibilities are as follows: initiate and supervise faculty development; represent the special needs, concerns, and interests expressed by the faculty; promote cooperative interschool relationships for the attainment of university goals.

The DOB Chair, Garret Lahr, is responsible for guiding faculty development; assisting faculty with setting office hours which provide faculty access for students; evaluating faculty in accordance with FEAD guidelines; developing course schedules; ensuring implementation of departmental recruitment, retention, and advisement strategies; approve faculty development of appropriate online and ground courses.

Faculty Development Advisory Board (FDAB) assists the vice president for academic affairs in coordinating the new faculty orientation, develops academic-based faculty mentoring programs, coordinates faculty development programs on campus, and provides resources for faculty to enhance teaching methods.

Tenure and Promotion Policies

When a faculty member is to be considered for tenure, the dean of faculty shall call meetings of the tenured faculty of each school for a discussion of the case. The faculty member's contributions to the mission of the university shall be reviewed and evaluated by the tenured members of his/her school and by the dean of faculty, and a poll by secret ballot will be taken to determine whether a recommendation for the granting of tenure will be made. The results of all balloting will be maintained only in the faculty member's tenure file, which shall be confidential. This review may be conducted in a manner that allows for input from non-tenured colleagues, students, alumni, and administrative information from the department and/or school. In the event that the number of tenured faculty members in a school is fewer than five (5), the tenured members in that school and/or department, plus additional tenured faculty members appointed by the vice president for academic affairs or his/her designee to form a group of at least five (5) tenured faculty members, shall act as an ad hoc committee for tenure recommendation. A simple majority rule shall prevail. The dean of faculty will then report the results of the vote and the department/division chair's recommendation, separate from his/her recommendation, to the vice president for academic affairs. The vice president for academic affairs will report these recommendations as well as his/her recommendation to the president. Please view the NWOSU Faculty Handbook, page 3-15 in Appendix 3.

The principal academic ranks of the university shall be Professor, Associate Professor, Assistant Professor, and Instructor or Lecturer. The minimum educational qualifications for Professor, Associate Professor and Assistant Professor shall be an earned doctorate degree awarded by a regionally accredited institution (e.g. Higher Learning Commission or Southern Association of Colleges and Schools) or an equivalent condition for a degree received in another country. See page 3-4 in the NWOSU Faculty Handbook located in Appendix 3.

- Professor: Institutions may elect to award the rank of professor to individuals who have completed a non-doctoral terminal degree program requiring a minimum of 60 graduate hours.
- Associate Professor: Institutions may elect to award the rank of associate professor to individuals who have completed a non-doctoral terminal degree program requiring a minimum of 60 graduate hours.
- Assistant Professor: Institutions may elect to award the rank of assistant professor to individuals who have completed a doctoral program except for the dissertation (or equivalent requirement) or who have completed a non-doctoral terminal degree program requiring a minimum of 60 graduate hours. Note: NWOSU recognizes a MFA in the Performing and Fine Arts as a terminal degree.
- Instructor or Lecturer: The minimum education qualification shall be an earned degree awarded by a regionally accredited institution.
- Other: Institutions may classify instructional personnel who are not subject to assignment of rank by such titles as special instructors, lecturers, graduate assistants, adjunct instructors, part-time instructors, or by another title.

Promotion Criteria. Providing that candidates possess the required educational and experience qualifications, the following are considered minimum criteria upon which promotion in rank is based: 1) effective classroom teaching, 2) scholarly or creative achievement, 3) contributions to the institution and profession, and 4) performance of non-teaching or administrative duties.

The criteria listed above will be measured in part by the annual student-faculty and administrative evaluations. The determination of professional training and/or experience to meet the criteria for assignment of rank will be the responsibility of the vice president for academic affairs. S/he will consult with peers or supervisors of those who are being considered for a change in rank. Please view the NWOSU Faculty Handbook in Appendix 3, page 3-5.

Workload Policies

A full-time faculty member should generally carry an instructional load of twenty-four (24) to twenty-seven (27) hours per academic year and a non-instructional equivalent load of nine (9) to twelve (12) hours per academic year so the full-time load would be the equivalent of thirty-six (36) hours per academic year. The annual load is typically split evenly across semesters unless circumstances approved by the university president allow otherwise. The Division of Business tries to maintain the twenty-four-hour workload per year (12 hours per semester). Keeping faculty at 12 hours ensures they have adequate time to prep for classes and provide students with timely feedback on assignments. Faculty typically never teach beyond 15 hours per semester in the DOB.

Service Policies

Service and community involvement are gauged using the NWOSU portfolio standards for all faculty. In the area of Community Service (5 – 15%, Evaluated 60% chair, 40% peers) the faculty member will perform one or more of the following:

1. Be involved in community service in his/her area of expertise.
 - Working with teachers in schools
 - Serving as consultant to external entities
 - Judging contests in area of expertise
2. Be involved in community civic service.
 - Maintaining active membership in civic clubs
 - Serving as a volunteer for community programs

Scholarly Expectations

In the area of Scholarly Activity/Creative Endeavors (5 – 25%, Evaluated 60% chair, 40% peers), the faculty member will perform one or more of the following:

1. Publish professional materials for and/or make presentations in the discipline in which s/he teaches.
 - Publishing articles, books, and reviews
 - Making presentations at local, state, and national conferences
 - Developing web sites
 - Presenting concerts and theatrical productions
2. Conduct on-going research within his/her discipline.
 - Conducting research projects
3. Receive professional recognition for his/her work within the discipline in which s/he instructs.
 - Receiving awards and honors
 - Completing an advanced degree

Termination Policies

No tenured member of the faculty shall have his/her appointment terminated in violation of the principles of tenure adopted by the Board except for one or more causes which may include, but are not limited to, the following:

- Committing a felony or other serious violation of law that is admitted or proved before a court of competent jurisdiction, preventing the faculty member from satisfactory fulfillment of professional duties or responsibilities, or violation of a court order which relates to the faculty member's proper performance of professional responsibilities.
- Moral turpitude.

- Insubordination.
- Professional incompetence or dishonesty.
- Substantial or repeated failure to fulfill professional duties or responsibilities or substantial or repeated failure to adhere to Board or university policies.
- Behavior preventing the faculty member from satisfactory fulfillment of professional duties or responsibilities.
- An act or acts which demonstrate unfitness to be a member of the faculty.
- Falsification of academic credentials.
- Two consecutive unsatisfactory post-tenure performance evaluations.
- Bona fide lack of need for one's services in the university.
- Bona fide necessity for financial retrenchment.
- Discontinuance of a program or department.

Please view page 3-17 of the NWOSU Faculty Handbook in Appendix 3 for more information on termination and suspension of faculty.

CRITERION 5.2 Deployment

CRITERION 5.2.A

A vita for each faculty member who taught classes offered by the Division of Business in Fall 2021 and Spring 2022 is attached in Appendix 5. The faculty vitas show how the Division of Business faculty are qualified to teach in their respective disciplines. Faculty credit hour production can be found in Figures 5.1 and 5.2. The credit hour summary of total hours taught by master's and doctoral qualified faculty is located in Figure 5.3.

**Figure 5.1
Full-time Faculty Credit Hour Production**

Faculty Members	Fall Semester	Spring Semester	Doctoral Qualified	Master's Qualified
Full-time				
Roger Brown	216	183	399	-
Kenneth Creech	171	183	-	354
Jerry Gustafson	192	213	405	-
David Hawkins	87	186	273	-
Garret Lahr	366	234	234	366
Steven Palmer	102	78	180	-
Joseph Paul	180	237	417	-
Dana Roark	225	192	-	417
John Stockmyer	228	219	447	-
Wei Zhou	114	174	288	-
Total	1881	1899	2643	1137

**Figure 5.2
Adjunct Faculty Credit Hour Production**

Faculty Members	Fall Semester	Spring Semester	Doctoral Qualified	Master's Qualified
Full-time				
Stacey Bailey	-	87	-	87
Chris Dowling	48	-	-	48
Norman Grey	180	78	258	-
David Hemley	45	33	78	-
Delane McUne	66	-	-	66
Brandi Peace	144	57	-	201
David Pecha	192	177	369	-
Karen Sneary	102	87	-	189
Tim Tuck	141	66	207	-
Gary Tucker	87	123	-	210
Total	1005	708	912	801

The Division of Business met the ACBSP standard that 90% of courses should be taught by master's or doctorate-degreed faculty. All faculty within the division have a masters or doctorate degree. Only one full-time instructor has a master's degree in an out-of-discipline area; however, the individual holds a CPA license and 32 years of work experience as a CPA. Only three adjunct faculty have out-of-field master's or doctoral degrees. All have met ACBSP requirements through relevant work experience, licensures, in-field scholarship, or additional training. The percentage of courses taught by doctorally faculty increased by 13.5% since the initial accreditation.

**Figure 5.3
Faculty Coverage Summary**

During the Self-Study Year:	Undergrad Level	Graduate Level
Total Student Credit Hours in Business Program Taught by Faculty Members in the Business Unit	5,493	NA
Total Credit Hours Taught by Masters and Doctorate -Qualified Faculty Members	5,493	NA
Percent Credit Hours Taught by Masters and Doctorate -Qualified Faculty Members	100%	NA
Percent of Total Credit Hours Taught by Doctorate -Qualified Faculty Members	65%	NA

CRITERION 5.2.A.2

Figures 5.4 and 5.5 outline the responsibilities of each faculty member during the academic year. All faculty taught within the NWOSU guideline of 24 to 27 hours, except Mr. Creech. Mr. Creech taught Business Finance as an overload each semester due to limited qualified faculty in the area of study. He was given a reduced advisee number and no administrative duties to lighten his workload.

The division chair tries to keep all DOB faculty between 15 and 30 advisees depending on the number of students enrolled within the program and the experience of each faculty member. New faculty or faculty with a significant amount of other responsibilities may be given a reduced load. Dr. Lahr and Dr. Stockmyer have increased advisees as present and past division chairs, respectively. All NWOSU faculty are required to serve on at least two university committees, and DOB faculty sit on one departmental committee.

**Figure 5.4
Faculty Load**

Full-Time Faculty	Hours Taught	Preps/ Year	Number of Disciplines		Number of Advisees	Number of Committees	Administrative Duties
			Fall	Spring			
Roger Brown	27	5	2	2	14	2	No
Kenneth Creech	30	6	2	2	5	3	No
Jerry Gustafson	24	4	3	3	18	2	Reach Higher Coordinator
David Hawkins	24	3	2	3	18	2	No
Garret Lahr	15	2	2	2	55	3	DOB Chair
Steven Palmer	24	6	2	2	18	2	Faculty Athletic Representative
Joseph Paul	24	4	1	1	12	3	No
Dana Roark	27	5	1	1	19	3	No
John Stockmyer	24	5	2	2	38	3	DOB Assessment
Wei Zhou	24	5	3	3	8	2	No

Figure 5.5 displays the scholarly, professional, community service, and industry activity of all DOB faculty. Faculty vitas for each faculty member can be found in Appendix 5.

**Figure 5.5
Faculty Load Continued**

Full-Time Faculty	Scholarly Activity	Professional Activities	Community Service	Business and Industry Interaction	Special Projects	Travel
Roger Brown	Yes	Yes	Yes	No	No	No
Kenneth Creech	Yes	Yes	No	No	No	Yes
Jerry Gustafson	Yes	Yes	Yes	Yes	No	No
David Hawkins	Yes	Yes	Yes	Yes	No	No
Garret Lahr	Yes	Yes	Yes	Yes	Yes	Yes
Steven Palmer	Yes	Yes	Yes	Yes	No	No
Joseph Paul	Yes	Yes	No	Yes	No	No
Dana Roark	No	Yes	Yes	Yes	No	No
John Stockmyer	Yes	Yes	Yes	Yes	Yes	No
Wei Zhou	Yes	Yes	No	No	No	No

* Regarding special projects, Dr. Garret Lahr and Dr. John Stockmyer are the Champion and Co-Champion of the ACBSP reaffirmation. Dr. Stockmyer is also creating a new assessment plan, which the DOB will implement in Fall of 2022.

* Regarding travel, all faculty members may travel on occasions to remote sites but their teaching assignment is from the campus at which he/she was based. The only exception was Mr. Creech, who was required to traveled to the Woodward Campus one day a week. As division chair, Dr. Lahr on occasion, would travel to remote campuses for meetings or other events. Enid faculty also have more expectation to travel because the majority of students are in Alva.

CRITERION 5.2.B

Each fall, non-tenured, full-time faculty members must submit an annual portfolio for evaluation. Full-time faculty are also required to complete student evaluations in the fall and spring. The portfolio and student evaluation results are used by the division chair and administration to evaluate and develop qualified full-time faculty. The division chair will meet with any full-time faculty who have poor student or portfolio evaluations to determine what changes can be made to improve the quality of the courses taught. For more information, please see Appendix 3, page 3-10 *Peer Evaluators*.

Part-time faculty members are not required to submit an annual portfolio. Part-time faculty are required by Division of Business policy to complete an evaluation of all fall and spring courses taught. The results of the student evaluations are used to evaluate and develop part-time faculty. The division chair will meet with any part-time faculty who have poor student evaluations to determine what changes can be made to improve the quality of the courses taught. If improvement is not observed in a later semester, the department chair will take appropriate action to find a new instructor for the course(s).

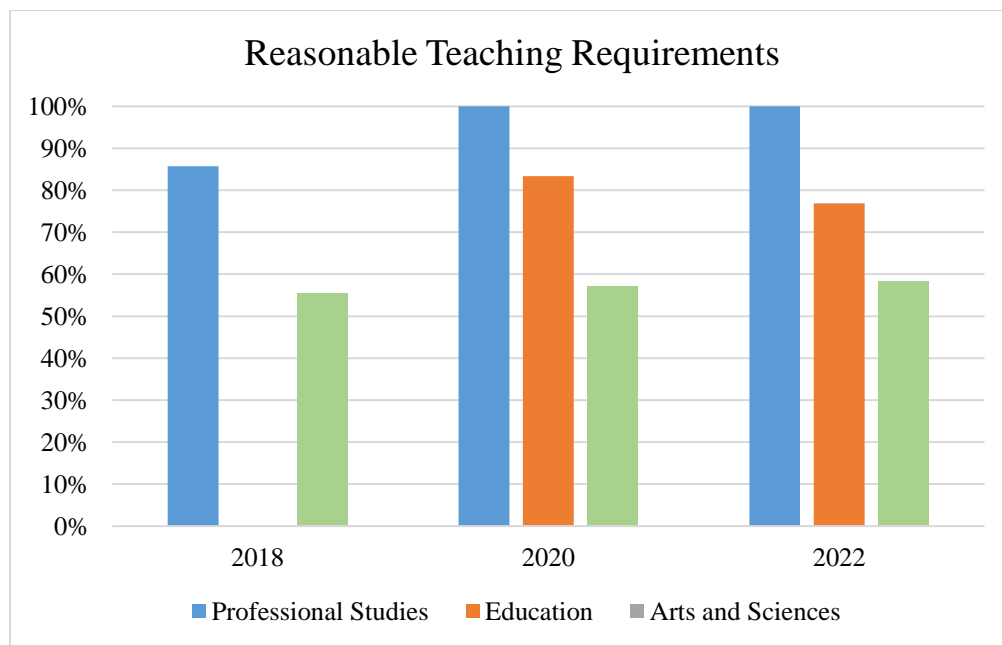
New faculty are oriented into the department through correspondence with the department chair. New faculty are provided with syllabi and other resources to ensure success. Full-time and part-time faculty are added to the blackboard page of faculty who have been teaching a course effectively. Faculty are allowed to examine the class structure and assignments to ensure they understand how to develop their courses. The department chair is added to the blackboard page of all new faculty to observe their courses.

The Division of Business Chair has an open-door policy. All faculty are advised to seek help on course development and issues regarding students. Dr. Garret Lahr has trained new faculty to utilize resources such as Blackboard, McGraw-Hill, Self-Service, and Remote Proctor. New full-time faculty are given a reduced advising load (or no advisees) and meet with the division chair for training during their first year. All full-time and part-time faculty are given a copy of the Division of Business Faculty Manual and NWOSU Faculty Handbook.

The process for faculty development is the same for faculty at branch locations in Enid and Woodward. Faculty at these locations fall under the organizational structure of the division chair in Alva. New faculty at branch locations can also seek development through other DOB faculty at the location or the dean of the campus. Please see the faculty satisfaction data below.

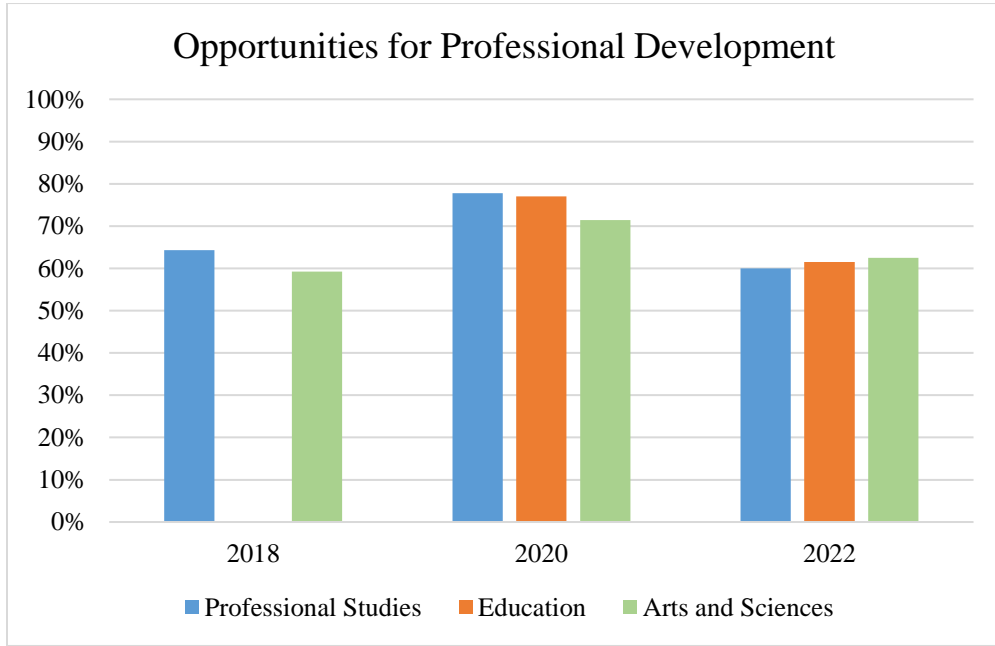
Figures 5.6, 5.7, and 5.8 display the results of the faculty satisfaction surveys administered every other year by administration. Business is part of the School of Professional Studies. Data could not be broken down within the school to exclude Nursing faculty.

Figure 5.6



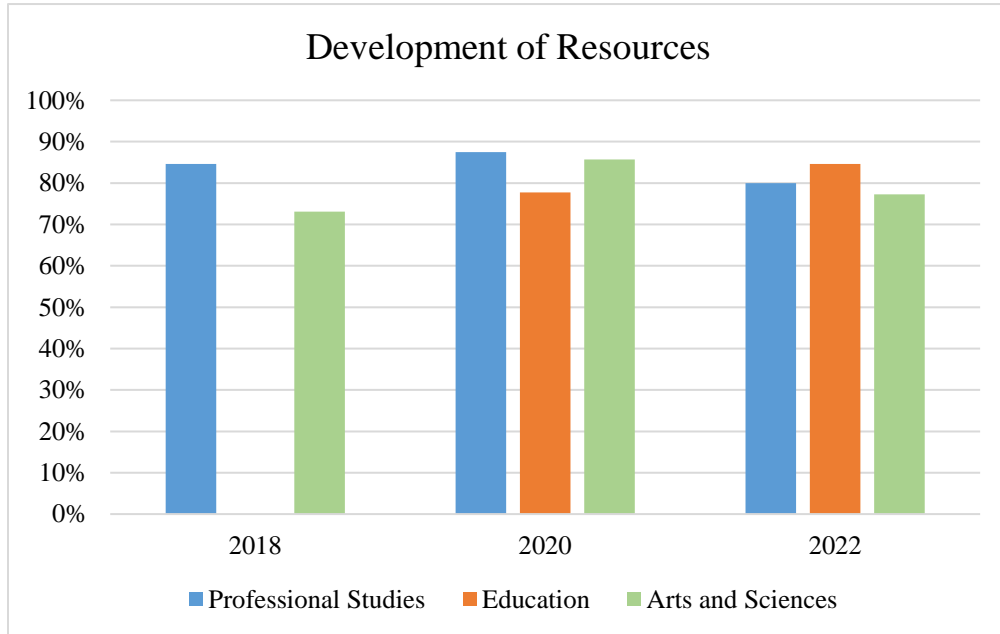
*The NWOSU Faculty Satisfaction Survey is taken by administration biyearly.
 * The School of Education was separated from the School of Professional Studies in 2020.
 * The School of Professional Studies is comprised of Nursing and Business/Accounting.

Figure 5.7



*The NWOSU Faculty Satisfaction Survey is taken by administration biyearly.
* The School of Education was separated from the School of Professional Studies in 2020.
* The School of Professional Studies is comprised of Nursing and Business/Accounting.

Figure 5.8



*The NWOSU Faculty Satisfaction Survey is taken by administration biyearly.
* The School of Education was separated from the School of Professional Studies in 2020.
* The School of Professional Studies is comprised of Nursing and Business/Accounting.

CRITERION 5.3 – RESULTS

CRITERION 5.3.A.

The university has established the Faculty Evaluation and Development Committee (FEAD). This committee is responsible for developing a comprehensive faculty evaluation and development system that is fair, useful for personnel decisions, and promotes improvement in quality of teaching, scholarly activity, and university service. The formal university process is described in the faculty handbook located in Appendix 3, page 2-7. Further, Section 4 of the Division of Business Faculty Manual (Appendix 3) is dedicated to the faculty evaluation process.

Each fall, non-tenured, full-time faculty members must submit an annual portfolio for evaluation. Tenured faculty undergo post-tenure review every three years. The evaluation process is defined by university policy and was developed collaboratively with the faculty. The NWOSU Faculty Handbook in Appendix 3 sets forth the procedure to be followed. At least one of the peer evaluators must be tenured, and at least one must be a member of the Division of Business faculty (See Appendix 3, page 3-10 *Peer Evaluators* in the NWOSU Faculty Handbook) A variation the Business faculty voted unanimously to adopt is that the faculty member must meet minimum standards in all areas of the evaluation, regardless of weighting. (See Appendix 3, page 3-6 *Faculty Evaluation* in the NWOSU Faculty Handbook) A detailed explanation of the process, rubric and forms used for evaluation can be found at <https://www.nwosu.edu/academics/fead>.

Portfolio results are submitted to each faculty member via the online ALCA portal. Faculty can log in to their accounts and view the feedback from peers and the Division of Business Chair. The DOB Chair will schedule meetings with any faculty to review results and address deficiencies.

University policy provides that all classes are evaluated by students in the fall semester. The Division of Business voted to have evaluations completed for all DOB faculty in both the fall and spring semesters. DOB faculty can also choose to have course evaluations completed during the summer semester (optional). The course evaluations are completed in the classroom. Faculty are required to find a proctor to complete the course evaluations for each class they teach. The evaluations are completed unanimously in the classroom without the instructor present. Students complete the evaluations using smartphones, tablets, laptops, etc. If students do not have an electronic device, one will be provided for them by the university. Evaluations are not returned to the faculty members until final grades have been submitted. The evaluations are completely anonymous to ensure students can provide truthful feedback on the instructors' performance in the classroom.

The results of the evaluations are reviewed by the Division of Business chair, vice president for academic affairs, and the dean of faculty. If the results of the student evaluations indicate action should be taken, the vice president, dean of faculty, and Division of Business chair develop an improvement plan. The improvement plan is discussed with the faculty member. The approved plan is instituted and the division chair and vice president monitor for improvement.

Anytime a student raises a concern regarding a professor to the division chair, dean, or senior administrator, the claim is investigated, and appropriate action is taken. The student receives a response to show that his/her concern was taken seriously.

The university Faculty Evaluation and Development Committee is a standing committee. Its members review the evaluation process and make adjustments when necessary. The Division of Business faculty also reviewed the process and made adjustments that the faculty believed would improve the evaluation system. The adjustments made by the Business faculty include having every class offered by the Division of Business evaluated by students. The university system requires all classes in the fall to be evaluated. Other classes are optional.

CRITERION 5.3.B

Faculty Development Advisory Board. The FDAB committee assists the Vice President for Academic Affairs in coordinating the new faculty orientation, develops academic-based faculty mentoring programs, coordinates faculty development programs on campus, and provides resources for faculty to enhance teaching methods. The new faculty orientation takes place over two days every August before the start of the fall semester. Please view the faculty handbook in Appendix 3 page 2-7.

Each new faculty employee of the university receives a copy of the NWOSU Faculty Handbook (See Appendix 3). In addition, each new Business faculty member receives a copy of the DOB Faculty Manual (See Appendix 3). Both documents are also available on the NWOSU website. The Division Chair oversees new faculty development regarding blackboard and advisement training. The Professional Development Committee provides all DOB faculty with brown bag training sessions throughout the year (see the DOB Manual, page 8).

University administration supports the principle of shared governance with the faculty. The Faculty Senate, faculty committees, or individuals may suggest changes in the university policies and procedures. Senior administration meets regularly with representatives of the Faculty Senate and other faculty members to discuss policies and procedures. Senior administration will consider the suggestion and adopt/modify/reject the suggested changes.

Staff members are represented by the Senior Staff Council and Staff Council. The Student Government Association represents the students. These organizations also communicate regularly with senior administrators regarding university policies and practices.

University administrators review policies and procedures to ensure compliance with legal requirements and ethical standards. University administrators also review policies and procedures to determine if they provide the appropriate environment, encourage student learning, and provide an efficient and effective workplace.

As mentioned above, all full-time faculty are required to submit a portfolio for evaluation of performance.

Any Business faculty member may bring up a policy or procedure that he/she believes should be changed. The Assessment Committee, Professional Development Committee, and Planning Committee are all responsible for policy review and procedures within their area and make recommendations for changes to DOB faculty and the division chair. All major changes are voted upon by faculty.

CRITERION 5.3.C

A vita for each faculty member who taught classes offered by the Division of Business in Fall 2021 and Spring 2022 is attached in Appendix 5. The faculty vitas show how the Division of Business faculty are involved in activities that enhance depth, scope, and currency of knowledge related to their discipline and instructional effectiveness. NWOSU is a teaching institution and the “Scholarship of Teaching” is the predominant area of scholarship.

CRITERION 5.3.D

Please see Figures 5.9 and 5.10 for the balance and degree of faculty members’ involvement in professional and scholarly activities.

**Figure 5.9
Scholarly and Professional Activities – Full-Time Faculty**

Faculty Member	Academic Year	Highest Degree Earned	Professional Certification	Scholarly Activities				Professional Activities				
				Papers Presented	Published Articles/ Manuscript / Books	Unpublished Articles/ Manuscript/ Books	Consulting	Professional Related Service	Professional Conferences / Workshops	Professional Meetings	Professional Memberships	Other
Brown, Roger	21-22	Ph.D.	Test Administrator								3	1
	20-21							1	3	3	1	
	19-20			B = 1	B = 1				1	3		
Creech, Kenneth	21-22	M.B.A..	CPA (Washington)								2	
	20-21						D = 1	3		2		
	19-20				C = 1		D = 3			2		
Gustafson, Jerry	21-22	Ph.D.	Level IV Stock Options Trader					D = 2			1	
	20-21						D = 2			1		
	19-20			B = 2			D = 2			1		
Hawkins, David	21-22	Ph.D.						D = 1			6	
	20-21				B = 1		D = 1			6	1	
	19-20						D = 1			6	1	
Lahr, Garret	21-22	D.B.A.				B = 1		D = 1	3	5	1	
	20-21				B = 1		D = 1	2		1		
	19-20						D = 1	2		1		
Palmer, Steven	21-22	J.D.	Law (Nebraska)					D = 1		1	6	2
	20-21			A = 1			D = 1	2		6	2	
	19-20			A = 1 B = 1			D = 1	1		6	1	
Paul, Joseph	21-22	D.B.A.	Six-Sigma Blackbelt Professional					D = 1			2	
	20-21						D = 1			2		
	19-20			B = 1			D = 1		1	2		
Roark, Dana	21-22	M.Ed.	CPA (Oklahoma)					D = 4	1	4	6	
	20-21						D = 3	2	3	6		
	19-20						D = 3		2	6		
Stockmyer, John	21-22	Ph.D.	Life Teaching Certificate (Missouri)			B = 2					3	
	20-21							1		3		
	19-20				B = 1			1	2	3		
Zhou, Wei	21-22	Ph.D.									2	
	20-21							1		2		
	19-20			B = 1				2		2		

Figure 5.10
Scholarly and Professional Activities - Part-time Faculty

Faculty Member	Academic Year	Highest Degree Earned	Professional Certification	Scholarly Activities				Professional Activities				
				Papers Presented	Published Articles/ Manuscript / Books	Unpublished Articles/ Manuscript/ Books	Consulting	Professional Related Service	Professional Conferences / Workshops	Professional Meetings	Professional Memberships	Other
Bailey, Stacey	21-22	M.S.						D = 1				
	20-21							D = 1	1			
	19-20							D = 1	1			1
Dowling, Chris	21-22	M.S.	CPA (Oklahoma)					D = 1				
	20-21							D = 1				
	19-20							D = 1				
Grey, Norman	21-22	J.D.	Law (Oklahoma)					D = 2	1		2	
	20-21							D = 2	1		2	
	19-20							D = 1	1		2	1
Hemley, David	21-22	Ph.D.	Senior Management Training		B = 2			D = 4			7	
	20-21				B = 1			D = 4			7	
	19-20				B = 1			D = 4			7	
McUne, Delane	21-22	M.B.A.						D = 1			7	1
	20-21							D = 1			7	
	19-20							D = 1			7	
Peace, Brandi	21-22	M.Ed.	Oklahoma Teaching Certificate					D = 1				
	20-21							D = 1				
	19-20							D = 1				
Pecha, David	21-22	Ph.D.						D = 1				
	20-21							D = 1				
	19-20							D = 1				
Sneary, Karen	21-22	M.Ed.	Intel Certified Master Trainer					D = 2			9	1
	20-21							D = 2			9	1
	19-20							D = 2			9	1
Tuck, Tim	21-22	J.D.	Law (Oklahoma)					D = 2			2	
	20-21							D = 2			2	
	19-20							D = 2			2	
Tucker, Gary	21-22	M.S.									2	
	20-21										2	
	19-20										2	

CRITERION 5.3.E

Faculty vitas are located in Appendix 5. Table 5.1.c is located in the evidence file.

CRITERION 5.3F

All Division of Business faculty at NWOSU locations are under the supervision of the division chair. The Division of Business has six faculty in Alva, three faculty in Enid, and one faculty member in Woodward (no faculty in Woodward during the self-study year). All faculty follow the assessment plan set forth by the Assessment Committee, which is approved by all DOB faculty.

The Division of Business Chair reviews the number of advisees of each faculty member during the summer. The majority of Business students are located on the Alva campus. The next largest concentration of Business students is in Enid. The advisement of students at these locations is divided among the faculty members at each location. Woodward, Ponca, and online students are primarily advised by telephone, email, or Zoom. When available, a Woodward faculty member will advise a significant percentage of the students on the Woodward Campus.

Course-level and program-level assessments are completed in a like manner on all campuses. Facilitators/proctors, Remote Proctor, and Zoom are used on remote campuses during applicable processes. Please see Appendix 2 for more information on the assessment processes and results.

CRITERION 5.4 – IMPROVEMENT

CRITERION 5.4.A

Within the Division of Business, the Professional Development Committee will begin hosting a brown bag session each semester. The committee members seek input from the Business faculty for topics to be covered. These sessions generally last 60-75 minutes.

The Faculty Development Advisory Board at the university level, in addition to new faculty orientation, is charged with developing academic-based faculty mentoring programs, coordinating faculty development programs on campus, including speakers, and providing resources for faculty to enhance teaching methods.

CRITERION 5.4.B

Due to COVID-19, brown bag sessions have not been offered as frequently over the last two years by the Professional Development Committee. More emphasis will be placed on faculty development opportunities starting in the academic year 2022-2023. The division chair will task the committee with offering one or two professional development activities per semester.

The Division of Business Chair will speak with the Dean of Faculty to determine if more university-level professional development opportunities could be offered. Faculty satisfaction in

the School of Professional Studies has only reached 70% once in the last four years. The Division of Business and Nursing could potentially work together to offer more development activities for all faculty.

The number of faculty participating in professional and scholarly activities within the division has declined in comparison to the initial accreditation report in 2011. The decline in participation can primarily be attributed to COVID-19 from Spring 2020 to Spring 2022. As higher education continues to return to normal, DOB faculty will need to put more emphasis on completing scholarly or professional activities to enhance depth, scope, and currency of knowledge.

Standard Six - Curriculum

CRITERION 6.1 – APPROACH

CRITERION 6.1.a

All proposed curriculum revisions, regardless of the source, shall be considered by the Planning Committee and Division of Business chair. The committee shall consider the changes and make a recommendation to the division faculty to adopt, modify or reject.

The division faculty shall meet and consider the committee's recommendation(s). By a majority of vote of the faculty members voting, the faculty should adopt, modify or reject the committee's recommendation. The faculty's recommendation goes to the division chair.

The division chair shall review the faculty's recommendation. The division chair should make recommendations (adopt, modify, reject) regarding the curriculum change to the dean of faculty. The chair may also refer the proposal back to the faculty for modification.

If the dean of faculty approves the change, the dean should forward the curriculum recommendation to the university's Academic Affairs Committee for review.

If the approved change involves degree, major, or concentration change, the Regional System of Oklahoma Board of Regents (RUSO) must approve the change. RUSO governs six state schools in Oklahoma. Upon approval from RUSO, the program modification is sent to the State Regents for Higher Education for final approval.

CRITERION 6.1.b

Business Advisory Council – provides feedback once per year; is comprised of 16 regional business/community leaders and alumni. The DOB faculty and university senior administrators can attend any meetings. The advisory council is sent a current copy of the NWOSU Academic Catalog before each meeting. The council is asked to review the curriculum for the Business and Accounting programs to provide feedback in the meeting or via email if they cannot attend. Starting in the academic year 2022-2023, a survey will be sent to the advisory council and other business owners/professionals. The survey is designed to gain feedback on industry changes and how the Division of Business can address the needs of stakeholders.

Student Advisory Council – meets once per year; is comprised of approximately 8-15 students majoring in Business disciplines. Representatives are selected from each campus and the Ponca City learning center. DOB faculty and university senior administrators can attend the meetings. Students are asked during the annual meeting about topics such as curriculum and career readiness.

Graduate Exit Survey – is administered as part of MGMT-4433 Business Policy class. Students complete the EBI survey at the end of their final semester. Students are asked about the quality of their education and what changes they would make to the Business or Accounting programs. They are given the opportunity to anonymously voice their opinion of their overall educational experience within the Division of Business.

Administration – the division chair meets with the dean of faculty, vice president for academic affairs, and president to discuss curriculum. Administration makes recommendations based on feedback from the State Regents for Higher Education. The division chair disseminates the information to all DOB faculty.

CRITERION 6.1.c

The Division of Business at NWOSU has developed formal strategic goals for all students who complete the Accounting, Business, and related programs. The overall goal for students has developed into preparing students to be business professionals. Meetings with stakeholders revealed to the Division of Business faculty that students need more preparation regarding the basic etiquette of being professionals in the workplace. GBUS-3013 Business Communication was added to the curriculum to help improve the deficiencies. GBUS-1021 Business Environment is also utilized to help prepare students for DOB programs and professional quality work.

DOB instructors require students to complete professional presentations in class. Students are required to dress business casual or business professional to simulate a real-life experience. Students are also required to give formal presentations on group simulation/project results to all DOB faculty in GBUS-3953 Business Society and Government, GBUS-3753 Business Research, and GBUS-4433 Business Policy. Please see the strategic plan in Appendix 2 for more in-depth detail on the mission, vision, and goals for each program.

The Division of Business is discussing focusing more resources on the entrepreneurship minor and certificate offered at Northwestern Oklahoma State University. A significant portion of students at NWOSU come from small family-operated businesses. Increasing the number of course offerings and minors in the field of entrepreneurial studies would better accommodate the current demographic of students in the surrounding rural areas.

The Uniform CPA Examination will go through significant changes beginning January 1, 2024. For our students to be prepared for the new examination, some changes to our current accounting major are needed. The new exam will be structured with a Core and Discipline Model. In this model, the core elements will be accounting, auditing, tax, and technology. The candidates will choose one of three discipline areas to demonstrate deeper knowledge. The discipline areas are:

- Tax compliance and planning
- Business analysis and reporting
- Information systems and controls

For our students to be adequately prepared, updating our course offerings and the degree requirements was necessary. The most reasonable discipline for NWOSU is business analysis and reporting. In addition, our students will need more preparation in taxation as there will be greater emphasis on this area in the new exam format.

The past program required that students take a course in International Accounting and have an upper-division accounting elective (3 credits). As of July 1, 2021, International Accounting will no longer be tested on the CPA exam. These requirements have been replaced with the following requirements:

- ACCT 3143 – Business Income Tax
- ACCT 4123 – Advanced Accounting

A new course was added as a capstone course. GBUS-2013 Business Math was removed from the curriculum for Accounting students only. Removing Business Math kept accounting students at 121 hours to graduate. The new course is below:

- ACCT 4503 - Financial Reporting and Analysis

These changes will take effect in the Fall of 2022, so that our students graduating during 2023 and in later years will be prepared for the new format. The additional courses will also help our students be prepared under the current CPA exam format.

See Appendix 1 Program Modification to view all program modifications.

CRITERION 6.2 – DEPLOYMENT

CRITERION 6.2.a

The evaluation processes used by the Division of Business for full-time and part-time faculty are a mix of formal and informal processes. Some are mandated by the university and others by DOB policy and practice.

Enrollment numbers are tracked by the dean of student affairs and enrollment management and reported triannual to division chairs. The report is sent to the division chair and reviewed each semester. The division chair also reviews the enrollment in DOB classes and the number of majors. As with the university, the division has seen a significant decline in enrollment over the past several years. The university tracks retention university-wide but does not track retention by major. The division chair requests the retention rate annually from the NWOSU database analyst.

As set forth in other sections of this self-study, the university mandates that all classes taught in the fall semester are to be evaluated by the students. University policy makes student evaluations at other times optional. The DOB faculty has adopted a policy that all classes offered by the division are to be evaluated by students. The results include a compilation of the numerical data and all comments entered by the students. The reports of these evaluations are distributed to and reviewed by the applicable faculty member, division chair, dean, and vice president for academic affairs. If the results indicate a potential issue, appropriate action will be taken by the chair, dean, and/or vice president for academic affairs.

All DOB faculty take attendance, as the university requires students to attend at least 75% of the classes to receive credit in a course. Each individual professor may set a stricter attendance policy (up to 90%). A continuing issue seen by the faculty was student tardiness. The Business Advisory Council has also raised an issue regarding students and new graduates not being at work on time. The faculty instituted a new policy that once attendance is taken, a student is deemed absent even if he/she arrived late. Anecdotal evidence, as discussed by the faculty, indicates that the policy has decreased the incidents of tardiness over the years.

The dean of faculty reviews a report of classes in which there is a high proportion of students receiving a D, F, or W. When a pattern is detected regarding a particular professor or course, the dean works with the division chair to determine if there are issues that need to be addressed and to address those issues.

The division has adopted learning outcomes for classes offered by the division. Each time the class is offered, the faculty member is to assess to see if the outcomes are being achieved. The results of the course-level assessment are sent to the chair of the DOB Assessment Committee. The committee reports the course-level assessment results to the rest of the division faculty.

Program-level assessment is mandated by the university. Each of the program outcomes are assessed annually. The data is provided to the DOB Assessment Committee. The committee prepares a report for the DOB faculty. The DOB faculty meet to discuss the program-level assessment results and the recommendations of the Assessment Committee. The report may be amended by the faculty. Once the report is approved by the faculty, it is submitted to the university's assessment director. The assessment report is reviewed by the dean of faculty and the vice president for academic affairs. If there is an issue, it is discussed with the division chair.

CRITERION 6.2.b

An abbreviated course syllabus can be found for each course within the Business and Foundation Core in Appendix 5.

CRITERION 6.2.c

The Accreditation Council for Business Schools and Programs (ACBSP) requires that bachelor’s programs must have a minimum of 25% of the total curriculum devoted to business. Figure 6.0 outlines the coverage percentage for the Business and Accounting programs at NWOSU. The Division of Business meets the requirements set by ACBSP. Figure 6.1 displays the delivery modality, time for degree completion, and coverage hours for Business and Accounting. Accounting and Business are offered both on ground and online.

Figure 6.0

Program	Business Requirements	Total Credit Hours Required for Graduation	Percentage
Accounting	76 credit hours	121 credit hours	63%
Business	67 credit hours	120 credit hours	56%

Figure 6.1

Program Name	Delivery Modality	Average Time for Degree Completion		Coverage Hours/3 Semester Hours
		As Cataloged	Actual Average	
Accounting	Combination (on ground, ITV/Zoom, and online). Since Spring 2012 the major is offered in an online format.	4 years	See note below	45
Business Administration	Combination (on ground, ITV/Zoom, and online). Since Spring 2012 the major is offered in an online format.	4 years	See note below	45

* The university does not track actual time it takes for a student to get a degree by program. Administration follows a 15 to finish goal. The objective is all students enroll in 15 hours per semester (4 years to graduate). The DOB 6-year graduation rate is located in Standard 7. Further, many of our students work full-time and therefore take fewer hours per semester.

CRITERION 6.2.d

The majority of community college transfer students at NWOSU are from Northern Oklahoma College (NOC). NWOSU has entered into an articulation agreement with NOC. The Division of Business chair at and the chair of NOC review the articulation agreement annually. If any changes are made by either party, they are noted in the meeting. The two chairs ensure the most efficient transfer of credit hours for students. The NOC articulation agreement is located in Appendix 1.

In the Fall of 2022, the dean of student affairs and enrollment management, Division of Business enrollment champion, and Division of Business chair reached out to several Oklahoma universities. A dialog has been opened with several of the universities about potential formal or in-formal articulation agreements. Please see Figure 6.2 for all articulation agreements.

The division chair has been in contact with the administration at Rose State College regarding an articulation agreement. Administration at Rose State is interested in our online program for students. A formal plan has not been completed.

The state of Oklahoma has developed an articulation matrix which can be located at: <http://www.okhighered.org/transfer-students/course-transfer.shtml>, which is followed regarding transfer students. The state recently completed a searchable database to make the process easier for universities. Further state regulations provide that a transfer student who has received an academic associate degree from an Oklahoma community college shall be deemed to have completed the general education requirements of the four-year institution. Thus, the only general education classes that the student may be required to take are program-specific general education classes. For the Accounting and Business Administration majors, the program specific general education classes are:

- ENGL 1113 Composition I
- ENGL 1213 Composition II
- SCOM 1113 Introduction to Speech Communication
- MATH 1513 College Algebra
- GBUS 2033 Leadership in Business
- FIN 1113 Personal Finance

Students must achieve a cumulative GPA of 2.25 or better in these required general education classes.

Admission policies regarding transfer students can be found in the undergraduate catalog on pages 30-31.

The Recruitment Office has one counselor assigned as the transfer recruiter. This counselor is trained regarding transferability policies. Likewise, the registrar has assigned one assistant to evaluate transfer transcripts. The state matrix is used to determine transferability when possible.

Over the years, the Registry Office has developed a list of course equivalents from other institutions. If the Registry Office has a question regarding a particular class, the question is referred to the appropriate division chair for determination.

The transfer student's advisor may also request that a transferred class be accepted to meet a program or general education requirement. This is accomplished through the course substitution process. It must be approved by the DOB chair, the chair of any other department/division affected, the dean, and the vice president for academic affairs.

It is the practice of the DOB to accept the credit for Principles of Management or Principles of Marketing taken at a community college to meet the curriculum requirement. However, the students must take an additional upper-level Business elective to meet the upper-level credit hour graduation requirement of 45 hours.

Figure 6.2

Institution	Agreement in Place	Business Unit Process	Institution Process
Northern Oklahoma College	Yes	Yes, up to date	Yes, Bridge Program
Rose State College	No, initial discussions	No, initial discussions	No, initial discussions
Statewide Articulation	Yes	Yes, up to date	Yes

CRITERION 6.3 – ASSOCIATE DEGREE DEPLOYMENT

Not applicable. No Associate Degree is offered by the Division of Business.

CRITERION 6.4 – BACCALAUREATE DEGREE DEPLOYMENT

Figure 6.3 on page 73 outlines the CPC coverage required by ACBSP Standards. ACBSP requires a minimum of 30 coverage hours in each of the 13 areas. The Division of Business meets the 30 hours in all areas of study for both Business and Accounting. Accounting is no longer required to complete an international course. The CPA exam will no longer focus as heavily on international knowledge starting in 2024. The Accounting majors still meet the required 30 CPC hours through the completion of the Business and Foundation Core.

An abbreviated course syllabus can be found for each course within the Business and Foundation Core in Appendix 5.

Figure 6.3

Core Courses	MKT	FIN	ACC	MGT	LAW	ECON	BUS COM	ETH	GLO	IS	QT/ STAT	POL/ COMP	Total
Foundation Core													
ACCT-2123 Financial Accounting	1	5	45	1	0	0	2	5	2	0	0	0	61
ACCT-2133 Managerial Accounting	1	1	45	10	0	2	2	5	2	0	0	0	68
ECON-2113 Principles of Macroeconomics	1	3	0	0	0	45	0	0	3	0	0	0	52
ECON-2113 Principles of Microeconomics	3	3	3	0	0	45	0	0	6	0	0	0	60
GBUS-2013 Business Math	0	10	2	0	0	0	5	5	0	0	45	0	67
GBUS-2903 Legal Environment of Business	0	0	0	9	45	0	0	3	3	6	0	0	66
GBUS-1021 Business Environment	0	0.5	0	0	0	0	15	1	0	4	0	0	20.5
ECON-2163 Introduction to Statistics	0	0	0	0	0	0	5	5	0	0	45	0	55
Business Core													
FIN-3163 Business Finance	0	45	15	6	0	0	0	0	0	0	0	0	66
GBUS-3013 Business Communication	0	0	0	0	0	0	45	0	0	0	3	0	48
GBUS-3753 Business Research	8	0	0	15	3	3	6	3	0	0	12	12	62
GBUS-3953 Business Society and Government	0	0	0	21	21	0	9	30	0	0	0	0	81
MGMT-3063 Principles of Management	3	1.5	0.5	45	5	2	4.5	4.5	6.5	1.5	1	4.5	79.5
MGMT-4433 Business Policy	3	6	3	24	3	3	6	3	3	0	0	45	99
MIS-3413 Management Information Systems	2	2	2	10	2	0	2	5	3	45	0	0	73
MRKT-3043 Principles of Marketing	45	1	2	9	3	3	0	3	4	0	3	3	76
Minor													
International Class	0	0	0	0	0	0	0	0	45	0	0	0	45
MGMT-3103 Management Controls	1	4.5	7.5	45	0	0	0	0	0.5	1.5	5	4.5	69.5
Total	68	82.5	125	195	82	97	101.5	72.5	78	58	114	69	1142.5

* Management Controls and the International course are only required for Business Majors.

*Accounting majors are not required to take Business Math, Management Controls, and an International class. Each CPC area meets the required 30 coverage hours without the three courses.

CRITERION 6.5 –Master’s Degree Deployment

Not applicable. No Master’s Degree is offered by the Division of Business.

CRITERION 6.6 – DOCTORAL DEGREE DEPLOYMENT

Not applicable. No Doctoral Degree is offered by the Division of Business.

Standard Seven – Business Unit Performance

CRITERION 7.1.a

Student performance tracking is completed at the university level. The division chair annually requests retention and graduation rates from the NWOSU database analyst for Business and Accounting Programs. The retention and graduation rates are compared to the overall rate at NWOSU, which are published in the Factbook located in Appendix 4. DOB rates are located in Criterion 7.3.a.

The number of graduates in both the Business and Accounting programs are monitored each year by the division chair and registrar. The registrar sends the division chair a list of students who have applied for graduation or completion of a certificate. The list is then checked to ensure all students have met the requirements to graduate. The Division of Business chair reviews the total number of graduates completing each program from year to year.

Job placement data is collected by the director of assessment and institutional effectiveness. Students are asked to list if they have found employment and where they have found employment when completing their application for graduation. The director sends a copy of the job placement data to the division chair at the end of each semester. The division chair will calculate the job placement percentage using the raw data provided by Assessment Office.

CRITERION 7.1.b

Business operation processes provided to ensure student success starts with admission into the Division of Business. Starting in Fall 2021, students are required to complete an application to the program while taking GBUS-1021 Business Environment. The applications are reviewed by the DOB Secretary to ensure students meet the requirement for admission to the program. At-risk students are contacted by the division chair to discuss an effective plan of study.

Students who have been admitted to Northwestern Oklahoma State University may apply for admission to the Business and Accounting majors. The following are the requirements for full admission to the majors:

1. Students must have completed ENGL 1113, ENGL 1213, SCOM 1113, MATH 1513, GBUS 2033, FIN 1113, and CMSC 1103 with a GPA of 2.25 or better.
2. Students must have completed all of the classes in the Foundation Core with a grade of “C” or better and a GPA of 2.5 or better.
3. Students must have a cumulative G.P.A. of 2.50 or better for all coursework taken to date.

Students who do not meet the division admission requirements may repeat coursework until the student meets the requirement. In addition, students who have not been accepted as a

Business major, declared a minor in the Division of Business, or declared Business as their concentration area for a General Studies degree may take no more than nine (9) credit hours of upper-level Business classes without permission of the division chair. Students must meet any prerequisites for the courses they take unless special permission is acquired from the division chair.

Students are required to complete the Division of Business Student Code of Ethics Acknowledgement in GBUS-1021 Business Environment. Students must read through the code of ethics during the first week and agree to abide by the ethical guidelines set forth by the DOB Faculty. If a student does not acknowledge the code of ethics, they are administratively withdrawn from all Division of Business courses. The student code of ethics can be found in Appendix 3.

The Division of Business continuously modifies the curriculum to ensure students are prepared to enter the workforce. The curriculum modification process is outlined in Standard Six. All program modification forms are located in Appendix 1.

The Division of Business Assessment Committee collects data every year with help from the DOB faculty. The data is analyzed by the committee, which then prepares a report for all faculty and administration. The report is discussed by all faculty to determine what issues are observed and how each program could be improved.

Business operation processes within the classroom are determined by the instructor of the course. DOB faculty are responsible for improving/developing materials, handouts, books, and case studies. Faculty are expected to stay current and utilize modern resources and technology. Student evaluations are monitored by the division chair to ensure students are satisfied with the instruction of each professor. If a professor does not have acceptable evaluation scores, appropriate action is taken by the division chair. Student evaluation scores are located in Standard Three.

The division chair and division secretary are responsible for administrative record-keeping within the Division of Business. The DOB has a share file, which all faculty have access to on their desktop. The division secretary is responsible for uploading current administrative documents pertaining to all faculty. DOB faculty are in charge of managing personal class records and records of advisees. Advisee data is uploaded into the share file for the DOB chair to access when completing graduation checks each semester. Degree plans were created to ensure students stay on track and do not take unnecessary classes. The degree plans calculate the DOB GPA requirements for faculty and students to utilize. Degree plans can be found in Appendix 4.

All DOB faculty actively engage in scholarly and professional activities. The NWOSU FEAD Committee and DOB Professional Development Committee are charged with on-campus professional development opportunities. The DOB Professional Development Committee is responsible for finding training opportunities within the division. Faculty development information can be found in Standard Five.

CRITERION 7.1.c

The university maintains support services and facilities. The vice president for student affairs and enrollment management is responsible for the Counseling Center and Career Services. The library director reports to the vice president for academic affairs. Advising is the responsibility of the faculty. Facilities, such as computer facilities, offices, and classrooms, are the domain of the vice president for administration.

Senior administration is always looking to improve academic support services, within the university's fiscal resources. Zoom has been adopted campus-wide, and each faculty member is issued an account for meetings with students and professional development opportunities. The DOB regularly expose students to Zoom in class to ensure they understand how to use the software. Zoom classrooms have also begun to replace ITV classrooms, and faculty are provided with training by request.

In response to issues concerning Blackboard, the university has created a help desk to provide support services until 5:00 p.m. Monday through Thursday. Email is monitored on Friday through Sunday to address major issues.

The university has continued encouraging an expansion of online courses. In support of this expansion, the university developed a training program for online teaching. Training opportunities are offered annually for online services such as Blackboard, Remote Proctor, and class development.

The university's Academic Success Center provides free tutoring services to students. Tutors are readily available for general education courses. The center attempts to secure tutors for upper-level classes, when needed. The center assists students with study strategies when a tutor is not available. Division of Business faculty hold office hours each week to meet with students who need tutoring in Business/Accounting courses.

Northwestern Oklahoma State University offers free testing at student labs on campus. The testing facilities are used by instructors in both online and in-person courses to ensure students have a secure free alternative for proctored tests. Students are allowed to utilize Remote Proctor to take tests from home. If a student does not want to pay for Remote Proctor, NWOSU policy allows students to take tests at local educational facilities (public schools, colleges, and libraries). DOB faculty have made it common practice to proctor exams via Zoom when needed.

The library director routinely holds training seminars for students. During the self-study year, the library had training sessions regarding Microsoft Office, researching, and APA/MLA formatting. The library also hired a research and instructional services librarian to help faculty and students while researching for papers.

CRITERION 7.1.d

The Division of Business online accreditation information can be found in Table 7.0. After opening the webpage, the tabs on the left-hand side of the screen provide access to all information regarding the Division of Business for students and stakeholders.

Table 7.0
Student Achievement Results Location

Your School	Your Link	Direction to Link
Northwestern Oklahoma State University	https://www.nwosu.edu/school-of-professional-studies/business	Scroll to the bottom of the page. Click "Accreditation" on the left-hand side of the screen. The link for student achievement data can be found under Appendix 2.

CRITERION 7.2 – DEPLOYMENT

CRITERION 7.2.a

Evidence of deployment regarding student performance can be found in the Appendix 2 Appendix 4. The division chair works with multiple people across campus to acquire student data for the Division of Business programs regarding graduation rates, retention, job placement, stakeholder feedback, and learning outcome results.

CRITERION 7.2.b

Deployment of all Division of Business policies and processes can be found in the DOB Faculty Handbook in Appendix 3. All university policies can be found in the NWOSU Faculty Handbook in Appendix 3.

CRITERION 7.2.c

University support services/facilities deployment can be found at <https://www.nwosu.edu/> under the “Resources” tab and at <https://www.nwosu.edu/student-services>. Each department is responsible for maintaining their university webpage and support facilities outside of the Division of Business. DOB services can be found at <https://www.nwosu.edu/school-of-professional-studies/business>.

CRITERION 7.3 – RESULTS

CRITERION 7.3.a

The division chair monitors several student achievement processes. Graduation numbers and the 6-year overall graduation rate are analyzed by the division chair annually. Graduation numbers for Business students and overall graduation rates have declined slightly in recent years. The decline in graduation numbers is attributed to the decline in enrollment due to COVID-19. Enrollment decreased during 2020, and many non-traditional students took time off from school. These numbers will continue to be monitored as higher education returns to normal. Accounting graduates increased in AY 2021-2022. Please view Figures 7.1 and 7.2 for more detail. More enrollment information can be found in Standard 3.

Figure 7.1

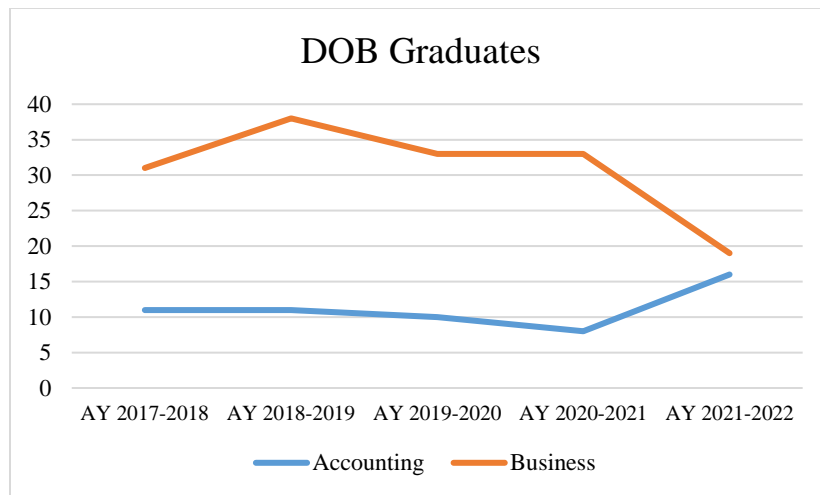
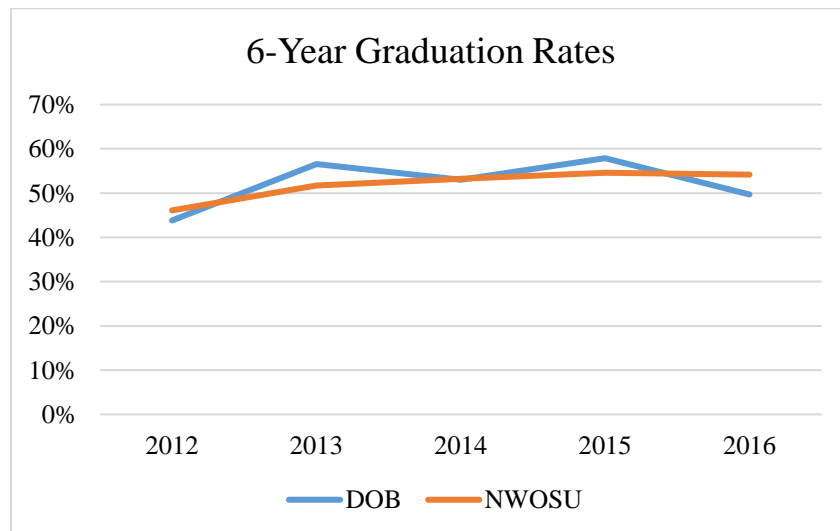


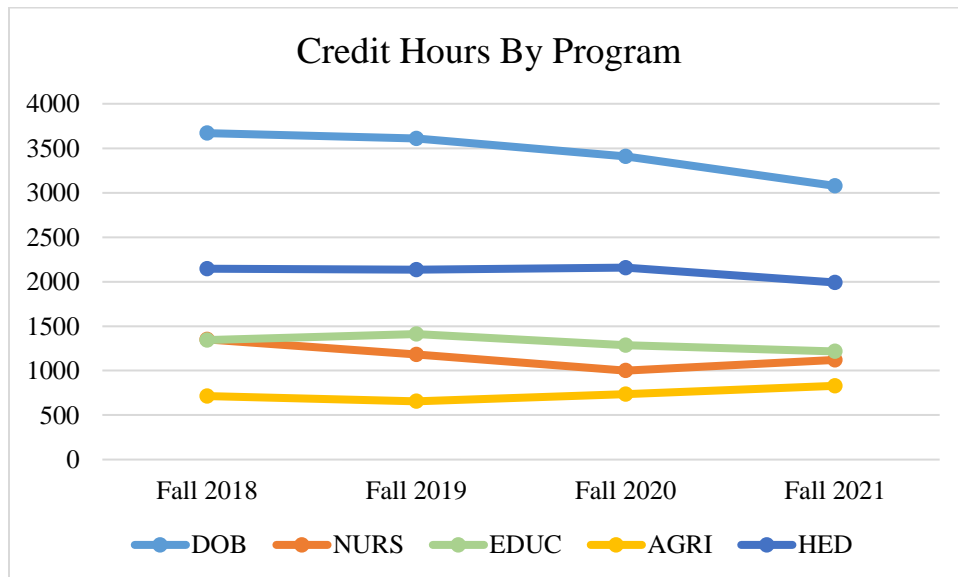
Figure 7.2



Despite the decline in graduation numbers and graduation rate, the division has continued to generate the most credit hours of any program at Northwestern Oklahoma State University. Figure 7.3 displays the credit hours generated by the largest programs at NWOSU during the fall semester. Business, Education, and Health and Sports Science all experienced decreases in credit hours generated during the self-study year. Overall enrollment at NWOSU decreased from 2020 to 2021, due in large part to COVID-19. The Division of Business was impacted more significantly because there is a large number of non-traditional students within the program. Many non-traditional students/parents paused their education during the pandemic because of work-from-home conditions and public schools closing their doors. Credit hours declined during this time at correctional facilities as well. Correctional Coordinators could not meet with students on-site due to lockdowns. Most correctional students major in Business or Accounting due to our ITV/Zoom broadcasting to their facilities.

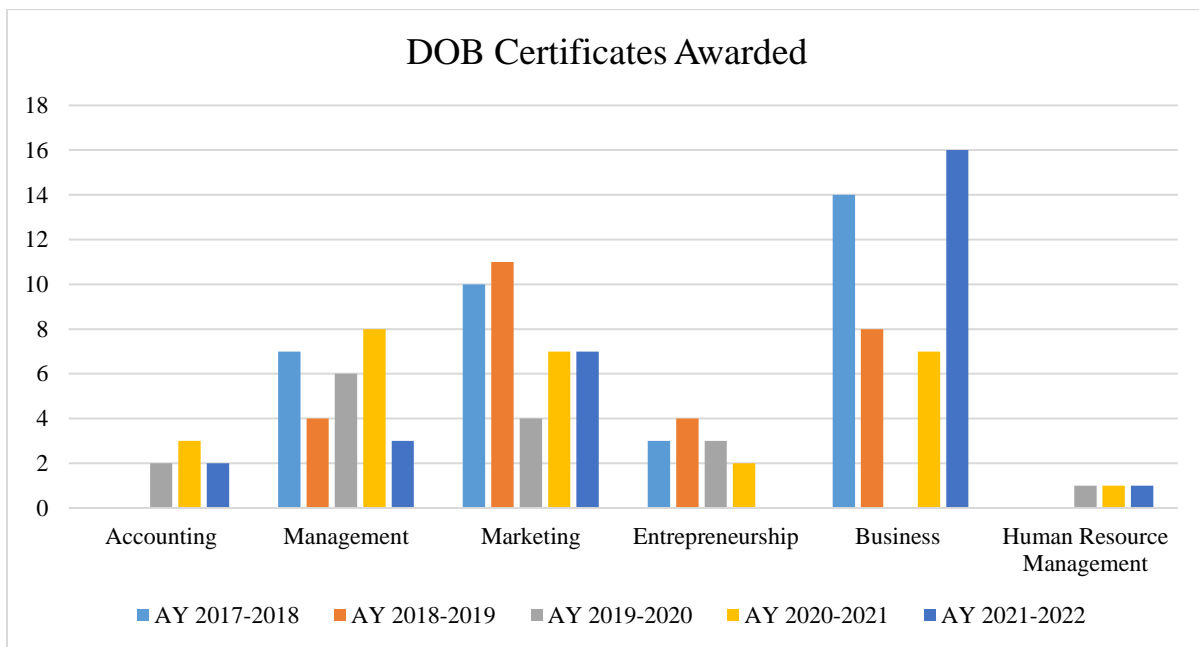
Enrollment within the division is up 13% in the Fall of 2022. Many non-traditional and traditional students are returning to the program. Enrollment will continue to be monitored and is expected to increase back to normal levels. The division is also planning to work with administration to develop a marketing campaign for online programs in areas beyond the 10-county service area. Social media marketing (Facebook, Instagram, and LinkedIn) have already been implemented to reach traditional students and local stakeholders.

Figure 7.3



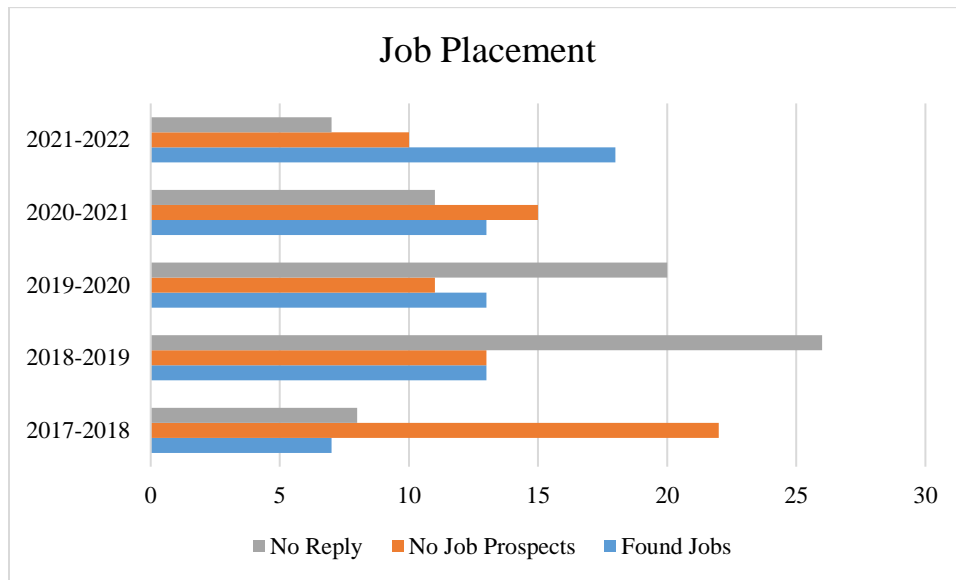
The Division of Business offers certificates in Accounting, Management, Marketing, Entrepreneurship, Business, and Human Resource Management. From 2017 to 2022, Business, Management, and Marketing were the top certificates earned by NWOSU students. Entrepreneurship has lagged behind, and the division is planning to review the course offerings to increase the number of students completing the certificate. The low number of Accounting certificates is not surprising. Many students choose to complete the full Accounting degree as opposed to minoring in Accounting. Human Resource Management is another certificate, which may need to be reevaluated by the division. Only three students completed the Human Resource Management certificate between 2017 and 2022. A different certificate, such as Finance, might be more appealing to students at NWOSU.

Figure 7.4



Job placement data is sent to the division chair three times per year by the director of assessment and institutional effectiveness. Job placement data can be seen in Figure 7.5. The percentage of students graduating with a job has increased from 2017 to 2022. However, the data collection process is flawed due to limited student response. A large percentage of students check neither yes nor no when asked if they have found a job upon graduation. The data collection process may need to be reexamined to gain more accurate information.

Figure 7.5



CRITERION 7.3.b

The Division of Business has modified the curriculum and created new certificates over the years to meet the needs of students. Figure 7.6 shows the changes made to the Business and Foundation Core for both Business and Accounting students. Three major changes were made since 2015. Business Math was added to the curriculum to address a deficiency in student knowledge of financial statements. Business Communications and Business Environment were added to meet ACBSP standards and help prepare students to be business professionals.

Figure 7.6

Year	Business and Foundation Core Changes
2012	ENGL-1113 Composition I, ENGL 1213 Composition II, and SCOM-1113 Speech Communication added to Program Specific General Education Requirements
2013	MATH-1313 Statistics removed from Foundation Core added to Program Specific General Education requirements
	GBUS-2013 Business Math added to Foundation Core
2014	No changes
2015	GBUS-1021 Business Environment added to the Foundation Core
2016	Math-2013 Statistics added to Foundation Core
2017	No changes
2018	No changes
2019	ECON-2163 Intro to Statistics added to Foundation Core
2020	GBUS-3033 Business Communications added to Business Core (MGMT-4343 Cross-Cultural Management removed)
2021	GBUS-2013 Business Math removed from Foundation Core for Accounting students only

* Program Specific General Education Requirements are included.

No major changes were made to the Accounting curriculum since the initial accreditation. Changes were made in the Fall of 2021 due to changes in the CPA exam. The new curriculum will help students to meet the requirements of employers upon graduation and prepare them to enter the workforce. Please view Figure 7.7.

Figure 7.7

Year	Accounting Curriculum Changes
2021	ACCT-4303 International Accounting and Upper-level Accounting Elective removed. ACCT-3143 Business Income Tax, ACCT-4123 Advanced Accounting, and ACCT-4503 Financial Reporting and Analysis added
	GBUS-2013 Business Math removed from Foundation Core for Accounting students only

* There were no changes to the Accounting curriculum from 2012 to 2020

Business majors are able to minor in Accounting, Management, Marketing, and Entrepreneurship. Certificate and minor changes typically coincide. Minors are located on page 70-71 of the NWOSU catalog. Certificates can be found on page 57-58. All certificate modification details are located in Appendix 1. See Figure 7.8 for certificate changes.

Figure 7.8

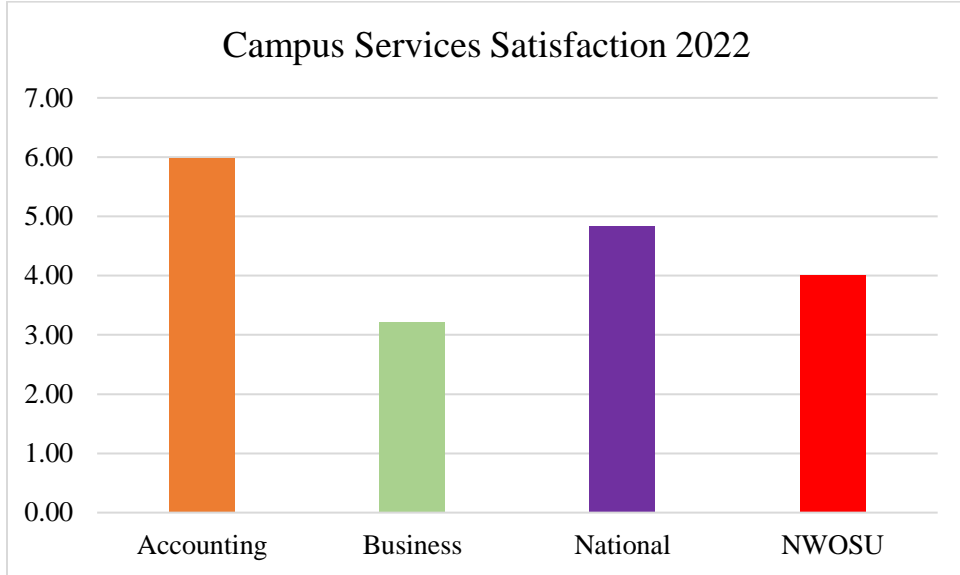
Year	Minor/Certificate Changes
2012	No changes
2013	Certificate in Accounting added
	Certificate in Personal Financial Planning added
	Certificate in Human Resource Management added
	Certificate in Entrepreneurial Studies added
2014	Certificate in Personal Financial Planning modified
	Certificate in Human Resource Management modified
	Certificate in Entrepreneurial Studies modified
2015	Certificates in Business added
	Certificate in Management added
	Certificate in Marketing added
	MGMT-3103 Management Controls added to Management, Entrepreneurship and General Business minors
2016	MGMT-3103 Management Controls added to Marketing minor
	MGMT-4213 Small Business Management added to Management minor
	MRKT-3313 Technology and Marketing and MRKT-4323 Marketing Strategy added to Marketing minor
2017	No changes
2018	Certificate in Marketing modified
2019	No changes
2020	No changes
2021	Certificates in Accounting modified
	ACCT-3143 Business Income Tax and ACCT-4123 Advanced Accounting added to Accounting minor

CRITERION 7.3.c

Data collection on student advisement, instructional effectiveness, and campus services is conducted at the university level by the director of assessment and institutional effectiveness. A Noel Levitz Survey calculates a gap score, which measures the difference between how important an aspect of the student experience is and how satisfied students are with that aspect of their experience. The goal is to see a smaller gap score, which indicates that the students deem the statement as important and they are satisfied with the university’s performance in that area. If the gap score is larger, this reflects that the students deem the statement as important but are not satisfied in the area. Figures 7.5, 7.6, and 7.7 outlines the results from the Noel Levitz Survey.

Business students ranked as the most satisfied with campus services when compared to peers at NWOSU and nationally. Accounting students ranked least satisfied in the same comparison. Only one year of data has been tracked by NWOSU in the new electronic format. More trend data will need to be acquired before major changes are made.

Figure 7.9



A similar pattern can be observed when reviewing academic advisement satisfaction and instructional effectiveness. Business students are the most satisfied, and Accounting students are the least. Business and Accounting both lag behind NWOSU in academic advisement. Only one year of data has been tracked by NWOSU. More trend data will need to be acquired before major changes are made. See Figures 7.10 and 7.11.

Figure 7.10

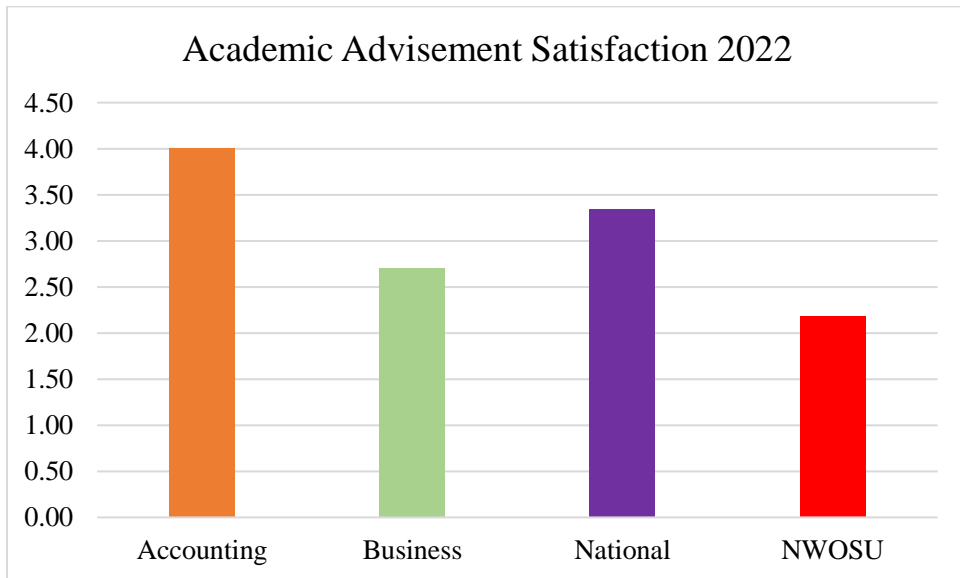
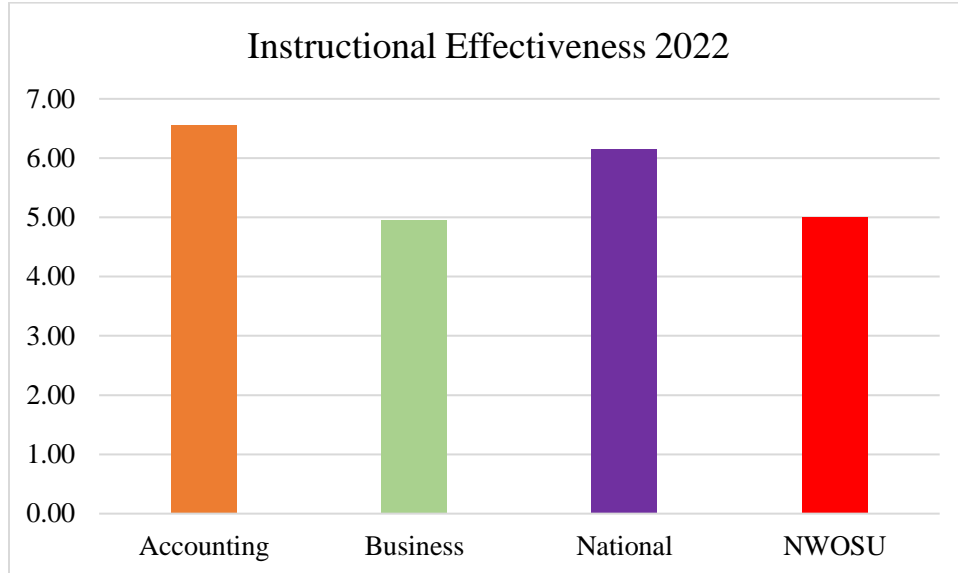
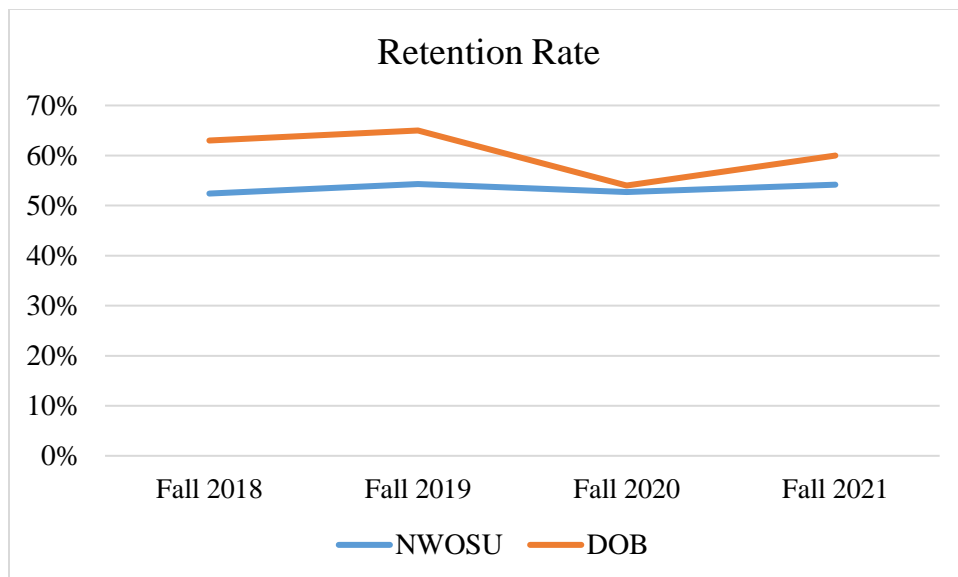


Figure 7.11



The division chair monitors the retention rate of DOB students annually. During the initial accreditation process, the DOB had a lower retention rate than the university. The Division of Business retention rate has been higher than the overall retention rate for NWOSU since the Fall of 2018. The dip in 2020 can be attributed to COVID-19. Many students did not return to higher education, and overall enrollment at the school decreased. Retention rates rose for the DOB in the Fall of 2021. These numbers indicate that the Division of Business has done an adequate job of ensuring students have access to educational support services and faculty as required by ACBSP. See Figure 7.12 for more information.

Figure 7.12



CRITERION 7.4 – CONTINUOUS IMPROVEMENTS

CRITERION 7.4.a

First, Dr. Garret Lahr is focused heavily on retention and enrollment within the division. Enrollment numbers were at a 20-year low in the Fall of 2021 when he took over as chair. Increasing the number of students in the program without compromising the integrity of the program is a top priority for the division and administration. The division secretary reaches out to students who are not enrolled each semester. The secretary will initially contact students by email and phone. The secretary puts students in touch with an advisor within the division. Students who cannot be reached by the secretary are then contacted by the Division of Business chair. If the chair cannot contact the students, they are reported to student services, who also reach out to the individuals via mail, phone, text, or email. The process is repeated several times throughout each semester.

Second, the division chair made it a priority to meet with all potential Business or Accounting recruits who are visiting campus. The DOB chair is contacted by the office manager of recruitment any time a prospective student will be on campus. The division chair meets with every student and their parents to develop a rapport and help with the recruitment process. If the chair is unavailable, a faculty member within the department is asked to meet with the student.

Third, the DOB chair attempts to schedule as many classes as possible in Jesse Dunn. All the DOB faculty offices are located in the building. Scheduling classes within the building allows students to locate faculty offices and spend more time interacting and building relationships with their professors. Currently, there is only one functioning Zoom/ITV classroom available in the building. The DOB chair has had conversations with administration about spending budget money to remodel a second classroom. The division chair spent a large portion of the DOB budget remodeling the student lounge located outside of the faculty office in Jesse Dunn. The student lounge is a room for students and faculty to interact with one another. The lounge is also used for Ranger Business Club meetings and other faculty-sponsored events.

CRITERION 7.4.b

Several changes have been made to improve business processes. First, many students are not applying to be Business or Accounting majors until their last semester as part of MGMT-4433 Business Policy. At-risk students cannot be tracked when the application process takes place late in the program. Students are now required to apply to be Business or Accounting majors in GBUS-1021 Business Environment. Business Environment is taken in the first semester a student begins taking Business/Accounting courses. The data is tracked by the DOB secretary and sent to the division chair, who reviews it.

Second, the policy for student admission into the Division of Business states that students must complete all Foundation Core courses with a C or better and a 2.5 GPA or better to be admitted. Students must complete 33% of the Business or Accounting program before they can be accepted into the program. Normally, students do not have to complete a significant portion of a program to be accepted into the program. This policy will be reviewed by the Planning

Committee in the academic year 2022-2023 to determine if adjustments need to be made. More emphasis could be placed on student GPAs in general education courses.

Third, Administrative record keeping is being updated on a continuous basis by the DOB secretary. The Business share file had become disorganized, and files were being copied into the share folder with no organizational structure. The division secretary has reorganized the share file and is continuously uploading new information for all faculty to access.

Fourth, the curriculum is monitored on a continuous basis. Changes to the Accounting program were made in the academic year 2021-2022. Changes to Foundation Core and Business Core classes were made in 2019 and 2020. The DOB faculty meet once a year to review the assessment data to see what deficiencies students within the program display. Faculty use the results to make modifications to their individual classrooms. For example, faculty noticed in past semesters students lacked presentation skills. DOB faculty have routinely added presentation requirements to a large portion of courses to improve student skills. For more information on individual instructor classroom changes, see Appendix 2. Business and Accounting programs will continue to be monitored to ensure students are prepared for their careers. Faculty will begin analyzing our entrepreneurship offering in the academic year 2022-2023 to better serve our demographic of students.

Last, the Division of Business assessment process is undergoing a major overhaul. The new assessment process will be implemented in the Fall of 2022. The process has been simplified to include fewer measures. The old assessment plan was too complicated, and some of the data could not be efficiently used to assess student learning. The improved assessment plan should provide the DOB with more insights to improve the program.

CRITERION 7.4.c

Based on the data from the 2022 Noel Levitz survey, no major changes have been made regarding on-campus services and instructional satisfaction. Business students consistently ranked most satisfied compared to peers at NWOSU and nationally. The division chair will continue to monitor Accounting students when the survey is completed again by the university. More data is needed to accurately monitor the trend. The course evaluations provided in Standard 3 do not indicate a major issue with instructional satisfaction. Student satisfaction on the senior survey increased in Spring 2022 and will be monitored for improvement. See Standard 3 Figures 3.7 and 3.8.

Regarding academic advisement, the Division of Business has created degree plans, which are used by all faculty and students. The degree plans are provided to students in GBUS-1021 Business Environment. The division received complaints from students in past semesters stating the graduation requirements are not clearly stated to the students. The degree plans contain all requirements for Business and Accounting majors. Business majors are also given the requirements for each minor (Accounting, Entrepreneurship, General Business, Marketing, and Management). The degree plans are Excel files students can store on their personal computers. The Excel files calculate GPA requirements for students. Degree plans can be found in Appendix 4.

The retention rate for the division from 2018 to 2021 has outperformed the university as a whole. No major departmental changes have been made to improve retention based on the data. The Division of Business faculty strives to improve student retention by offering a quality educational experience in the classroom. Faculty work with students outside of the classroom during office hours to ensure students are successful in the program. The Division of Business offers students the opportunity to participate in clubs and student competitions as well. The retention rate will continue to be monitored for improvement.

GBUS-1021 Business Environment was added to the curriculum in Fall of 2015 to prepare students for Business programs and to be professionals. The course description is:

This course provides a foundation to students for success in their Business education and careers. This course is a program requirement for all students with a major in Business Administration, Accounting, and Technical Management.

All freshman and transfer students with less than 24 hours of college credit must complete Ranger Connection. The course description is:

Introduces the student to the college experience and focuses on assisting the student in developing practical techniques to enhance academic success in college. Topics include college resources, support systems, student services, time management, test taking, communication skills, study techniques, career exploration, learning styles, and personal issues that face many college students.

The university services mentioned in Criterion 7.1.c were implemented by administration to improve retention rates at NWOSU. These services are available to all students. The DOB Chair discusses available university services in GBUS-1021 Business Environment as a required assignment.

Administration created the Retention and Enrollment Committee in the Fall of 2020. The committee consists of enrollment champions from each department. The committee meets one time per month to discuss issues and new retention/enrollment process being implemented. Feedback is also provided by each champion on departmental concerns, successes, or observations. The DOB enrollment champion meets with the division chair after every meeting to relay information. The DOB chair and enrollment champion contacted multiple universities to open a dialog for a potential bridge program. Rose State College has expressed interest in the online DOB program.

Last, the Oklahoma State Regents for Higher Education created Oklahoma's 15 to Finish Initiative. The initiative was designed to keep students in higher education on track to graduate in four years. As part of the NWOSU's participation in Complete College America, the university adopted the 15 to Finish campaign to promote enrollment in a minimum of 15 hours per semester to assist students in learning a strategy to graduate on time and save money.