

Enrollment Management Plan

*Northwestern Oklahoma State University
Alva, Oklahoma*

12-20-17

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Introduction

Northwestern Oklahoma State University (NWOSU) has a proud and rich tradition of educational excellence. During the past few years, the declining population of northwest Oklahoma along with the strong development of the energy sector has led to a dip in the overall enrollment figures for NWOSU. In viewing this challenge, the university committed to taking aggressive steps to address the challenges that face not only Oklahoma schools, but also schools throughout the southern part of the United States. The following report will detail the goals and objectives set forth for by NWOSU to address this issue. This plan is a living document, and will be reviewed and updated each year by the Enrollment Management Committee.

Executive Summary

Following the 2004 visit by the Higher Learning Commission of the North Central Association of Colleges and Schools, NWOSU formed an Enrollment Management Committee to oversee the policies and procedures of the recruitment and retention of students. The Dean of Student Affairs and Enrollment Management is responsible for enrollment management as of July 1, 2005. This committee is comprised of faculty, staff, students, and administrators who all have a passion to increase enrollment at NWOSU. The committee consists of the following positions:

- Dean of Student Affairs and Enrollment Management
- International Student Advisor
- Director of Recruitment
- Dean of the Enid Campus
- Dean of the Woodward Campus
- Registrar
- Director of Assessment
- Associate Vice President for University Relations
- Director of Financial Aid/Scholarships
- Dean of the School of Arts and Sciences
- Academic Vice President
- Bursar
- Associate Dean of the Graduate Program
- Institutional Research Specialist
- Director of Student Success/Counseling
- Director of Alumni Association

- Director of Academic Success Center
- Faculty from the School of Education
- Faculty from the School of English, Foreign Language & Humanities
- NWOSU Undergraduate Student

Institutional Mission and Goals

Northwestern Oklahoma State University is a multi-campus, state-assisted, regional university serving the expansive rural area of northwest Oklahoma through its campuses in Alva, Enid, and Woodward. NWOSU also serves as a higher education center for south central and southwest Kansas and the Texas panhandle.

Since its founding in 1897, NWOSU has evolved from a normal school created for the training of teachers into a dynamic and vibrant university that is recognized as the regional leader for higher education opportunities, economic development services, and programs that enrich the quality of life for its citizens.

NWOSU serves three distinct constituencies. Traditional students who desire the full college experience are primarily served by the main campus in Alva, home to approximately 1,500 of the university's 2,300 students. The Enid and Woodward campuses serve primarily an older, more non-traditional student population. All three campuses serve graduate students. The Enid campus is limited by policy to only offering upper-division and non-general education courses.

As one of eight regional universities in the State of Oklahoma, NWOSU has certain functions prescribed by the Oklahoma State Regents for Higher Education. These include providing the following services:

- Both lower-division and upper-division undergraduate study in several fields leading to the bachelor's degree;
- A limited number of programs leading toward the first-professional degree when appropriate to the institution's strengths and the needs of the state;
- Graduate study primarily in teacher education and psychology. Doctoral offering, starting fall 2017, in Health Professions- Nursing (DNP)
- Extension and public service responsibilities in the geographic region;
- Responsibility for institutional and applied research in those areas related closely to program assignments; and
- Responsibility for regional programs of economic development.

2016-21 Mission statement

Northwestern Oklahoma State University provides quality educational and cultural opportunities to learners with diverse needs by cultivating ethical leadership and services, critical thinking and fiscal responsibility.

2016-21 Vision statement

Northwestern aspires to be a vibrant innovative regional University of choice whose students, faculty, staff, and alumni succeed and lead in their academic, professional, cultural, and service endeavors.

2016-21 Core Values

Academic Excellence

Northwestern will provide the best possible educational experience for every student.

Accessibility

Northwestern is committed to accessibility of its programs and services

Community

Northwestern will strive to create a sense of community that extends beyond campus boundaries.

Diversity

Northwestern will respect the individual rights of all persons

Responsibility

Northwestern will maintain the highest levels of ethical standards and accountability.

As NWOSU celebrates its 120th year of service, the university is engaged in the commitment of incorporating the concepts of leadership into the everyday life of the university. This commitment includes development of new academic programs related to leadership, integrating leadership components across the curriculum, and expanding programs designed to attract students who demonstrate exceptional leadership potential. NWOSU's commitment to develop the leadership potential of each student can become an area of institutional distinctiveness that can enhance efforts in recruitment, retention, and strengthen public and private support for the university.

Recruitment and Retention Situational Analysis

As part of the planning process, members of the Enrollment Management Committee evaluated the strengths, weaknesses, opportunities, and threats of Northwestern Oklahoma State University. In order to move forward with recruitment and retention goals the committee felt strongly that a realistic evaluation was necessary.

Strengths

- NWOSU offers small class sizes and a small campus atmosphere.
- Scholarship programs at the Alva campus are attractive because of the additional funding made available through the Alva Sales Tax Incentive.
- NWOSU has strong community support at all three campuses.
- Dedicated and caring faculty and staff work hard to assist students.
- Technology advancements made over the past few years.
- Open-door policy of faculty and administration.
- Strong campus clubs and organizations for students to participate in at NWOSU.
- Adequate parking at all three campus locations. (Have added new lot)
- Food service that listens and caters to student requests. (Food services committee and Chartwell's)
- Academic quality at a great value.
- Variety of student services activities for students, faculty, and staff.
- Fine arts programs and entertainment for student, faculty, staff, and the community.
- Ability to collaborate to accomplish tasks and goals.
- Small community and campus (easy to connect).
- Inexpensive cost for direct college expenses.
- Low student debt for students.
- Experiences at NWOSU – many employees are alumni with years of service.
- Small class size (18-1) providing excellent student/teacher ratio.
- Part-time job opportunities on campus or in the area communities.
- Flexibility in offering classes by arrangement to meet student's needs/ITV.
- Low crime rate in all three communities.
- One-on-one interaction can be given to students by faculty and staff.

- Multiple campuses – expanded area provides more access for students.
- International Student Recruitment
- Cinderella Pageant, rodeo, athletics are three strong programs at NWOSU.
- Free tutoring/computer labs on all three campuses.
- ADA software/computers available to students.
- Internal and external communication.
- Recruitment messages match campus experience.
- Have increased campus diversity and culture.
- Added Early Alert Report System
- Doctor of Nursing Practice (DNP)

Weaknesses

- Limited number of off-campus restaurants.
- Geographic location often times is a negative to perspective students.
- Continued updates to facilities.
- Lack of advisors for undecided students.
- Lack of faculty to expand new programs.
- Course rotation and availability sometimes limit offerings.
- No formal tracking system of students from recruitment through graduation.
- Lack of sufficient funding to meet all institutional goals.
- Insufficient art courses—no major available for art.
- Lack of additional majors due to limited resources.
- Geographic location experiencing declining population.
- Retention Rates have not continuously increased.
- Limited shopping/entertainment available in Alva.
- Limited Master programs available at NWOSU.
- Availability of faculty can often time be a problem for students.
- Faculty attitude/ownership of retention responsibility needs to be stressed.

- Dorm needs to be updated in a number of areas.

Opportunities

- Increase external funding through grants, private, and corporate giving, etc.
- Continue growth at the Enid and Woodward Campuses.
- Increase number of graduate students and provide needed scholarship funding.
- Increase online course offerings for students. (Business and Nursing)
- Increase recruitment of out-of-state students and international students.
- Offer more weekend and evening activities for students.
- Add additional Master degree programs.
- Overall physical improvements to the Alva campus.
- Financial aid and scholarships can provide more opportunities for students.
- Improved advising of new and returning students. (Advising training has been ongoing)
- Faculty development can be expanded in several areas.
- Improve relationships with K-12 in the local communities in northwest Oklahoma. (Numerous entities have done so. Have worked very hard to establish new and better relationships with High schools with multiple visits a year to each school)
- Make connections with Alumni to assist in Recruitment.
- Increased focus on at-risk students. (Retention coordinator position/academic success center/remedial focus/Title III)
- Improve community involvement in all three communities.
- Technology advancements in the classroom. (Upgrade to all ITV classrooms on all three campuses) (USDA and ITV for)
- Develop new majors to attract new students.
- Expand service learning in the classroom. (Service learning is now a focus in many/most curriculums)
- Utilize hosted events on campus for more student involvement.
- Utilize Enid/Woodward campuses for community events.
- Restructure Freshman Connection Parent Information session

- Expand recruitment travel area and attend new recruitment events

Threats

- Declining population in Northwestern Oklahoma area. (Working to let not one student slip through the cracks)
- Change in funding from state-supported to state-assisted.
- Change in administration.
- Decreasing retention rates. (Have held steady- up and downs)
- Students attending multiple institutions rather than one campus.
- Online coursework from other schools.
- Unstable funding from state and regents.
- Increased fixed costs of operational expenses at all three campuses.
- Lack of expressed institutional pride. Limited human resources in key areas.
- Aging facilities on the Alva campus. (Working to fix dorms, parking lots, and building)
- Attitudes and expectation of incoming students are often unrealistic. (Working with Ranger Connection)
- Resistance to change by current employees.
- Quality of student housing is a concern to some individuals. (Continued focus of putting dollars into housing)
- External mandates take resources away from the institution.
- Lack of prepared students creates a burden on current resources.
- Future decline in area high school graduates.
- Lack of draw to Alva area for extra-curricular activities.
- Competition from colleges in the region.
- Job opportunities (natural gas, oil) detract students from continuing their education.
- Limited on-campus job opportunities for international students.

Improvements

- Visitor parking is limited at the Alva campus. (2 parking lots have been added old McDonald's and across from South Hall.)
- Added Early Alert Report System
- Have hired a full-time Retention Coordinator – Now the Director of Student Success and Counseling
- Development of an enrollment management plan. (Plan developed and continually followed)
- Plan in place to make major renovations to dorm facilities.
- Fryer Hall Complete- 2015
- Coronado Hall – 2016 Summer – Top two floors fully renovated- All bathroom facilities updated throughout
- Increased International Student enrollment by 70% (Fall13 to Fall 14) 81% Increase (Fall 15 to Fall 16)
- New/Updated Athletic Facilities – Field House, Press Box, Football Turf, Baseball Field Turf, Baseball Press Box – Indoor Practice Facility Fall 2016
- Plans in place to update facilities.
- Participation in Academy-2015-2019
- Ranger Connection Modifications Fall 2016 – Co-Teaching Model and 8 week courses
- Addition of Student Support Services Grant-2015
- Faculty & staff awareness of retention importance
- Online scholarship application was added-2012
- Added Graduate Degree Program (Action Plan 1 Goal 3)
- Increased Ranger Preview Scholarship (Action Plan 1 Goal 7)
- Nursing Labs (Ret. Action Plan Strategy 9)
- Started Doctor of Nursing Practice Program (DNP) Fall 2017
- Expanded Recruitment Area – Additional Schools in Southwest Kansas and attended new recruitment events (Example: Riverside School- School primarily serving Native American Students)

Recruitment Goals for 2017-18

The Enrollment Management Committee decided on the following goals and strategies.

Increase first-time freshman enrollment by 10 percent.

Increase transfer enrollment by 15 percent.

Increase international enrollment by 10 percent.

Increase minority enrollment by 5 percent.

Increase graduate enrollment by 10 percent.

Recruitment Strategies for 2017-18

Generate a sufficient number of inquiries in the five target groups to achieve enrollment goals.

Design, implement, and evaluate a written communications plan designed to move students through each stage of the recruitment funnel to enrollment. Identify the core messages that need to be sent to the right student at the right time.

Utilize a systematic and ongoing telecounseling program designed to increase conversion and yield rates.

Develop virtual campus tour for the website to expand our reach to potential students.

Maintain a comprehensive enrollment database management information system to support enrollment planning, decision-making, and monitoring progress toward goals.

Continue a strong relationship management program in college recruitment areas.

Establish a systematic qualifying system for inquiry and applicant pools to ensure quality time and resources are targeting students most likely to enroll.

Administer a scholarship and financial aid program that supports the achievement of new student enrollment goals.

Identify new regions to expand recruitment message. (Tulsa/Wichita/Texas Panhandle/Southwest Kansas)

Recruitment Action Plans

Action Plan for Freshman Recruitment Strategy 1
GOAL: Recruitment Goal 1 – Increase first-time freshman enrollment by 10 percent for fall 2018.
KEY STRATEGY: Generate a sufficient number of inquiries to achieve enrollment goals.
DESCRIPTION/EXPLANATION: 1. Personal visits to high schools to increase visibility of the university. 2. Evaluate, improve, and update website in a user-friendly format. 3. Send directed mailings containing campus activities and opportunities. 4. Develop positive relationships with counseling staff in service area. 5. Host well-organized extracurricular activities on campus including college fairs and campus visits. 6. Utilize scanning system to increase contact efficiency. 7. Work with alumni network to increase visibility of the university. 8. Continue to Utilize social media outlets to expand student interest beyond our primary recruitment territories. 9. Qualify contacts to concentrate efforts on high school students with highest recruitment potential. 10. Develop a systematic approach to communicate with potential students-schedule developed to aid timely communication to students from clubs & organizations, financial aid, business office, and student life. 11. Simplify communication information-more postcards, less letters. 12. Continue using the red “You’re a Ranger” admission packets. 13. Social media blasts for students committing to NW. (Non-Athletes) 14. Post virtual campus tour online.
RESPONSIBILITY: 1. Recruitment Office 2. Department Chairs, Office Directors, Online Services Coordinator 3. Recruitment Office 4. Recruitment Office 5. Department Chairs, Recruitment Office 6. Recruitment Office 7. Director of Alumni Association, Director of Recruitment 8. Dean of Student Affairs and Enrollment Management, Recruitment Office 9. Recruitment Office 10. Recruitment, Faculty, Deans/Chairs, Registry, Financial Aid, Business Office, & Student Life 11. Recruitment, Student Life 12. Registry, Recruitment 13. Recruitment 14. Recruitment
TIMETABLE: 1-5. On-going 6. Immediately 7-14. On-going
BUDGET: Travel, Promotional items and additional operational items \$10,000 increase for inquiry increase strategies
CONTROL/EVALUATION: Determine the percent increase of inquiries.

Action Plan for Transfer Recruitment Strategy 1
GOAL: Recruitment Goal 2 – Increase transfer enrollment by 15 percent for fall 2018. (New Transfer Coordinator)
KEY STRATEGY: Generate a sufficient number of qualified leads to achieve enrollment goals.
DESCRIPTION/EXPLANATION:

<ol style="list-style-type: none"> 1. Personal visits to community colleges to increase visibility of the university. (Expand Visits) 2. Evaluate, improve, and update website in a user-friendly format. 3. Send directed mailings containing campus activities and opportunities. 4. Host well-organized visit programs on campus. 5. Develop positive relationships with counseling staff at community colleges. 6. Utilize alumni network to increase visibility of the university. 7. Qualify contacts to concentrate efforts on transfer students with highest recruitment potential. 8. Concentrate efforts to community colleges in Northwest Oklahoma, Southwest Kansas, and Southeast Colorado. 9. Continue hosting the Transfer Showcase event to encourage potential transfer students to visit campus & also earn a scholarship for doing so.
RESPONSIBILITY: <ol style="list-style-type: none"> 1. Recruitment Office 2. Department Chairs, Office Directors, Online Services Coordinator 3. Recruitment Office 4. Department Chairs, Recruitment Office 5. Recruitment Office 6. Director of Alumni Association, Director of Recruitment 7-9. Recruitment Office
TIMETABLE: 1-7. On-going 8. Immediately
BUDGET: Included in action plan above.
CONTROL/EVALUATION: Determine the percent increase of inquiries.

Action Plan for Transfer Recruitment Strategy 1A NOC Recruitment
GOAL: Recruitment Goal 2 – Increase NOC transfer enrollment by 15 percent for fall 2018.
KEY STRATEGY: Generate a sufficient number of qualified leads to achieve enrollment goals.
DESCRIPTION/EXPLANATION: <ol style="list-style-type: none"> 1. Personal visits to NOC to increase visibility of the university. Develop stronger mailing lists 2. Well directed telecounseling program that is targeted at students with 29 hrs and above 3. Send directed mailings containing campus activities and opportunities. New mailing series NOC focused 4. Host well-organized visit programs on campus. Highlight the Bridge program and scholarships 5. Develop positive relationships with counseling staff at NOC. 6. Qualify contacts to concentrate efforts on transfer students with highest recruitment potential. 7. Work closely with Enid campus Dean and staff in directing and developing new ideas to entice enrollment. Including but not limited to identifying the most sought after degrees for NOC transfers. 8. Foster relationship with Vance Air Force Base.
RESPONSIBILITY: <ol style="list-style-type: none"> 1. Recruitment Office-Transfer Coordinator 2. Department Chairs, Office Directors, 4. Department Chairs, Recruitment Office 6. Director of Alumni Association, Director of Recruitment 7. Director of Recruitment, Transfer Coordinator, Enid Campus Dean, Enid Campus Student Services
TIMETABLE: 1-7. Immediately Fall 2011 and On-going
BUDGET: Included in action plan above.
CONTROL/EVALUATION: Determine the percent increase of inquiries.

Action Plan for Graduate Recruitment Strategy 1
GOAL: Recruitment Goal 3 – Increase graduate enrollment by 10 percent for fall 2018.
KEY STRATEGY:

Generate a sufficient number of inquiries to achieve enrollment goals.
DESCRIPTION/EXPLANATION: 1. Evaluate, improve, and update web site in a user-friendly format. 2. Send directed mailings containing campus activities and opportunities to all Northwestern alumni who graduated within the last 4 years. 3. Travel to meet with teachers in area schools to bring more visibility to the program. 4. Utilize alumni network to increase visibility of the university. 5. Implement more degree options. 6. Distribute graduate school information to targeted potential students.
RESPONSIBILITY: 1. Department Chairs, Office Directors, Online Services Coordinator 2. Graduate Office, Recruitment Office 3. Director of Alumni Association, Director of Recruitment 4. Director of Graduate Studies 5. Graduate Office, Recruitment Office
TIMETABLE: 1-3. On-going 4. August through April 5. February and September
BUDGET: TBD
CONTROL/EVALUATION: Determine percent increase of inquiries.

Action Plan for International Recruitment Strategy 1
GOAL: Recruitment Goal 4 – Increase international enrollment by 10 percent for fall 2018.
KEY STRATEGY: Generate a sufficient number of inquiries to achieve enrollment goals.
DESCRIPTION/EXPLANATION: 1. Evaluate, improve, and update website in a user-friendly format. Provide updated and necessary information. 2. Establish positive relationships with student placement services in various countries. 3. Send directed e-mails to student placement services containing campus activities and opportunities. 4. Utilize alumni network to increase visibility of the university. 5. Utilizing continuing international students as recruiters. 6. Develop positive relationships with international offices at community colleges. 7. Personal visits to community colleges to increase visibility of the university. 8. Concentrate efforts to community colleges in Northwest Oklahoma, Southwest Kansas, and Southeast Colorado. 9. Streamline Application Process
RESPONSIBILITY: 1. Department Chairs, Office Directors, Online Services Coordinator 2-3. International Student Advisor 4. Director of Alumni Association, International Student Advisor 5-9. International Student Advisor
TIMETABLE: 1-7. On-going 8. Immediately
BUDGET: Included in action plan listed above.
CONTROL/EVALUATION: Determine percent increase of inquiries.

Action Plan for Minority Recruitment Strategy 1
GOAL: Recruitment Goal 5 – Increase Minority enrollment by 5 percent for fall 2018.

KEY STRATEGY: Generate a sufficient number of inquiries to achieve enrollment goals.
DESCRIPTION/EXPLANATION: 1. Personal visits to high schools in recruiting territory with high percentages of minorities to increase visibility of the university. 2. Evaluate, improve, and update website in a user-friendly format. 3. Send directed mailings containing campus activities and opportunities to schools with high percentage of minorities. 4. Host well-organized extracurricular activities to attract minorities to visit the campus. 5. Develop positive relationships with counseling staff in target area. 6. Utilize alumni network to increase visibility of the university. 7. Continue to host & promote AVID and Gear up events for younger students to visit campus.
RESPONSIBILITY: 1. Recruitment Office 2. Department Chairs, Office Directors, Online Services Coordinator 3. Recruitment Office 4. Department Chairs, Recruitment Office 5. Recruitment Office 6. Director of Alumni Association, International Student Advisor
TIMETABLE: 1-6. On-going
BUDGET: Included in action plan above.
CONTROL/EVALUATION: Determine percent increase of inquiries.

Action Plan for Recruitment Strategy 2
GOAL: Develop a communications program for the five markets targeted for enrollment growth (freshman, transfer, minority, international, and graduate students).
KEY STRATEGY: Develop a correspondence (letters, e-mail, publications and social media) schedule with all prospective students.
DESCRIPTION/EXPLANATION: Develop a correspondence schedule that will provide information to students at different stages in the recruitment process, providing more detailed information to students who move through the funnel to enrolled status. This schedule will provide the Office of Recruitment with a planning tool to help facilitate communication with prospective students.
RESPONSIBILITY: Office of Recruitment
TIMETABLE: Fall 2006 & 2007
BUDGET: TBD
CONTROL/EVALUATION: Determine capture rate from response rate.

Action Plan for Recruitment Strategy 2
GOAL: Develop informative printed and electronic publications.
KEY STRATEGY: Develop a correspondence message and brand consistency in recruiting publications.
DESCRIPTION/EXPLANATION: Using integrated marketing techniques, all communications should contain key messages about Northwestern and have a visual consistency through design and use of university symbols, creating brand awareness among prospective students.
RESPONSIBILITY: Office of Recruitment and Office of University Relations.
TIMETABLE: Ongoing TBD
BUDGET: Possible addition of full-time employee-TBD.
CONTROL/EVALUATION: Data collection from student surveys.

Action Plan for Recruitment Strategy 2
GOAL: Develop informative printed and electronic publications.
KEY STRATEGY: Develop and maintain an informative website.

DESCRIPTION/EXPLANATION: Work with web development company and Information Technology to create a new website for Northwestern.
RESPONSIBILITY: Office of University Relations
TIMETABLE: April 2017
BUDGET: Development fee of \$25,000-\$35,000 and annual maintenance fee of \$5,000.
CONTROL/EVALUATION: Data collection from student surveys and web tracking.

Action Plan for Recruitment Strategy 3 Utilize a systematic and ongoing tele-counseling program designed to increase conversion and yield rates.
GOAL: To implement a tele-counseling program that allows us to contact every student in our database who we have identified as a strong candidate for admission to Northwestern.
KEY STRATEGY: To identify students based on a priority rating for example, Ranger Preview, Miss Cinderella, Alva High School seniors, and so on, and contact them by phone and continue the recruiting process. To identify key tele-counselors who can help with the process of calling and be sure that they understand how to make the calls and information to pass on to the potential student.
DESCRIPTION/EXPLANATION: Identify potential students and start phone calling as soon as we have enough data in their possession that the phone call is a qualified one. Keep accurate notes that we can use in follow up phone calls. Then use the information gathered by the calls to follow-up on students that have applied but not enrolled.
RESPONSIBILITY: Director of Recruitment and recruitment team
TIMETABLE: Implement in the Fall 2006 and then ongoing throughout the school year and summer months
BUDGET: Budget will include cost of long distance phone calls, could also include student hourly salaries to help with calls \$2,000
CONTROL/EVALUATION: Will be able to review students who were called and review what the yield was from the tele-counseling sessions.

Action Plan for Recruitment Strategy 4 Maintain a comprehensive enrollment database management information system to support enrollment planning and decision-making, and monitoring progress toward goals.
GOAL: To increase first time freshmen by 10%.
KEY STRATEGY: To Maintain a database that has all of our contacts and be able to sort, separate and review how we are reaching our goals for enrolling our students and knowing where other students are going.
DESCRIPTION/EXPLANATION: Recruitment office will build files of each applicant pool by school and areas covered. Examples will be (Miss Cinderella, Ranger Preview students, area school lists, contact cards and students who email the recruitment office). Coordination of data with application file from registry to be sure all data is being collected will take place. Develop consistent way to measure data.
RESPONSIBILITY: Director of Recruitment, Dean of Student Affairs and Enrollment Management, Registry office and Information Technology.
TIMETABLE: Look at other options including using functions out of POISE after training or purchasing a completely new database.
BUDGET: Immediate cost is limited as far as dollars due to using current database and implant use of excel program to sort the files. Could have significant costs if a new system is determined to be purchased or portions of the POISE system are deemed necessary and purchase of them would be a worthwhile purchase. No additional costs.
CONTROL/EVALUATION: Evaluation and control of this project will be ongoing and be determined by the efficiency of the system currently in place and what modification need to be done to it so it can be more effective.

Action Plan for Recruitment Strategy 5 Continue a strong relationship management program in the college's recruitment area.
GOAL: To increase first time freshmen by 10%.

KEY STRATEGY: Continue a strong relationship with NWOSU's recruitment area schools and then broaden the area out from those schools as a secondary area. This will include schools just outside that area (instate and Kansas and Texas border) and then all the schools in the state of Oklahoma through the use of the OCD/NCC program. This process will start at the beginning of the school year and build strong relationships with counselors, principals, teachers and superintendents and let them know how important they are in helping the staff get their students to attend Northwestern. NWOSU will work to visit their schools a goal of 6 times including seeing students and getting to explain new opportunities for students at Northwestern and already existing ones that are serving students well. The ten county area includes the following counties: Alfalfa, Ellis, Garfield, Grant, Harper, Kay, Major, Noble, Woods and Woodward.
DESCRIPTION/EXPLANATION: The schools will be divided into three territories.
RESPONSIBILITY: Director of Recruitment and recruitment office team
TIMETABLE: Immediate implementation starting the Fall of 2006
BUDGET: No additional costs
CONTROL/EVALUATION: Track funnel from inquiry to enrollment for schools in respective territories and compare results from previous years. This first year will begin the relationship building that will yield results short-term and long-term for Northwestern Oklahoma.

Action Plan for Recruitment Strategy 6 Establish a systematic qualifying system for inquiry and applicant pools to ensure quality time and resources target students most likely to enroll.
GOAL: To increase first time freshmen by 10%.
KEY STRATEGY: Identify students who are most likely to enroll. Making a strong effort in NWOSU's 10 county and 7 extended county area to ensure students in the region are fully aware of the opportunities at Northwestern.
DESCRIPTION/EXPLANATION: Recruitment staff will identify students who meet admission standards and start recruiting them immediately. Other groups that qualify themselves as students of high interest include, Ranger Preview students, concurrently enrolled students, students who attend functions at the university such as Miss Cinderella, students who apply without any contact from the recruitment office, top contact cards from college fairs, students who have initiated contact with NWOSU and others. These students along with others identified, will garner the strongest interest and follow-up.
RESPONSIBILITY: Director of Recruitment and recruitment team
TIMETABLE: Immediately starting in the Fall of 2006
BUDGET: No cost
CONTROL/EVALUATION: Office of Recruitment will work with all inquiries and groups of names compiled and then look at the yield rate for these areas to ensure that NWOSU is spending the time and resources on students that are most likely to enroll.

Action Plan for Strategy 7 Administer a scholarship and financial aid program that supports the achievement of new student enrollment goals.
GOAL: Continue to evaluate the current scholarship program at NWOSU for both first time students as well as continuing students.
KEY STRATEGY: Continue developing a scholarship program that will make NWOSU competitive with offers made by other higher education institutions. This program will address both first time freshman, transfer students, as well as continuing NWOSU students.
DESCRIPTION/EXPLANATION: <ol style="list-style-type: none"> 1. Review "Ranger Preview" incentive amount 2. Review the cap for continuing students at NWOSU 3. Review possible housing incentives for continuing students 4. Review the possibility of reinstating the "Legacy" scholarship for children of alumni 5. Increase the ability to publicize changes made to the scholarship program.
RESPONSIBILITY: Director of Financial Aid/Scholarships with input from the Scholarship Advisory Board and the NWOSU Scholarship Committee.

<p>TIMETABLE: December 2006 – Review of Freshman and Transfer offers and scholarship caps. January 2007 – Review timing of financial aid awards for all students. March 2007 – Review of dorm incentive scholarships for continuing students. April 2007 – Review of continuing student scholarship caps. September 2007 – Review of Freshman and Transfer scholarship. December 2009 Review the scholarship budgets and allocations for programs December 2010 Review the scholarship budgets and allocations for programs December 2011 Review the scholarship budgets and allocations for programs December 2012 Review the Scholarship budgets and allocations for programs December 2013 Review the Scholarship budgets and allocations for programs December 2014 Review the Scholarship budgets and allocations for programs December 2015 Review the Scholarship budgets and allocations for programs December 2016 Review the Scholarship budgets and allocations for programs</p>
<p>BUDGET: A significant part of the freshman and transfer monies are collected from a sales tax through the City of Alva. These funds must constantly be monitored and evaluated so the scholarship committee knows what they have to budget. At the present time a surplus exists in this fund. Institutional as well as foundation funds are fairly constant from year to year. Revenue projections are updated on a quarterly basis for the scholarship committee to review.</p>
<p>CONTROL/EVALUATION: September 2007 will provide the first chance to review numbers for three categories of students. This would include new first time freshman, transfer students and continuing students. The increase or decrease in these populations will drive the review of the scholarship and financial aid policies and will lead to other possible changes. December 2009 review and incorporate any changes to possibly enhance student persistence December 2010 review and incorporate any changes to possibly enhance student persistence December 2011 review and incorporate any changes to possibly enhance student persistence December 2012 review and incorporate any changes to possibly enhance student persistence December 2013 review and incorporate any changes to possibly enhance student persistence December 2014 review and incorporate any changes to possibly enhance student persistence December 2015 review and incorporate any changes to possibly enhance student persistence December 2016 review and incorporate any changes to possibly enhance student persistence</p>

Retention Goals for 2017-18

The Enrollment Management Committee decided on the following goals and strategies.

Achieve an annual return rate of 65 percent for first-time, full-time freshmen entering fall 2017.

Achieve a cohort graduation rate of 37 percent for new students entering fall 2017.

Achieve a fall 2017 to spring 2018 persistence rate of 87 percent for first-time, full-time freshman students.

Achieve an annual return rate of 75 percent for sophomore students from fall 2017 to fall 2018.

Achieve a persistence rate for undecided majors of 78 percent from fall 2017 to spring 2018.

Retention Strategies for 2017-18

1. Continue efforts to increase faculty and staff understanding of student retention issues and to foster implementation of retention practices University wide.
2. Implement and promote Complete College America efforts
3. Enhance Ranger Connection for all students.
4. Early dropout-proneness identification and intervention program.
5. Improve the advisor program, plan, evaluation, and reward system.
6. Enhance the Peak Performance Course to increase student success and persistence.
7. Enhance Opportunities for Vibrant student life.
8. Utilize the Student Support Services Grant to advise at-risk students
9. Enhance facilities.
10. Enhance career services to help provide employment opportunity awareness.

Retention Action Plans

Action Plan for Retention Strategy 1 Continue increase faculty and staff understanding of retention issues
GOAL: To increase faculty and staff understanding of student retention issues and to foster implementation of retention practices University wide.
KEY STRATEGY: To assess faculty awareness of freshmen and sophomore retention issues and practices via forums (online voting, face-to-face, etc.), and to employ such forums for developing mutual priorities and appropriate learning opportunities throughout the continuing 2015-2016 academic year. Meetings with faculty chairs to discuss retention issues.
DESCRIPTION/EXPLANATION: To conduct twice a semester workshop / forum / idea exchanges for increasing student retention starting in the fall of 2006; to increase the quantity and quality of faculty contacts with freshmen and sophomores (in class, office hours, advising, etc.), especially for those students identified as “at-risk.” Meet with Faculty on all 3 campuses in regards to EAR/Blue Cards potential faculty training. The Dean of Student Affairs and Enrollment Management will schedule to meet with faculty chairs once each semester.
RESPONSIBILITY: Assessment and workshops designed and implemented in coordination with members of the Faculty Development Advisory Board. Develop task force with professional staff offices who have direct influence on retention.
TIMETABLE: On-going
BUDGET: \$100
CONTROL/EVALUATION: A. Establish initial benchmarks for the quantity and quality of time that faculty invests in “at-risk” students and students not at-risk. Faculty and students will be asked for their self-reports which will determine both the initial benchmark and future progress (at the end of each semester).B. Evaluate each workshop for its quality (directly afterward) and impact (at the end of each semester) on retention understandings and practices of faculty.

Action Plan for Retention Strategy 2— Implement and Promote Complete College America (CCA) Efforts	
GOAL: Improve Persistence and Completion Rates	
KEY STRATEGY: Course redesign for supplemental instruction in Math – Math Pathways Co-requisite remediation for English Courses 15 to Finish Adult Degree Completion Marketing of opportunities	
DESCRIPTION/EXPLANATION: 1. Math redesigning remediation courses to fit the math pathway’s initiative of CCA Fall 2017. 2. English removing non-credit bearing classes to provide credited supplemental instruction. 3. University wide effort to promote 15hours per semester to complete degree on-time. 4. Identify adult students who are close to degree completion, currently enrolled or not, make contact and encourage them to enroll.	
RESPONSIBILITY: Department Head Faculty	
TIMETABLE: Start Fall 2017	
BUDGET: Remedial Math Coordinator Leader Stipend English Instructor Salary 15 to Finish	Appropriate Stipend Determined Each Year For two student mentors in each lab Total spent per class= \$600 Total times number of leaders No overall course load increase for faculty Approximately \$3,500 for awareness items
CONTROL/EVALUATION:-Review data each year to determine success rates for supplemental instruction courses.	

<p>Review credit hours enrolled each semester to determine if 15 to finish efforts are producing additional hours enrolled. If successful, credit hours enrolled will increase and 4, 5, and 6 year graduation rates will see an increase.</p> <p>Adult Degree Completion- Student Services Department will contact students each semester. Evaluation plan will review the number of students contacted and the number enrolled for the upcoming semester.</p>

<p>Action Plan for Retention Strategy 3 Enhance Ranger Connection for all students</p>
<p>GOAL: Enhance Ranger Connection for all students</p>
<p>KEY STRATEGY: Review the curriculum and core objectives of the course to better meet the needs of students.</p>
<p>DESCRIPTION/EXPLANATION: Ranger Connection classes have been developed to help retain students from the freshman year to the sophomore year. The course was designed to assist students in their transition to college life. The goals of the course were to engage students with the campus community, assist with academic support issues and encourage involvement in clubs and organizations. There is a need for the core objectives of the course to be consistently taught in all sections. Evaluation at end of each semester and meeting during summer to plan for upcoming year.</p>
<p>RESPONSIBILITY: NWOSU will spend more time helping students with study skills, give them scheduled tutoring hours, they will receive special attention from the academic discipline in which they are struggling (for example, Math, English, etc.), and the Ranger Connection instructor will closely follow their progress not only their first semester in school, but also the following semester as well.</p>
<p>TIMETABLE: Spring 2007 – NWOSU will need to seek interest from faculty who teach developmental classes to teach Ranger Connection classes. A workshop will be held in the latter part of each spring semester to standardize the curriculum for RC.</p>
<p>BUDGET: No cost</p>
<p>CONTROL/EVALUATION: All students will be required to evaluate the instructor and class at the end of the semester. Students will be monitored through the Dean of Student Affairs and Enrollment Management throughout the spring semester. The Dean of Student Affairs and Enrollment Management will also follow up on the number of returning students in the following fall to estimate retention rate.</p>

<p>Action Plan for Retention Strategy 4 Early dropout proneness identification and intervention.</p>
<p>GOAL: Early dropout proneness identification and intervention program.</p>
<p>KEY STRATEGY: To develop an early dropout proneness identification and intervention program at NWOSU.</p>
<p>DESCRIPTION/EXPLANATION:</p> <ol style="list-style-type: none"> 1. Identify students upon enrollment who are admitted by alternative admission using data from registrar’s office. 2. Identify students who drop below a graduation/retention GPA of 2.5 using report generated from office of institutional research. 3. Identify students at the completion of two weeks of class who may be at risk of failing the class. (poor attendance, poor test scores, not handing in homework). Faculty will have to alert appropriate person or persons of students whom they suspect of failing the course. 4. Identify and execute intervention strategies to assist students who have not enrolled for succeeding semester using data generated from registrar’s office or office of institutional research. 5. Identify at risk students using the Early Alert Report System (EAR)
<p>RESPONSIBILITY: Student Service Staff or Retention Coordinator</p>
<p>TIMETABLE:</p> <ol style="list-style-type: none"> 1. Immediately upon enrollment. 2. Completion of each semester. 3. Identify students in early September or January. 4. October and March. 5. Start Implementation Fall 2013
<p>BUDGET: No additional cost.</p>
<p>CONTROL/EVALUATION:</p>

1. Increased academic success and participation in the SI program
2. Use retention rates established for goals to determine success of strategy.
3. Number of faculty who participate in early alert system. We need to make sure that the loop is complete and that faculty also receive feedback when referrals are made.

Action Plan for Retention Strategy 5 Improve the advisor program, plan, evaluation, and reward system.

GOAL: This plan covers retention goals 1 – 5.

KEY STRATEGY: Improve the advisor program, plan, evaluation, and reward system.

DESCRIPTION/EXPLANATION: To systematize student advising by fall 2007. The tasks include:
 Examine every application for admission and assign an appropriate advisor in each student’s academic major.
 Notify admitted students of advisor’s name and contact information.
 Provide academic advisors with appropriate information for each advisee, including contact information, high school records, ACT scores, and results of Focus 2 Assessment.
 Implement advisor training forums. Encourage advisors to make early contact with new students to schedule initial advisement.
 Providing external development opportunities for faculty advisors through the National Academic Advising Association.
 Establish reward system for faculty participation in advisement.

RESPONSIBILITY:
 Retention coordinator assigns advisors.
 Registry Office notifies students of advisor’s name and contact information.
 Focus 2 Assessment
 Student Affairs Office provides advisors with appropriate individual information on advisees.
 Faculty Development Advisory Board implements advisor training.
 Academic schools provide development opportunities through NACADA.
 Faculty Development Advisory Board establishes reward system for faculty participation in advisement.

TIMETABLE:
 Retention Coordinator to assign advisors to incoming students by fall of 2007.
 Formalize process for notifying admitted students of advisor name and contact information by spring of 2007.
 Formalize process for providing advisors with student information by fall of 2007.
 Implement advisor training by spring of 2007.
 Provide external development opportunities for faculty advisors in fall 2006.
 Establish reward system for faculty participation in advisement by spring 2008.

BUDGET:

Focus 2 Assessment	\$915.00
Travel to NACADA conference (2 @ \$1,500)	\$3,000.00
Monetary awards for faculty advisement	\$500.00

CONTROL/EVALUATION: Student Affairs representative will compile list of all admitted students with assigned advisors. Department chairs and academic deans will monitor faculty participation in academic advising. Academic Vice President and academic deans will monitor faculty participation in development opportunities for advisors.
 Academic advisors will evaluate training opportunities as a part of Assessment Day activities.
 Students will evaluate the quality of advisement experiences on the Student Opinion Survey.

Action Plan for Retention Strategy 6 Enhance the Peak Performance course to increase student success and persistence.

GOAL: For Northwestern students to receive the appropriate support and counseling during the process of choosing a career.

KEY STRATEGY: Utilize the MyMajors program – Provide guest speakers to address needs of the class

DESCRIPTION/EXPLANATION: Students struggling academically at NWOSU are put into a course known as PEAK Performance. This class helps them utilize study skills and time management. The MyMajors program will assist students in choosing a degree option that best fits them measuring 1. Academic Achievement 2. Aptitude 3. Interests 4. Personality –This assessment test can be administered to the PEAK Performance class helping students find the direction they are seeking. This free exam would help students match up their interests with their talents allowing them to excel in their educational career.

The MyMajors program call also be administered in the Ranger Connection classes targeting all incoming freshmen.
RESPONSIBILITY: Instructor of PEAK Performance- Dean of Student Affairs and Enrollment Management
TIMETABLE: This updated strategy should begin Fall 2017
BUDGET: \$0 test is free. Upward Bound Grant Program assists with the licensing cost
CONTROL/EVALUATION: Evaluating how many undecided majors declared a major. This evaluation can be done at the end of each semester and the end of each year.

Action Plan for Retention Strategy 7 Student Life
GOAL: To increase and enhance the opportunities for students to become active in student life on campus.
KEY STRATEGY: To utilize and involve the Student Government Association in developing ideas for student life activities as well as promoting and hosting on-campus events.
DESCRIPTION/EXPLANATION: 1. Meet with the Student Government Association Officers four times a month to discuss ideas for new on campus events and plan the events. 2. Meet with the Student Government Association Senate twice a month to discuss ideas for new campus events. 3. Consistently seek events that will provide a positive and fun academic atmosphere. 4. Consistently seek events that will provide opportunities for a diverse group of students to become involved. 5. Develop a link on the Student Life website for students to voice their opinions and ideas for on campus events.
RESPONSIBILITY: Director of Students and Housing
TIMETABLE: On-going
BUDGET: \$12,000.000
CONTROL/EVALUATION: Evaluate the number of students at each event to determine if the student body is interested in the activity. The Student Government Association Officers and Senate members will discuss the positive or negative aspects of each event and if the event provided a positive outlet for students. Once developed, the Director of Students can express their opinions of on campus student life.

Action Plan for Retention Strategy 8 Utilize the Student Support Services Grant Program to advise at-risk students
GOAL: Intervention/assistance with students who are at-risk (first-generation, low income, disabled)
KEY STRATEGY: Advise identified first year students and trade progress toward second year enrollment. Assist specified departments with course redesign. Advising staff will alter interaction with student to increase retention efforts.
DESCRIPTION/EXPLANATION: 1. Director and advising staff will use intrusive, case-management style advising to the identified population of at-risk students. 2. Provide training opportunities for faculty members to participate in redesign of gateway courses to incorporate new and innovative strategies to help at-risk students meet with success.
RESPONSIBILITY: Student Support Services Director
TIMETABLE: 1. Current.
BUDGET: Currently funds will come from the Student Support Services Grant
CONTROL/EVALUATION: Review grant program performance reports each year.

Action Plan for Retention Strategy 9 Enhance Facilities
GOAL: Strategy 8 should facilitate the goals for both recruitment and retention.
KEY STRATEGY: Enhance Facilities
DESCRIPTION/EXPLANATION: 1. Enhance facilities across campuses that have a direct impact on both recruitment and retention. All facilities, including athletic, academic, housing, and performance should be included in the plan. 2. Northwestern Foundation will have to assist with campaign efforts.
RESPONSIBILITY: University personnel including athletics, senior administration, and Northwestern Foundation staff.
TIMETABLE: 1. Next five-to-six years. 2. The Northwestern Foundation will need to have a focused plan in place within a year to assist in raising the funds necessary to assist the university in reaching the goal of enhancing facilities.
BUDGET: Excluding funds already appropriated for the Woodward campus, science building, and H&PE facility, this strategy will be a multi-million dollar strategy.
CONTROL/EVALUATION: In order to enhance facilities, a well coordinated effort will need to be implemented by the university and the Northwestern Foundation. Update: Capital Campaign

Action Plan for Retention Strategy 10 Enhance Career Services to help provide employment opportunity awareness
GOAL: Strategy 10 should facilitate the goals for both recruitment and retention.
KEY STRATEGY: Enhance Opportunities for students to come and easily explore careers
DESCRIPTION/EXPLANATION: 1. Enhance Career Services in conjunction with other campus moves was put under Student Services where once housed. Partly based on location in Fine Arts and interaction with Transfer Coordinator will allow more students to potentially access services 2. Exploring and implementing new ideas for career exploration and assistance in retention. 3. Market and promote the Ranger JobBoard to both students and employers as the main tool for posting jobs for students that getting ready to enter the workforce after graduation as well as to alumni. 4. Inform students about Career Services by speaking directly to them their first semester in all Ranger Connection classes. All speak to the senior seminar classes before graduation. Inform students of what Career Service can do for them at this point in the job search as well as once they are alumni of NWOSU. 5. Assist students with building and updating resumes but meeting with them one-on-one as well as hosting and organizing campus wide resume workshops. 6. Schedule mock interview days and allow students the opportunity to participate in an interview and then get feedback on things they did that were good and areas they can improve upon. 7. Continue to build relationships with area and state businesses/companies to help our students find internships and full-time employment upon graduation. Offer these companies the use of our facilities to conduct on campus interviews. 8. Continue to expand the annual Career and Teacher fairs as well as add new events like “Mock Interviewing” “Resume Writing” & “Dress for Success” to name a few. 9. Improve the student jobs area of Career Services and work with faculty and staff to make a Career Services the main point of contact for students looking for a job/staff looking to hire students.
RESPONSIBILITY: Career Services Coordinator and other staff in student services.
TIMETABLE: 1. Immediately . 2. Staff will build a plan in place during the a year to assist students in reaching the goal of enhancing ideas for a career and other career helpers such as resume building, interviewing skills and internship opportunities.
BUDGET: Budget in place for career services and tied into transfer coordinator duties
CONTROL/EVALUATION: In order to enhance career services which can influence retention, a well-coordinated effort will need to be implemented by the department. Maintain relationships with alumni and build a mentoring program between alumni and current students that are interested in the same field of work.

