



5

Criterion 5

Engagement & Service



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Criterion 5

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Criterion 5:

Engagement & Service

As called for by its mission, NSU identifies its constituencies and serves them in ways both value.

NSU leads the way for educational services in northeastern Oklahoma. As such, NSU consistently strives to serve the educational, cultural, and economic needs of its students and the community. Whether shaking hands in Tahlequah or overseas in Afghanistan, the university's faculty, staff, administrators, alumni, and community members alike are proud to be members of the NSU family.

NSU appreciates its position as the regional leader in northeastern Oklahoma. Acquiring the status as Oklahoma's premier regional university in northeastern Oklahoma has taken time, dedication, and work on the part of all NSU constituencies. The university also recognizes the need to generate quality educational experiences, develop lifelong cultural enrichment experiences, and prepare internal and external constituencies for an ever-changing, competitive global economy.

Through collaboration and the building of strong partnerships, NSU fulfills these goals. Whether in Tahlequah, or some remote location throughout the world, NSU recognizes the power of synergistic partnerships, and encourages collaboration on the local, national, and international levels. By soliciting feedback and input from employers, alumni, and the community at large, NSU provides class offerings and cultural opportunities tailored to fit the needs of all constituencies, regardless of location.

Criterion 5: Engagement & Service

CORE COMPONENT 5a

NSU learns from the constituencies it serves and analyzes its capacity to serve their needs and expectations.

NSU is committed to being responsive to the needs of its constituencies. As previously detailed in Criterion 1, NSU's mission and strategic goals have an underlying theme of satisfying the needs of students, employees, and the community, while addressing the challenges of an emerging and extremely competitive global economy. To accomplish this lofty goal, NSU frequently solicits input and feedback from all constituencies to accurately assess changing demands, both internal and external. This is evidenced by the successful partnerships NSU has built with vital stakeholders, including community colleges, OSRHE, and community-based organizations at local, regional, national, and international levels. Through such collaboration and commitment, NSU creates mutually beneficial partnerships, alliances, and cooperative agreements that benefit both internal and external constituencies, as well as the NSU family as a whole.

In the process of fulfilling the needs of constituencies, the planning process is critical. After reviewing our past 10 years in anticipation of the next decade, the UPG created a prioritization list that guides the university in the task of achieving its mission, strategic goals, and strategic plan. Through this dynamic planning process, NSU's mission, vision, and core value statements are regularly revisited and revised to meet the needs of all constituencies.



NSU promotes in person and online tutorial training services for all NSU students and members of the community.

One example of this revision occurred in the fall of 2010, when Academic Affairs accomplished a total review and academic prioritization of NSU's needs. In the process, Academic Affairs created a priority list of missions and programs on the academic side of the university that merit attention and possible revision. In accordance with Section 5.92 of the Faculty Handbook, Academic Affairs considered both historical and developmental missions and programs, resulting in modifying programs to more closely align with today's emerging global economy. To solicit public input and ensure transparency, NSU posted these recommendations and revisions on the Academic Affairs website.

The Changing Needs of Constituencies and Their Communities

NSU strategically conducts environmental studies to meet the needs of its constituent groups. The university employs formal and informal discussions, focus groups, advisory councils, outside consultants, and a wide array of surveys to identify and respond to constituent needs. Some examples of instruments calculated to gauge student satisfaction in terms of national standards include the Freshman Survey, the Senior Survey, and NSSE. Through these and other such instruments, NSU uses the results to adjust curricula, recognize emerging academic needs, and provide prospective students with insight about learning methods tailored to their specific academic needs.

The provost, deans, and faculty regularly hold meetings to discuss needs of internal and external constituencies. For example, the president, provost, and other members of the President's Cabinet frequently hold [brown bag lunches](#)

with faculty, staff, and students. In addition, NSU conducts [university-wide forums](#) to address current issues. These brown bag lunches, forums, and campus-wide surveys assist in the university planning process and provide guidance in meeting the needs of all NSU constituencies.

During brown bag luncheons and community forums, NSU constituencies discuss timely issues such as:

- » NSU's growing international community
- » Tutoring programs (such as Smarthinking, the online Blackboard tutorial)
- » Exercise and bike paths
- » Community service endeavors
- » Center for Student Leadership Development and Community Engagement
- » Incentive packages, disability services, and other issues

Because these meetings are kept informal, students, faculty, staff, and community leaders are comfortable expressing concerns and visions for the future of NSU. To complement the luncheons and brown bag luncheons, NSU periodically conducts surveys of constituent needs. Once such survey of the faculty revealed their top ten pressing concerns to be:

1. Preparation of recent high school graduates for higher education
2. Oklahoma salaries compared to regional averages
3. Listening and reading skills of entering students
4. Teaching loads and scholarship
5. Financial stability of the Oklahoma Teacher's Retirement System



NSU offers a wide variety of youth summer camps that enhance experiential learning activities and accelerate learning experiences in math and science.

6. Dependence on adjunct faculty and/or graduate teaching assistants
7. Cost of health insurance
8. Education of lower division students
9. Academic integrity for online courses
10. Improving legislative efforts

These and other issues will provide the framework for the Regent's Faculty Advisory Council's work plan for 2012.

NSU also solicits university-wide input at the micro level. The [Faculty Handbook](#) states that the assessment of teaching should be evaluated as objectively as possible, taking into account quantitative indicators, such as contact hours, number of preparations, number of students, number of advisees, student evaluation ratings, peer/observer ratings, etc. However, the primary evidence of effective teaching comes from the assessment of learning outcomes and learning gains exhibited by students. NSU measures learning outcomes and gains through periodic student evaluations, class reviews by peer faculty members, and evaluation assessments, such as capstone classes and exams.

The retention, promotion, and tenure procedure requires department chairs and college deans to review evidence of achievement of learning outcomes and gains. The Office of Assessment and Institutional Research maintains data on student evaluation and assessment measures, posts them on the website, and forwards results to the provost and president. Through this comprehensive review process, faculty members are aware of strengths and weaknesses, and can make necessary adjustments to improve course delivery and student satisfaction.

NSU recognizes the duty to “improve quality of life by serving as a cultural and entertainment destination on our campuses and throughout the region we serve” ([Strategic Goal 6](#)). Through town hall meetings and community forums, NSU solicits input in an attempt to fulfill cultural, entertainment, and business needs of the community. NSU also solicits input from not only the community but also students, faculty, staff, and the administration. As such, NSU has opened its doors, offering cultural enrichment and entertainment that promote and advance the community. Through these offerings, NSU continually strives to:

- » Promote diverse continuing education programs and services
- » Act as a regional leader that promotes concerts and lectures
- » Support the arts through student performances, art shows, and museum quality exhibitions
- » Compete in the highest classification of NCAA inter-collegiate athletics possible
- » Provide (sponsored and non-sponsored) recreational activities for campus and community members
- » Host a variety of youth camps
- » Nurture and support Native American arts and cultural activities linked to the university's Cherokee heritage

NSU Solicits Input from Advisory Boards and Different Organizations

Individual faculty and student organizations help craft the future of NSU. The [Faculty Council](#), a group of elected



Alumni contributions were at an historic high in 2010 with 2,299 donors making contributions in excess of \$1.6 million.

faculty representatives, facilitates democratic participation in development of institutional policies that further the university mission statement. Similarly, [NSGA](#), a group of elected student body representatives, discusses initiatives and shares ideas to improve NSU. The [Staff Council](#), which is an elected council representing academic professionals, clerical and crafts employees, also is engaged in institutional governance discussions. The NSU [Alumni Association](#), an organization dedicated to guiding the university's future while preserving the past, provides mentors to students, offers intern opportunities, serves in advisory capacities, and supports scholarship and capital fundraising efforts.

The [President's Cabinet](#) is charged with leading the institution in core operations. This cabinet consists of the president, vice president for academic affairs, vice president for business and finance, vice president for operations, vice president for university relations, and vice president for student affairs. In a similar capacity, the president serves on the [President's Council of OSRHE](#), which is comprised of chief administrators from Oklahoma's 25 public colleges and universities. The Cabinet meets three times each year with the President's Advisory Council, a body of 15 regional leaders in business, industry, government, nonprofits and PK-16 education. This Council acts as a sounding board on institutional initiatives and responses to challenges.

The NSU [Foundation](#) is a further example reflecting constituent satisfaction with NSU. During an economic downturn in 2010, 2,299 donors made 5,938 contributions to the foundation totaling \$1,606,270. In addition, an historic high of \$502,782 in scholarship funds were distrib-

uted to NSU students. While charitable giving dropped nationally for the first time in more than five decades, donations to NSU continued to experience double-digit growth. Such generosity reflects the overwhelming satisfaction of alumni, faculty, and community members through their support of NSU.

Many academic units maintain curriculum and practice advisory boards. For example, the chair of the Social Work department is to "maintain liaison with the [Social Work Advisory Board](#) as it affects the procedures and direction of the Field Practicum." Similarly, the [Business Advisory Board](#) collaborates with members of the local business communities regarding projected needs and employment opportunities. These boards, comprised of former graduates and professionals in the field, review academic offerings and learning outcomes. They provide valuable professional insight and networking opportunities for these programs.

NSU employees are equally committed to serving and soliciting input from external constituencies. For example, our employees are involved in these community or regional service organizations:

- » The Tulsa, Tahlequah, Broken Arrow, Muskogee, Coweta, Jenks, and Owasso chambers of commerce
- » Rotary Club
- » Arts Council
- » Kiwanis Club
- » Lion's Club
- » Toastmasters
- » Boy Scouts of America



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- » American Red Cross
- » A myriad of other community endeavors

One particularly inspiring example of community involvement is the Oklahoma College of Optometry's involvement in [Vision 20/20](#). This is an international campaign dedicated to ending blindness around the world. Through wearing of red T-shirts and creating an online website and video, NSU raised money and awareness to eliminate global blindness. As stated by Dr. Doug Penisten, dean of NSUOCO, "Our students are devoted to patients and their vision and want to help people improve their quality of life by preserving or restoring sight."

This dedication to patients and their vision is also reflected in the recent opening of the [Lesley L. Walls Vision Center](#) at NSU-Broken Arrow. This center operates as a premier resource and service facility to meet the needs of the elderly, veterans, and other patients seeking to recover from decreased vision and function due to brain injury, retinal degeneration, and other causes.

Partnerships Are Key

NSU participated in [Vision 2025 higher education project](#). Through the involvement and generosity of Broken Arrow voters, Phase I funded the construction and growth of classrooms, the library, and administrative buildings on the Broken Arrow campus. For Phase II of construction, Tulsa County voters approved Vision 2025 funds for a Science building, new library facilities, and an expansion of classrooms at NSUBA. Through this community effort, NSUBA now has the capacity to accommodate more than

8,000 students annually in the greater Tulsa metropolitan area. This provides for increased economic growth in the Tulsa metropolitan area through a well-educated workforce, creating a significant incentive for new employers to establish businesses in the region.

NSU continually partners with community organizations and businesses. To supplement the needs of the community, NSUBA houses the [Oklahoma Small Business Development Center](#). The center provides counseling, financial procurement assistance, and training for new or current business owners.

NSU also is home to the [Oklahoma Center for Rural Development](#) (OCRD). This office, on the Tahlequah campus, provides geographic, demographic, economic, and growth information about Oklahoma communities and the state itself. Small businesses and international companies use this data to plan for employee resources or possible relocation. OCRD also annually provides to all members of the Oklahoma Legislature demographic and economic profiles of their respective districts.

The university sponsors the [Oklahoma Manufacturing Alliance](#), a statewide network of manufacturing extension agents and applications engineers. The organization offers free technical assistance and business advice, helping manufacturers become progressively more successful.

In 2011, the university launched the [Center for Regional and International Partnerships](#), headquartered on the Broken Arrow campus. Founded in response to the Regional Summit, its task is to serve as a "front porch" to external partners who are seeking assistance from the university. Further, it is actively pursuing certification as an EB-5



Woychick Consulting Services conducted round table sessions, focus groups, town hall style meetings, and distributed both in-person and online surveys gathering information from over 4,000 constituencies amounting to 150,000 data points. This effort resulted in a major restructuring and a new branding campaign for NSU.

center through the U.S. State Department. This will make NSU the only federally designated university in the nation to solicit foreign investments in regional economic development opportunities.

NSU actively seeks the input of community college partners within the university's 21-county service area. NSU entered into [Smart Choice](#) agreements with Carl Albert State College, Connors State College, Eastern Oklahoma State College, Northeastern Oklahoma A&M, and Tulsa Community College. These agreements represent the collaborative efforts of various academic units at the community colleges and NSU to ensure a seamless transition for students graduating from the two-year institution who wish to complete a baccalaureate degree. Members of the academic units at the partnering institutions meet annually to review the curriculum and professional environment.

Tulsa Community College and NSU have regular partnership meetings each semester. These meetings solicit input on articulation issues, student services, and other mutual concerns to improve the educational experience for students.

Outside Consultants and Legislation

The university communicates, collaborates, and surveys internal and external constituencies, and also seeks professional guidance from outside consultants. One example is a contract with [Woychick Consulting Services](#) to gauge environmental needs. This consulting contract laid the groundwork for a university-wide branding campaign and an overall revamping of the NSU website. The group met with and surveyed NSU administration, staff, faculty, stu-

dents, alumni, parents of prospective students, and community leaders to identify and address constituent needs. Woychick conducted round table sessions, focus groups, town hall style meetings, and distributed both in-person and online surveys gathering information from over 4,000 persons amounting to 150,000 data points. The research confirmed NSU's strengths include the following:

- » A warm, caring environment
- » Good, personal relationships
- » Affordability
- » Small class sizes
- » Highly qualified faculty

Woychick noted the university's good work with regional two-year feeder schools and [Smart Choice](#). They also noted that NSU provides an opportunity for those who could not go to college to get degrees. Overall, the Woychick study provided an in-depth environmental scan of the student market and prospective student expectations within NSU's service region.

In addition, NSU has contracts with external consultants for guidance in our strategic plan. For example, the university contracted with [Noel Levitz](#) to review policy practices, recruitment, and enrollment services. As a result, Noel Levitz recommended that classes with more than 40 percent Ds, Fs, or Ws merit concern and should be analyzed in terms of student success and retention. This resulted in implementation of a college-mentoring program, where new faculty are coupled with more veteran faculty to enhance instruction and improve overall student success. The report also indicated many students are first-



The Affirmative Action Committee and Office of Human Resources provide oversight and review for any affirmative action.

NSU encourages any potential violations to be reported to [Ethics Point](#), a RUSO confidential TIP Line that provides easy web access to report any activities which may be unethical, illegal or otherwise inappropriate behavior in violation of established policies.

generation college students with little family support for their academic endeavors, thus highlighting the need for more student support services on behalf of NSU.

NSU also plays an active role in state and federal [legislation](#). With the assistance of U.S. Senator Jim Inhofe, Congressman Dan Boren, and former Speaker of the Oklahoma House of Representatives Larry Adair, NSU received funding for the past 20 years to provide student services, such as academic tutoring and advice, personal counseling, financial aid information, and mentoring assistance for enrollment in graduate programs to help low-income, first-generation students gain a college degree. The U.S. Department of Education approved support for TRIO, Upward Bound, and other such programs that prepare high school upperclassmen from disadvantaged backgrounds for college entry.

Attention to the Diversity of Constituencies

NSU is sensitive to and promotes diversity on campus. This diversity is reflected in the university's recruitment of American Indian and international students, and a broad and diverse faculty. For example, [Crossroads](#) and KIPP campus tour programs are junior and senior high recruitment programs that target multicultural students within Oklahoma. These and other such programs are specifically intended to increase enrollment and enhance the diversity of incoming freshman classes.

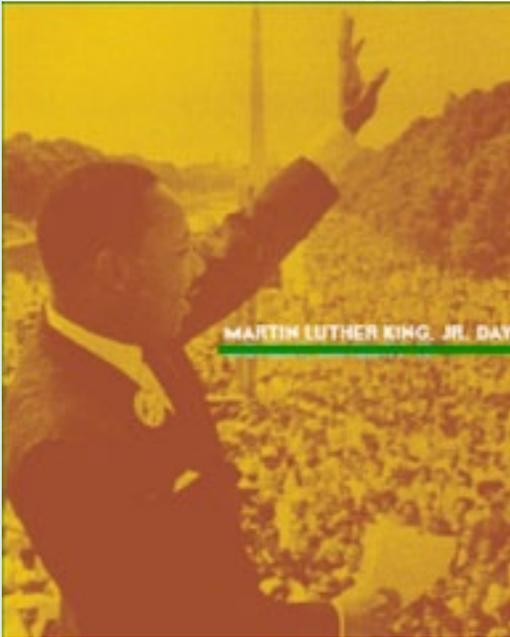
Access to learning for all students, including those students with varying mobility, visual impairments, hearing difficulties, or learning disabilities is of critical importance to NSU. As previously noted in Criteria 3 and 4, NSU

ensures compliance with the [American Disabilities Act](#) through a multitude of programs and activities.

NSU is also an Affirmative Action/Equal Opportunity Employer (AA/EOE). In accordance with the [Staff Hiring Guide](#), NSU publishes and posts online and onsite relevant AA/EOE policies and regulations. Faculty, staff, and administrators regularly complete required video training to ensure understanding and compliance with rules, regulations, and the law. In 2011, NSU created the [Diversity Task Group](#) in the Office of Human Resources to further advise the university on strategies and tactics to recruit people of diverse backgrounds. [NSU's Affirmative Action Affirmative Action/EEO Policy Statement](#) and guidelines related to reporting complaints is posted on the Human Resources website for public view.

In addition, NSU regularly reviews academic programs to ensure the university meets the needs of diverse and international constituencies. This comprehensive review resulted in additional offerings in Spanish, Native American language and culture, Chinese, and other such classes designed to satisfy not only a locally diverse student population, but also an international one.

NSU instituted the [Women's and Gender Studies](#) (WGS) minor, a multidisciplinary, integrated program to empower students to be socially responsible global citizens by fostering learning about gender roles and relations across cultures and history. Honoring the university's history as a female seminary and the legacy of Wilma Mankiller, the first female principal chief of the Cherokee Nation and Sequoyah Fellow at NSU, WGS prioritizes study of minority women, indigenous women, and women's leadership.



NSU honors Black History Month and celebrates Martin Luther King Jr.'s birthday each year. Display tables, video feeds, lectures, and student performances highlight festivities that culminate in a traditional Martin Luther King ceremonial march.

Other programs are designed to assist those who come from economically deprived backgrounds. Financial aid and scholarships target incoming students with low family incomes. For example, Congress created the Teacher Education Assistance for College and Higher Education ([TEACH](#)) Grant that program provides up to \$4,000 per year to students who intend to teach in a public or private elementary or secondary school that serves students from low-income families.

Diversity Through Student Organizations and Holiday Programs

Northeastern sponsors a variety of [student organizations](#) that add to overall diversity of campus activities. Through these organizations, NSU experiences unique and diverse cultural ideologies and philosophies. Some of these organizations are the Black Student Association, Spanish Club, American Indian Science and Engineering Society, Campus Christian Fellowship, Chi Alpha, Baptist Collegiate Ministries, College Democrats, Culture Fest at Broken Arrow, Dead Poets Society, French Club, Habitat for Humanity, Indian University Scholars Society, Native American Student Association, NoTSO (Non Traditional Student Organization), NSU American Indian Alumni Association, NSU Japan, RiverHawks For Christ, Students for Animal Welfare, and Uneek Ideels.

These organizations are involved in various campus activities. For example, they illuminate diversity when recognizing such events and holidays as:

- » [Martin Luther King, Jr. Day](#), which includes a keynote speaker, a march, and a continuous video playing on NSU televisions

- » [Black History Month](#), an event that presents forums and lectures discussing Black history
- » [Cherokee National Holiday](#), which culminates with a variety of festivities and lectures
- » [Veteran's Day](#), which includes a parade through the town of Tahlequah
- » [Constitution Day](#), with reading of the historic document in front of the University Center
- » [Women's History Month](#), which is celebrated by various organizations that displays posters of and conduct lectures on prominent women

Diversity at Summit Meetings

NSU recognizes diversity by sponsoring and participating in various summit meetings. Some such summits include:

- » The [Regional Summit](#) sponsored by NSU. This summit consists of a broad and diverse group of community leaders who discuss issues, identify assets, define economic growth, environmental stewardship, and sociological challenges and outline the difficulties faced in the rural areas and small communities of northeast Oklahoma.
- » The College of Science & Health Professions was instrumental in hosting a [Health Care Workforce Summit](#) at the Muskogee campus in September 2010. The summit addressed health care needs of diverse, low-income constituencies and lead to sponsorship of the American Indian School of Health Professions, which infuses native cultural sensitivities into traditional health care curriculum. Housed at the Muskogee campus, NSU has launched a Masters of Science



NSU-Muskogee Health Care Summit addressed the needs of diverse, low-income constituents. In the future, NSU-Muskogee plans to become a health care hub uniting rural eastern Oklahoma with entities such as the VA Hospital and facilities provided by the Cherokee Nation.

in Nursing Education and will soon offer a Masters of Science in Occupational Therapy.

- » Oklahoma's [Making Place Matter](#) initiative, which focuses on regional stewardship. As part of this initiative, NSU spearheaded the creation of a diverse group of business and community leaders that has evolved into the [Northeast Oklahoma Rural Alliance](#) (renamed the Northeast Oklahoma Rural Alliance in 2012).
- » Outreach Programs through Distance and Continuing Education that address the diverse needs of students and the community.

To meet the needs of internal and external constituencies from a global perspective, NSU continues to improve the quality of online and ITV offerings to reach traditional and nontraditional students on a local, state, nationwide, and international scope. CTL spearheads this effort, and provides faculty assistance in developing classes through various offerings in workshops and conferences. The center also provides assistance to students unfamiliar with online class offerings.

With the center's support, online and ITV class offerings have grown at exponential rates in the past five years. In addition, many instructors are increasing the use of technology, such as employing podcasts, wikis, discussion boards, and online chat rooms, in both online and traditional class offerings.

The effectiveness of the center's success in molding the online and in-person classroom environment is best illustrated by the following success stories:

- » Dr. John deBanzie developed a website that provides [online course materials](#). His instructional materi-

als include podcasts, outlines and notes, interactive problem sets, and homework assignments. Feedback from students and other universities indicates the materials are concise, directive, and helpful in understanding courses at both undergraduate and graduate levels.

- » Dr. Mark Paulissen and faculty in the department of Natural Sciences incorporated a "Classroom Response System" using clickers to interact with students in BIOL 1113 and 1114 and SCI 1114. The clickers allow instantaneous instructor feedback on topics discussed in lecture, allowing an instructor to modify the lecture on the fly to ensure students understand the content.
- » NSU faculty are [using wiki rather than a traditional textbook](#) in Spanish 2313, Intermediate Spanish Conversation. The wiki allows faculty and students to gather resources for current and future use in the course. The wiki also contains the instructions for speaking tasks that students complete using Google Voice, and an online media album called VoiceThread.
- » Online homework programs and tutoring services are becoming more popular as instructional tools. Faculty use [MyMathLab](#), from Pearson Education, Inc., [SmartWork](#), from W.W. Norton & Company, and OWL, from Cengage Learning.

CTL also supports service learning and teaching and learning grant opportunities. As a result of these incentive programs, faculty developed a variety of [service learning](#) courses that allow students to obtain college



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credit for participating in outreach activities. These courses also offer an opportunity to participate on a service level in real life situations, thus improving a student's personal status through education. Similarly, these service learning activities create new partnerships among community leaders, students, faculty, and NSU as a whole. Some specific evidence of outreach through service learning includes the following:

- » The College of Education offers a class in [Educational Technology](#), in which students perform service learning in schools with technology. In addition, the Faculty Academic Support through Technology Committee's [Summer Educational Technology Institute](#) features demonstrations and workshops designed to display effective use of instructional technology in the learning environment. Faculty lead sessions employing "best practices" technology techniques in a variety of disciplines. Vendors are often available to display the latest hardware and software for instructional computing, multimedia, distance learning, and web authoring.
- » The NSU [Reading Clinic](#) on the Broken Arrow campus annually provides 300-400 students and adults per year with tools needed to improve reading and learning skills. Undergraduate and graduate students, along with teacher candidates, develop knowledge and skills while providing one-on-one reading tutoring to K-12 students.
- » The Communication Studies program staffs a [Communication Lab](#) that provides individual and small-group instruction in all forms of public speaking and oral communication to the entire NSU community.

It is structured as a supplemental training resource for students, and as a support resource for faculty. Students and faculty may bring any kind of speaking project, at any stage of development, to the lab for personal consultation and instruction. Speeches, discussions, focus groups, research presentations, interviews, and press conferences are all examples of projects appropriate for lab work.

- » The [Reading Center in Tahlequah](#) provides clients with the tools, techniques, strategies, and the confidence needed to master academic texts. The basic belief that reading is fundamental to success in academic, professional, and personal lives guides the activities of the Reading Center. Good reading comprehension skills lead to better critical thinking skills and these, in turn, lead to better writing skills. The center provides a comfortable environment in which students and reading tutors discuss the nature and presentation of ideas introduced in different types of texts. The Reading Center thus functions as a literacy instruction site within the academic community, and provides support to students from all disciplines regardless of abilities.
- » [Writing Centers](#), located in both Tahlequah and Broken Arrow, provide students, faculty, and staff with the tools, techniques, and confidence to achieve their respective academic goals.
- » Dr. Martha Parrott sponsored a [Mathematics Clinic](#) at the Broken Arrow campus. At this clinic, NSU education majors learned how to tutor students in math, while elementary age students received the benefits of personal tutoring services.



NSU offered twelve-years of summer camps for local youth in a variety of topics including science, reading, drama, photography, and leadership.

Many other programs provided through NSU continually promote and advance the university's educational programs. In many instances, collaboration efforts were the key to ensuring the success of such programs. Faculty, staff, and students develop strong contacts in their communities, and those contacts keep the community involved with NSU. Some specific examples of community outreach include:

- » [Smart Choice](#) is a model program developed by NSU. The university is a bridge institution to the two-year colleges to facilitate a seamless transition from earning an associate's degree to attaining a four-year degree.
- » The [Oklahoma Institute for Learning Styles](#) (OIL) and the College of Education Center for Excellence combined forces to continue the enhancement of academic achievement of Oklahoma children. OIL staff members examine and conduct research, provide training, and test learners to determine individual learning styles.

NSU improves the community through a variety of service endeavors that are not yet categorized. These services are often undertaken by individuals, but exhibit the efforts of faculty, staff, and students to achieve the core value of excellence. From summer academies and camps to judging local competitions for K-12 students, NSU is actively involved in all areas of the community.

Some specific evidence of outreach toward prospective students includes the following:

- » The team of Dr. Kathi McDowell, Dr. Pamela Christol, and Dr. Martha Parrott, and the team of Dr. Erik

Terdal, Dr. Pamela Christol, and Dr. Michael Wilds, were awarded [Summer Academy Grants](#) from OSRHE to provide enrichment activities for area high school students on the Broken Arrow campus.

- » Dr. Dana Eversole co-directed nine [summer camps](#) for local youth in a variety of topics including science, reading, drama, photography, and leadership. Over 200 children attended one or more summer camps
- » Dr. Mike Wilds taught forensics to 32 high school juniors and seniors at [Union Collegiate Academy](#) in spring 2011. The academy is for high school students interested in attending college and served as a great tool for introducing prospective students to NSU.
- » The College of Liberal Arts Communication Studies faculty volunteered to coach speech and debate teams at Keys High School and Indian Capitol Vo-Technology Center.
- » Dr. Cari Keller recruits faculty to judge high school moot court competitions in Oklahoma

These examples provide only a small sampling of events that occur at NSU. Faculty, students, and staff participate in research events worldwide, and belong to local, state, and national organizations, to continually develop creative venues for learning. These organizations provide a stage for NSU to display the high level of talented faculty that work at the university. Through a commitment to service and outreach, members of the NSU community continue to serve the local population as a regional destination for superior education.

Testimonial of Deanie Hensley

Figure 5.1

I love to volunteer. In the past, I have:

- » Volunteered for the Welling Road clean-up
- » Donated food and clothing to Joplin Relief
- » Volunteered for the Illinois River clean-up
- » Volunteered for Hands of Grace (community relief donations)
- » Served as a past board member for Tahlequah Main Street Association
- » Participated in beautification of downtown Tahlequah clean-up and planting
- » Participated with Movies in the Park
- » Served as Honor Graduate for Leadership Tahlequah Class XIII
- » Participated in the Leadership Class that along with the Keetowah Tribe paid for the sidewalk to link the city parks
- » Donated over 500 cans of food to the food pantry
- » Donated money to Hope House
- » Donated to the Centurion Scholarship, Rho Theta, Redmen Wall, and Alumni Giving
- » Served as a sponsor for GoVertigo Dance group
- » Served as past president of the Criminal Justice Honor Society formally known as Alpha Phi Sigma

CORE COMPONENT 5b

NSU has the capacity and the commitment to engage with its identified constituencies and communities.

NSU connects with constituencies through all modes of media, including traditional and electronic media, personal contact, general outreach efforts, and even snail mail. As such, NSU engages in communication and collaboration on a daily basis that naturally creates synergistic growth of both the university and its constituencies. Spearheaded by the president, all colleges, departments, faculty, staff, administration, and student groups are equally committed to these efforts. Figure 5.1 reflects the heightened commitment to community involvement and service by merely one NSU employee.

To ensure success in establishing effective community relations, President Don Betz created two positions in 2009 that are dedicated to strengthening and formalizing connections. These positions, the director of community relations and the assistant to the president for special projects, are full-time positions directly responsible for identifying opportunities for mutual growth with constituencies and communities. The [director of community relations](#) serves as the liaison between NSU and its many varied external partners to explore collaborations and opportunities to advance the regional service area. Similarly, the [assistant to the president](#) takes an active role in community relations and acts as a liaison to many of NSU's constituent groups. These positions are responsible for fulfilling the mission statement to actively pursue cooperative and reciprocal relationships within the communities the university serves. They actively develop and

Community Organizations Served By NSU Community

Table 5.1

- » American Cancer Society
- » American Red Cross
- » Baptist Campus Ministries
- » Boys and Girls Club of Tahlequah
- » Tutoring for after school students
- » CARE Food Pantry
- » Volunteers for Pantry
- » Carter Hospice
- » CASA (child court advocates)
- » Cherokee Capital Chapter OK21
- » Blue Star Mothers of America
- » Chamber of Commerce
- » Cherokee County 4-H Clubs
- » Cherokee County Child Welfare Services
- » Cherokee County Regimented Education Academy
- » Election volunteers
- » Cherokee Nation
- » Humane Society of Cherokee County
- » Habitat for Humanity
- » Help-In-Crisis
- » Hope House
- » Nature Conservancy
- » River Clean-up
- » Salvation Army
- » Tahlequah Board of Education
- » United Keetoowah Band
- » United Methodist Children's Home

expand mutually beneficial relationships with all university stakeholders, including cross-university interactions, collaborative educational ventures, economic development initiatives, and cultural enrichment.

The colleges supplement efforts by the president and administrators. For example, the [College of Education](#) continually engages in K-12 public school activity throughout the year. As one of the largest providers of elementary school teachers in the United States, NSU actively engages students in K-12 by providing [ongoing learning activities](#). This endeavor is showcased in NSU's [Reading Clinic](#) at the Broken Arrow campus where candidates in the university's education programs provide tutorial assistance to students in pre-kindergarten through 12th grade. By providing this assistance, degree candidates gain practical experience working in the clinic under the supervision of NSU faculty, while students from the Tulsa metropolitan area enrolled at the clinic receive additional instruction in reading and literacy skills.

NSU is a cultural center for the region. One shining example of this is the [Sequoyah Institute](#). The nonprofit organization develops, fosters, and provides cultural enrichment beyond the classroom. Some examples of their cultural engagement events include the [Galaxy of Stars Series](#) and the [Stars in the Summer Series](#).

NSU responds when the community is in need of emergency service. During [Hurricane Katrina](#), NSU staffed facilities at [Camp Gruber](#) for hurricane victims. More recently, close to 100 faculty, staff, and students provided onsite relief during the [Joplin tornado crisis](#). Even overseas, the NSU family responded with relief and donations to the devastation in Haiti from a hurricane, and the [Japan](#)

[earthquake](#) that resulted in a nuclear disaster. The NSU family always pledges financial support and engagement in public service to future emergencies by supporting United Way, blood drives, and other such community charities.

In addition, members of the NSU family are [actively involved](#) in organizations as reflected in Table 5.1.

The best evidence of community commitment is found in the words of Sue Opp, secretary in the College of Education, department of Psychology and Counseling.

Testimonial of Sue Opp

I was privileged to be a part of the team from the College of Education that went to Joplin on June 22, 2011, and had an awesome day with my co-workers. It was inspiring to meet the young people organizing the recovery efforts. The people we met and worked with were there from all over the world.

I went to Mexico City when I was in high school following one of the large earthquakes. But I found the Joplin experience to be much more moving, perhaps because I am more mature and have seen more reality.

I am in my fourth year of volunteering with CASA here in Cherokee County. I previously worked as a paralegal and in the courts in Washington state and was not able to volunteer with CASA, so it was nice to have the chance. It has given me a chance to get acquainted with the courts here and many other volunteer opportunities in Cherokee County.

The Humane Society of Cherokee County is a passion my husband and I share. He does community outreach, and I have done everything from helping him on those calls to taking care of the phone calls, and the spay and neuter clinic. This year, I am a board member for the organization along with Norm Carlisle from Liberal Arts, among others from the community.



Mike Allen plays “Amazing Grace” on the bagpipe as a tribute to fallen veterans during the annual veterans memorial ceremony Saturday sponsored by the Cherokee County Veterans Council.

[Tahlequah Daily Press, Betty Ridge, 6-1-10](#)

My proudest contribution is being a charter member of Cherokee Capital Chapter OK21 Blue Star Mothers of America because my son, Brad, and my son-in-law, Dustin, are serving in the United States Navy. The chapter here is brand new so a very small core group, including my niece, Lereen Neugin from the College of Education, and Debbie Lipscomb, from Baptist Campus Ministries, are working to support the soldiers, sailors and airmen as well as their families here. We also do volunteer time with the Jack C. Montgomery VA Medical Center in Muskogee, where my husband is being treated for an Agent Orange form of cancer.

Here at NSU, I have learned a great deal about our campus history as well as local Tahlequah history through the RiverHawk Engagement Committee. I also have gotten to benefit from the Big Event on the receiving

end at the humane society. I truly love being a part of NSU with the Psychology and Counseling department and College of Education; we have so many great people. Most of all I love working with students. The energy is addictive.

Co-Curricular Activities Engage Faculty, Staff, Students, and the Community

NSU exists because of the community, and the university constantly strives to serve the community. In particular, NSU provides co-curricular activities that engage staff, administrators, and faculty with external constituencies. Some of the NSU [organizations](#) that offer community engagement and service learning are listed in Table 5.2.

(Continued on page 185)

NSU Organizations That Support Community Service & Service Learning

Table 5.2 (continued on next page)

- | | |
|--|--|
| » Acacia Fraternity | » American Association of University Women |
| » Academic Efficiencies Ecology | » American Association of University Professors at Northeastern State University |
| » Accounting Society | » American Indian Science and Engineering Society |
| » ACTE Technology Education Division | » American Marketing Association |
| » Adam Smith Economic Society | » AMS Career Profiles |
| » Advanced Summer Computer Institute Interchange | » Association for Childhood Education International, Broken Arrow Branch |
| » Alpha Omicron Pi | » Association for Childhood Education International, Tahlequah Branch |
| » Alpha Phi Alpha | » Association for Information Technology Professionals |
| » Alpha Psi Omega | |
| » Alpha Sigma Alpha | |



NSU Organizations That Support Community Service & Service Learning

Table 5.2 (continued on next page)

- | | |
|---|---|
| » Association of Computer Machinery | » NSU Social Dance Society |
| » Beta Beta Beta | » NSU Students in Free Enterprise |
| » Baptist Collegiate Ministries (BCM) | » NSU Student Speech Language Hearing Association |
| » Campus Christian Fellowship | » Oklahoma Arkansas Mathematical Association of America |
| » Campus Environment and Sustainability Committee | » Oklahoma Institute for Learning Styles |
| » Chi Alpha | » Oklahoma Intercollegiate Legislature |
| » Circle K | » Oklahoma Campus Law Enforcement Association |
| » Club Mad | » OKAMP |
| » College Democrats | » Oklahoma Reading Association |
| » Criminal Justice Club | » Oklahoma Speech Theater Communication Association |
| » Culture Fest at Broken Arrow | » Phi Delta Kappa |
| » Harry Potter Literary Circle | » Phi Lambda Chi Fraternity |
| » Indian University Scholars Society | » Phi Sigma Kappa Fraternity |
| » Indian Symposium | » Pi Kappa Alpha Fraternity |
| » Institute for Retail Marketing | » Pre-Optometry Club |
| » Institutional Animal Care and Use Committee (IACUC) | » Pre-Professional Health Club/Society |
| » Institutional Review Board | » Psychology Club |
| » Kappa Delta Pi | » Psychology Club Broken Arrow |
| » Kappa Kappa Psi | » Public Relation Campaigns |
| » Kappa Mu Epsilon Fraternity | » Public Relations and Advertising Club |
| » Kappa Sigma Fraternity | » RiverHawks For Christ |
| » NSU Cue Bowl Club | » Residence Halls Association |
| » NSU Entrepreneur Club | » R.O.C.K. |
| » NSU Faculty Council | » The Rosamund Papers |
| » NSU Faculty Research Committee | » Safety and Environmental Management |
| » NSU Fish and Wildlife Club | » Sigma Sigma Sigma |
| » NSU Japan | » Society for Human Resource Management |
| » GoVertigo Dance Company | » Society of Oklahoma Linguists |
| » NSU Search and Rescue | » Southwest Finance Association |

**Testimonial by Sara Gallager
NSUOCO Assistant Professor**

The [Student Volunteers of Optometric Services to Humanity](#) group at NSU's Oklahoma College of Optometry recently returned from their week-long medical mission trip to Roatan, Honduras. During the first week of August a group of 13 optometry clinicians, one optician and one optometrist spent a week giving free eye exams and glasses to the people of Roatan. The optometry students worked in an outdoor clinic, for more than 8 hours a day providing eye care to an overwhelmingly underserved population.

The clinic days were very long and tiring, but the students never complained. Together, the group saw 1,010 patients, and 257 of these patients were local school children. There were over 1,300 pairs of prescription glasses, readers, and sunglasses given out, along with countless prescription medications for eye diseases like glaucoma. Because of this mission trip over 1,000 people have received eye care, and most all of them are seeing better because of the eyeglasses they received from the group. Most of these glasses were donated by people from the university and the community, so everyone had a part in making this trip possible.

The SVOSH group handled every situation with the highest level of professionalism. Their selflessness and maturity throughout the entire trip was so admirable. They represented the optometry college and the university with such a high level sophistication, everyone in the NSU family should be so proud of the work they have done.

NSU Organizations That Support Community Service & Service Learning

Table 5.2

- | | |
|---|--|
| <ul style="list-style-type: none"> » Southwest Journal of Cultures » Speech Pathology Grad Student » Student Council for Exceptional Children » Students for Animal Welfare » Students For Christ, Broken Arrow Campus » Student Oklahoma Education Association » Student Oklahoma Education Association- BA » Tahlequah Rotaract » Tau Kappa Epsilon » The Northeastern » NSU TV News » Tulsa Area Alumni Chapter » Uneek Ideels » Downtown Country » Drumline » Economic Development Initiative » Elementary Partnership » NSU Entrepreneur Club » NSU Entrepreneurial Institute » Epsilon Pi Tau » Faculty Council » Fashion Association » Finance Club of NSU » Financial Management Association » NSU Fitness Center » Flo's Place » Foods, Nutrition, and Dietetics Club » Founders Day 5K NSU » French Club | <ul style="list-style-type: none"> » Great Expectations » Habitat for Humanity/NSU » Sisterhood, Inc. » Dead Poets Society Alpha Pi Omega (American Indian Sorority) » Delta Mu Delta » Delta Sigma Theta » Delta Zeta Sorority » Government and International Studies Society » Law and Justice Council » College of Liberal Arts Newsletter » Mass Comm Scholarship Fund » MBA Honor Society » The James and George L. Winn Memorial War Archive » National Society of Black Engineers » Native American Student Association » NoTSO (NonTraditional Student Organization) » Northeastern Activities Board » Northeastern Association for Student Social Workers » Northeastern Student Government Association » Northeastern Student Government-BA Campus » NSU Accounting Society » NSU American Indian Alumni Association » NSU Alumni of the Nineties » NSU Anthropology Club » NSU RiverHawk Marching Band » NSU Rugby Football Club » NSU Media Day » NSU News |
|---|--|

Testimonial of Dr. Billy J. Davis NSU History Day

Working with the National/Oklahoma History Day program has also been a highlight of my career. I was among a group of individuals who introduced the National History Day program to Oklahoma in the early 1980s. Since then I have continuously served as the District 8 Contest Coordinator. I have also served as the Oklahoma State Contest Coordinator and as a member of a National History Day coordinating committee. Working with this contest has rewarded me in a thousand different ways. Most important and enjoyable has been the opportunity to meet outstanding teachers, students, parents, and History Day supporters from across Oklahoma and from around the nation. Many of the best and most impressive people I have been privileged to know I met through History Day. It has been my pleasure and privilege to work with others trying to improve the quality of education in our schools.

[Testimonial of Dr. Billy J. Davis](#)

These organizations, along with departmental endeavors, constantly engage the community. For example, NSU students provide the community with theater and music performances, art gallery exhibitions, and athletic events that bring the community together. Additional events that NSU sponsors include:

- » NSU [Media Day](#), a community honors program that recognizes the best all-around community newspaper, yearbook, and news story
- » [RiverHawk Rally](#), where prospective students visit and tour campus, receive a T-shirt, attend a football game, meet with faculty, staff, and students to learn more about the university, and hopefully find something that will make them want to choose NSU
- » NSU [History Day](#), where for the past 30 years, students from middle and high schools compete and receive awards in different history themes giving students an opportunity to expand their minds and receive recognition for outstanding accomplishments
- » [The Big Event](#), a one-day service event that allows students, faculty, and staff to say “thank you” to members and businesses of the Tahlequah community for continued support and molding of collegiate careers, with jobs including painting houses, raking, weeding, cleaning, window washing, and working school carnivals
- » Services Sundays, an event where NSU students devote the day to local community service projects

Identified constituencies extend beyond the immediate communities represented by NSU’s three campuses, and include students, alumni, employers of NSU graduates, the communities, the state, nation, international commu-

nity, potential students, two-year colleges, faculty, and staff. In addition to the programs and specific events already outlined, NSU established a group of programs, services, and administrative offices dedicated to serving both internal and external constituencies. A sample of NSU service activities is exemplified in Table 5.3 on the following page.

Planning Supports Community Engagement and Service

NSU established a thorough planning process to place engagement at the forefront of goals and objectives. For example, [strategic goal 4](#) encourages and nourishes a commitment to civic engagement by students, faculty, and staff. NSU achieves this strategic goal by taking personal and social responsibility through study, reflection, and necessary action in individual fields of interest and in the community. Civic engagement requires working together collaboratively with civility toward a common purpose to create positive change.

The strategic goal incorporates moral and ethical leadership, concern for the rest of the world, awareness of social, political, and economic issues within the United States and globally, advocacy for a cause, active community support, and a commitment to [Making Place Matter](#). Although more thoroughly discussed in Core Component 1b, Making Place Matter is the specific volunteer and assistance program in which NSU recognizes its responsibility to engage in and strengthen the communities in the region. Through this initiative, NSU encourages students and employees to become involved and lend support to programs that enrich the quality of life for all citizens. NSU employees are encouraged to participate in university

(Continued on page 188)



Serving NSU Constituencies

Table 5.3 (continued on next page)

Serving Students:

- » President's Leadership Council
- » ADA compliance officer
- » Veteran's Affairs officer
- » Scholarship office
- » TRIO programs
- » Student organizations
- » CASE Building
- » Student Health Center
- » Distance learning capabilities
- » Career Services
- » Tutoring
- » Writing Lab
- » Service learning components
- » Work Study
- » Remedial courses for under-prepared students
- » The BIG Event
- » Graduate assistantships
- » Alternative scheduling
- » Internships
- » Faculty required office hours/virtual office hours
- » Undergraduate Research Day
- » Food services
- » Literacy Center

Serving Alumni:

- » Alumni office
- » E-mail access
- » Regional alumni activities
- » Homecoming recognition
- » RiverHawks Daily

Serving Communities-At-Large:

- » Internships
- » Cultural activities (Sequoyah Institute, Symposium, River City Players, Jazz Lab, Playhouse, etc)
- » Speech and Hearing Clinic (Tahlequah and Broken Arrow)
- » Speech and Language Clinic (Muskogee and Broken Arrow)
- » Tax preparation clinic
- » Reading Clinic (Broken Arrow)
- » Athletic Program
- » Cherokee Nation Eye Clinic
- » Faculty, staff, and student involvement in community organizations and service
- » Campus facilities available for community activities
- » Small Business Development Center
- » Tahlequah Learning Institute
- » Mediation/Early Settlement



Sample Of NSU Service Activities

Table 5.3

Serving the State:

- » Involvement in state organizations
- » Regional economic summit
- » Internships
- » Distance learning
- » Hosting state meetings (Regents, NACADA, etc.)
- » Faculty/staff serve on licensure boards
- » ONENET
- » Collaborative efforts on grants, research, etc.

Serving the Nation:

- » Involvement in national organizations
- » Website
- » Distance learning
- » Internships
- » Collaborative efforts on grants, research, etc.

Serving Globally:

- » International student programs
- » Study abroad program
- » Websites
- » Faculty exchange programs
- » Fulbright Scholars program
- » Serving on international boards
- » Collaborative efforts on grants, research, etc.
- » Distance learning

Serving Potential NSU Students:

- » Transfer Day
- » High School Days - RiverHawk Rally, campus tours. etc.
- » Smart Choice
- » Degree Completion Programs
- » College of Extended Learning
- » High School and College Relations office
- » Testing site for ACT

Serving Community Colleges:

- » Smart Choice
- » Specific program contacts with community college



Northeastern State University campus police save money by converting to a university bike patrol where officers are trained on a four-day bike patrol course.

approved community service-related activities that occur during regularly scheduled work hours. Through this initiative, employees:

- » Integrate service learning into academic curriculum
- » Encourage and support volunteering in programs or activities that benefit others
- » Address the needs of the communities NSU serves
- » Develop and nourish co-curricular programs, drawing attention to and awareness of local, national, and global issues
- » Contribute to community development by identifying and increasing human resources and economic assets of a community
- » Mobilize students to influence public policy through voting and political participation
- » Encourage and support scholarly activity that serves public interest resulting in community or societal benefits

Creating Sustainable Communities

[Strategic goal number 2](#) mandates that NSU develop sustainable communities, encompassing economic development, environmental stewardship and community capacity building. These can be communities of interest such as the arts, business, or educational. Or, they can be communities of geography, such as the campus, region (Green Country), state, or Cherokee Nation and other American Indian tribes.

Of prominent concern is sustainability of the community, whether local or international in nature. To accomplish

continued partnerships, NSU consistently solicits collaboration and guidance related to constituent needs. Through shared governance and collective participation, NSU attempts to satisfy those needs.

In the realm of environmental responsibility, NSU is truly “green.” The university attempts to reduce, reuse and recycle all resources. Lights are turned off when no one is using the room, and air conditioning is turned off when campus is closed.

NSU conserves gasoline when possible. Commuting from one campus to another is limited to only occasions that benefit teaching or community endeavors. The NSU Police Department instituted a [bicycle patrol](#), and uses crime mapping to strategically place target patrols to increase visibility and locate officers in areas particularly susceptible to crime. The bicycle program also serves as an ongoing fitness program for officers.

The university supports a [Compressed Natural Gas](#) effort to convert from gasoline-based vehicles to buses that use compressed natural gas, a fuel that produces nearly 90 percent less pollution than gasoline driven engines. The initial phase includes plans to provide buses that run on CNG between the Tahlequah and Broken Arrow campuses, thereby affording students a university-sponsored, green form of transportation that will be cost effective and save students money.

NSU also seeks grants and external funds to become green. An excellent example is the effort by NSU-BA and the Oklahoma Conservation Commission. Realizing that NSUBA is located on an old mining site, the university met the first stages of approval for funding to restore

Sample NSU Internships

Table 5.4

- » Nursing homes
- » Law enforcement agencies (FBI, U.S. Marshals office)
- » Fortune 500 businesses
- » Chambers of commerce
- » Disney World
- » Judiciary
- » Cherokee Nation
- » U.S. Department of Agriculture
- » Oklahoma Scenic Rivers Commission
- » Natural Resource Conservation Service
- » Oklahoma Geological Survey Observatory
- » U.S. Army Corps of Engineers
- » U.S. Fish and Wildlife Service
- » Oklahoma Department of Wildlife Conservation
- » Oklahoma Conservation Commission
- » U.S. Geological Survey
- » Television stations
- » Law offices
- » Court houses
- » Numerous businesses and nonprofit organizations

native grass, trees, wetlands, and beautification projects such as an amphitheater, nature trail, and a scenic pond on campus at no cost to the university.

Educational Programs Connect Students with External Communities

NSU recognizes its duty to connect students to the community, thus ensuring success in a globally competitive economy. To link students to business and civic opportunities, NSU offers college credit for internships. These opportunities provide a connection to the community, allowing businesses and civic organizations to get to know individual student strengths, and provide a platform of growth for the student. A sample of internships available to NSU students is contained in Table 5.4.

The internship program enables students to relate current theory from the college classroom to practical experience under the direction of professionals in extended work assignments. Internships also keep NSU updated on community and business needs while grooming students for success after college. Many of these internships result in future employment offers for the intern. For example, students participated as interns and conducted service learning projects that addressed researched topics, such as firearm-related violent crime for the U.S. Department of Justice, domestic violence for district attorney offices, and gangs for the governor's office and the Oklahoma judicial committee. As a result, NSU graduates are now working for district attorney and U.S. Attorney offices.

Community service is often long lasting. One stunning example of this was when NSU art students created wall murals at downtown Tahlequah buildings. These murals are continuing reminders of NSU's impact on the community.

NSU received national recognition for community service projects. For two years in a row, NSU joined nationwide peers on the [President's Higher Education Community Service Honor Roll](#). Administered by the Corporation for National Community Service (CNCS), this federally recognized honor touts NSU as a leader among institutions of higher education for support of volunteering, service learning, and civic engagement. In 2010, members of the Northeastern family amassed nearly 155,000 volunteer hours in several highlighted programs, including:

- » [Speech-Language Clinics](#) – Faculty, students, and community members all reaped the benefits of more than 2,000 hours of speech-language pathology services offered last year on the Tahlequah and Muskogee (McAlester Rite Care Outreach Speech and Language Clinic) campuses (NSU-Broken Arrow clinic began in 2011). The full-service speech-language clinics offer service learning opportunities with diagnosis and therapy, as well as a limited audiology clinic. Speech Language Pathology majors also participate in academic service learning through their work with area schools and eldercare programs.
- » [The Big Event](#) - Held the last Saturday in March, the Big Event is a one-day service project planned and executed by students. In 2010, a record 620 participants racked up more than 2,500 hours tackling job submissions, which ranged from cleaning



Center for Admissions and Student Enrollment (CASE) was created to implement a one-stop-shopping environment for admissions and records, financial aid, enrollment management, and recruitment.

elementary school yards to weeding flower beds at local nursing homes.

- » [Oklahoma College of Optometry Rural Eye Clinics](#) - Students and staff for NSUOCO's 12 rural eye clinics logged 149,440 hours last year treating American Indian populations in a 14-county area. Teams delivered quality eye care that included diagnosis, treatment and preventative measures while engaging students, faculty, and staff in the preparation of the next generation of optometrists for professional careers.

Physical, Financial, and Human Programs Support Engagement and Service

NSU supports engagement and service programs that benefit both the university and the community. Venues such as the [University Center](#), [Jazz Lab](#), [Center for Performing Arts](#), [Shawnee Street Theater](#), NSU [Playhouse](#), NSU [Art Gallery](#), and Doc Wadley Stadium regularly host events adding positively to the climate and culture of the area. In many cases, individuals and groups utilize these facilities for non-university events.

Similarly, conference facilities are available on the Tahlequah, Broken Arrow, and Muskogee campuses for community use. The willingness of NSU to share resources with external entities helps develop strong bonds and long lasting partnerships with the community.

Many individual faculty, staff, and students are actively involved in community activities, such as Habitat for Humanity. As previously mentioned, members of the NSU community are dedicated to supporting activities such as United Way, Rotary Club, Boy Scouts of America,

chambers of commerce, Joplin tornado relief effort, Hurricane Katrina relief effort, and many other efforts too numerous to mention. In fact, NSUs student organizations are all involved, to some degree, in community service activities and service learning.

CORE COMPONENT 5c

NSU demonstrates its responsiveness to those constituencies that depend on it for service.

NSU demonstrates responsiveness to constituencies that depend on it for service. Through collaborative efforts, NSU supports the community, which in turn supports the university. To accommodate regional two-year community college partnerships, NSU streamlined enrollment services for better customer navigation. In addition, Center for Admissions and Student Enrollment ([CASE](#)) was created to implement a one-stop-shopping environment for admissions and records, financial aid, enrollment management, and recruitment.

NSU is engaged in several partnerships that focus on shared educational, economic, and social goals. [Smart Choice](#) was developed with regional two-year community colleges to specify articulation agreements and guide students to a bachelor's degree. Under the direction of Provost Martin Tadlock, degree completion programs were instituted, in which NSU partners with regional two-year community colleges to provide courses at those institutions, allowing students to stay close to home and complete a baccalaureate degree.



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NSU also partners with area public schools to make seamless the transition from high school to a community college, and then to the four-year university. Professors taught classes at the [Union Collegiate Academy](#), [Tulsa's Knowledge is Power Program](#) (KIPP), [GEAR-UP](#), and [No Child Left Behind](#) programs. In addition, faculty, staff, and administrators regularly participate in the [Tulsa P-20 Concurrent Enrollment Initiative](#) that:

- » Increases public awareness and understanding of the challenges facing human investment efforts, especially education, and what really needs to happen to promote greater success
- » Increases accessibility to higher education for all students, including concurrent and dual enrollment programs
- » Organizes a community wide math and science renaissance initiative to enhance math, science, and overall technology skills at all levels of education
- » Develops a strategic plan for preventing disengagement of teens and young adults from school, work, and general steps for individual improvement

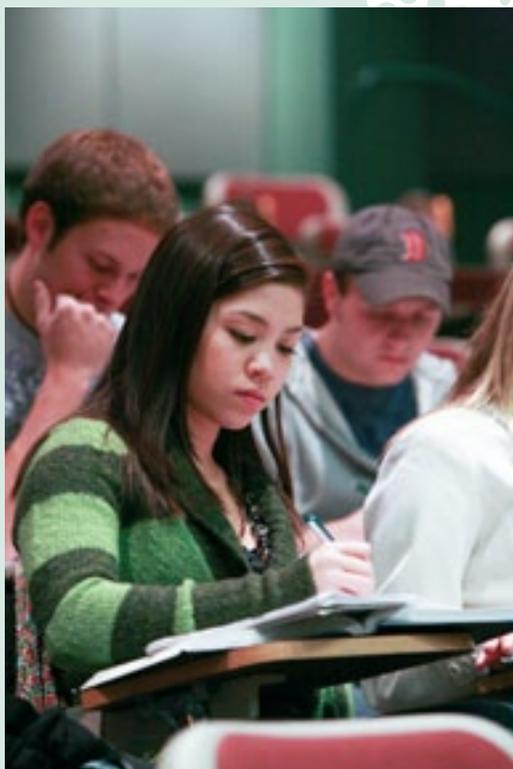
Partnerships also reach out to community businesses and organizations. For example, the NSU Police Department partners with the Tahlequah, Muskogee, and Broken Arrow police departments to create long lasting partnerships with reciprocal agreements (cross-deputization) that mutually enhance campus security. In a similar business partnership, NSU and the Cherokee Nation actively sponsor the [Northeast Oklahoma Rural Alliance](#).

These and other such endeavors strengthen NSU's commitment to [Strategic Goal 6](#), improving the quality of life

by serving as a cultural and entertainment destination on the university's campuses and throughout the region. As a center for cultural enrichment and entertainment, NSU promotes and provides fine and performing arts, NCAA intercollegiate athletics, scholarly lectures, university student organization programs, and recreational co-curricular activities. NSU actively engages in partnerships that:

- » Provides culture and arts to the community through art shows, summer music shows, and Sequoyah Institute programs
- » Provides vision care and other disciplines of healthcare to the university community, Cherokee Nation, and Special Olympics
- » Plays an integral role in nationally leading the profession of optometry
- » Creates a positive financial impact on Tahlequah, Muskogee, Broken Arrow, and Tulsa communities
- » Actively demonstrates responsiveness to constituencies that depend on us for service by offering regional economic summits, mayors conferences, statewide law enforcement symposiums, and many other such endeavors

NSU plays a vital and proactive role in [facilitating community engagement and academic service](#) to meet identified local and regional needs. By engaging regional entities from both the public and private sectors, including organizations, governmental agencies, educational practitioners, healthcare and social service providers, business, technology, industry, and a diversity of individual citizens, a more informed effort can move forward. Such interaction, collaboration, and partnerships



The Senior Survey, administered to students in fall 2008, revealed that 78 percent of students surveyed transferred seven or more hours while 38 percent transferred between 31-70 hours.

[Annual Regent's Assessment Report 2008-2009](#)

serve to fuel meaningful discussion and entrepreneurial solutions.

Transfer Policies and Practices Cater to the Mobility of Learners

NSU has done an excellent job of developing transfer policies and practices that support learner mobility. NSU instituted the full-time position of director of transfer student services to provide a clear contact point for potential transfer students. Transfer students can conveniently get their first enrollment at NSU taken care of by attending one of the Transfer Days held throughout the calendar year.

NSU's transfer policies are so seamless that a student in China can transfer to NSU. In fact, NSU representatives attended recruitment fairs in China during spring 2011 as part of efforts to enroll students in a [Global Learning Center](#). NSU faculty and staff attended the fairs with the assistance of CIBT Education Group Inc., a Canada-based education management company, which established the center on the Broken Arrow campus. CIBT's global learning centers allow students in Asia to begin international studies in China, South Korea, Vietnam, and the Philippines, and then transfer accumulated credits to the GLC at NSU. By transferring to the center, a student from Asia can later enroll in a degree program at NSU.

NSU was an active participant in OSRHE's efforts at making transferring courses a more student friendly process. The efforts resulted in a statewide transfer matrix website where students can easily see course

equivalencies for institutions across the state. NSU was also a leader in the development of two programs that benefit transfer students. One is [Smart Choice](#), which provides program-specific articulation agreements with state two-year community colleges, letting students know which courses to take at both schools in order to finish a baccalaureate degree in four years. The second program, The College of Extended Learning provides accelerated learning formats for non-traditional students with a significant number of college hours who want to go back to school and complete their degree. This accelerated format includes online, blended, and four-week class offerings that accommodate the busy schedule of employed students.

Online Accommodation of Student Needs

NSU recognizes that students living in remote rural areas and other states might not be able to visit one, much less three campuses. To accommodate these students, NSU created a Frequently Asked Questions ([FAQs](#)) page, campus [maps](#), and [site information](#) for each campus location that addresses issues such as where students can eat, live, and socialize once they arrive on campus. In addition, students can arrange a [campus tour online](#) for any of our three locations.

NSU offers online transfer policies, an online transfer guide, and ease of advisement services to accommodate the mobility of today's modern day learners. With the U-Select program, students can view transfer course equivalency prior to enrolling in a course at another institution. Offering such programs ease the transition from high school or community colleges into the NSU

New Transfer Students

Table 5.5

	Fall Semester					
	2006	2007	2008	2009	2010	Five Year Average
Applied	1,701	1,547	1,583	2,032	2,098	1,792
Admitted	1,361	1,296	1,155	1,510	1,572	1,379
Enrolled	984	951	795	1,041	1,092	973

Alumni Rennard Strickland pioneered the introduction of Indian law into university curricula around the country. He has published more than 25 books on Indian law topics.



curriculum. Table 5.5 reflects that NSU admits an average of 1,379 students on an annual basis.

Effective spring 2011, NSU implemented DARS (the [Degree Audit Reporting System](#)), which allows students to review their degree plan through the NSU website. The DARS report reflects classes taken, as well as courses needed to graduate. In addition, it allows students to view classes that might transfer from other institutions should they desire to take a class from another college or university.

Another landmark achievement for student enrollment is the implementation of the Sungard Higher Education Banner system in October 2011. This program allows ease of online application and enrollment for students.

Building Effective Bridges Among Diverse Communities

NSU engages in a number of bridge building activities with various communities. For example, NSU has strong ties with the Cherokee Nation and other Native American tribes throughout Oklahoma. These partnerships are spearheaded by the [Center for Tribal Studies](#). The center bridges partnerships and hosts the annual [Symposium on the American Indian](#). Through such collaboration and symposia, the center is a central repository for tribal relations and tribal studies. In turn, the center enriches the quality of student experiences, and builds bridges between tribal nations and NSU while enriching the cultural heritage of the university community.

The partnership is reciprocal in that NSU provides a myriad of services to the Cherokee Nation, as well as other Native American tribes. For example, NSU offers



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a [Bachelor of Arts in Cherokee Language Education](#), a program founded to prepare teachers and speakers of the Cherokee language and impart those essential elements dealing with the Cherokee way of life. In addition, NSU offers a [Bachelor of Arts in American Indian Studies](#), a program designed for all persons interested in the cultural heritage and history of American Indian people. Similarly, criminal justice and other disciplines offer classes such as Native American Criminal Justice that target understanding and knowledge of the Native American society.

NSU is dedicated to creating partnerships with the international community. The [Office of International Programs](#) operates to help international students transition to American life, and works with domestic students to provide study abroad opportunities. With [252 students from 58 countries](#) throughout the world, the Office of International Programs provides a safe, engaging, and academically relevant experience for each of NSU's international students.

The Office of International Programs offers a buffet of [study abroad programs](#) for faculty, students, and community members. Offerings include study abroad programs to Russia, Belize, Ireland, Thailand, Jordan, Africa, China, and numerous other countries. Through such programs, NSU students are more acutely aware of global diversity and the growing competitiveness of a global economy.

NSU builds bridges on a local and national level. The [Community Outreach Recruitment Effort \(CORE\)](#) selectively targets communities for education and service partnerships. As part of the initiative, faculty and staff join CORE teams to assist with initiatives to

increase enrollment, alumni connection, and parental involvement. Through the CORE effort, AT&T contributed \$10,000 in 2010 to assist with college prep programs at Fort Gibson schools. This joint effort resulted in an enhanced program, combining academic training and ACT test preparation skills that boosted ACT test scores for the Fort Gibson students. In addition, this program resulted in more Fort Gibson students attending college and increased college performance due to the skills achieved during the test preparation program, with the expectation that it can serve as a pilot project for partnerships with other school districts.

Integrity in Partnerships

NSU's partnerships are structured to position the university as a contributing member for the betterment of external communities. All contracts involving NSU are strictly reviewed and approved by multiple layers of authority to ensure financial integrity of the institution and the partnership. After this rigorous process, OSRHE audits all expenditures in accordance with Generally Accepted Auditing Standards and U.S. Office of Management and Budget (OMB) Circular A-133. During this audit, NSU was in compliance with Circular A-133 Compliance Supplement. As stated in a [compliance letter to NSU](#), "We encountered no disagreements with management over the application of significant accounting principles, the basis for management's judgments on any significant matters, the scope of the audit or significant disclosures to be included in the financial statements."



NSU offers a fitness center in Tahlequah for all employees and students to utilize.

CORE COMPONENT 5d

Internal and external constituencies value the services the organization provides.

NSU is actively engaged with internal and external constituencies. Through the use of facilities, continuing and professional education, volunteer efforts, and service learning projects, NSU is continually enhancing this dimension.

Internal Services

The [University Center](#) and similar facilities on branch campuses provide a welcoming atmosphere for friendships to develop, as well as a comfortable sitting area to enhance study group meetings. The student centers are located on all three campuses and provide meeting and banquet facilities for seminars and receptions. All campus facilities offer state-of-the-art technology and wireless access to the Internet.

NSU provides a variety of fitness facilities to students and university employees. The university offers a [Fitness Center](#) in Tahlequah, a walking and bike trail ([Second Century Trail](#)) in Broken Arrow, and membership in the fitness center at Tulsa Community College for all employees and students to utilize.

[Sodexo](#) provides food services on campus. On the main campus, a wide variety of dining options are available, ranging from cafeteria-style dining, a food court and coffee shop. On the Broken Arrow campus, Sodexo tailors services to students on the go who are taking only upper level and graduate courses. At all three campus locations, a

wide array of vending machines are strategically located to provide items most requested by the student population.

The NSU [libraries](#) offer books, videos, and online services to students, employees, and community members. Local attorneys and paralegals frequently use the legal collection when writing briefs and motions, thus adding to local partnerships with the community.

NSU provides [residence services](#) to more traditional students. Some housing choices include traditional residence halls, while others feature more modern style apartments with a swimming pool. Family apartments are also available. Each room in residential facilities has an Ethernet connection, which offers access to the Internet and library services.

The jazz band provides local entertainment, while movies and lectures are frequently available at the University Center. The [River City Players](#) and Downtown Country capitalize on the talent of the university's students, the gifted faculty, and the abundance of Tahlequah tourists during the summer months. It has showcased the talents of future stars, such as NSU alumna Carrie Underwood.

Satisfaction Surveys

As previously mentioned, NSU continually solicits input and evaluation from all constituencies. Through community forums, brown bag luncheons, regional seminars, and statistical research conducted by external companies, the university provides services to meet the needs of both internal and external constituencies. Evidence of constituent satisfaction is revealed in evaluation sheets, renewed contracts, interviews, and letters of support.



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NSU goes even further to ensure constituencies are served in an exceptional fashion. The university implemented the Great Service card program to foster and promote positive customer service. These cards allow anyone to convey thoughts on the quality of service, whether good or bad. The program applies to faculty, staff, and administrators who teach classes, provide health services, counsel students, or provide any other services. From such input, NSU refines and improves its service to the community, students, and other constituencies.

Service Programs Are Well-Received

As previously mentioned, NSU is committed to offering quality community services. The activities of the Oklahoma College of Optometry in providing eye care at Special Olympics, volunteers during the Katrina and Joplin disasters, services at the Reading Clinic, free performances by the Jazz Ensemble, and many other volunteer programs are well-received by the community. Accounting students staff the [Volunteer Income Tax Assistance](#) (VITA), a service that accommodated over 1,000 low income and elderly people in 2010.

As a result of these and similar service programs, the number of requests from community members has doubled in the last several years. To accommodate these requests, the [Center for Leadership and Community Engagement](#) serves as a community resource for individuals and organizations to connect to community service opportunities. At this center, students participate in monthly service projects.

Community requests keep pouring in, evidencing the

success of the community service learning projects. These requests resulted in the new [Volunteer Incentive Program](#) (VIP) that will assist with nonprofit agency requests, and continuance of the Student Council for Exceptional Children (SCEC), a long standing service agency that partners with the Methodist Children's Home in Tahlequah. Through the VIP program, volunteers receive well-deserved recognition for their accomplishments, as well as a certificate from NSU.

Another noteworthy project is the free vision services offered by optometry students. On Friday mornings, a group of nine optometry students visit local (mostly elementary) schools and provide free vision screenings. In 2010, they examined and assisted 1,460 children who most likely would not have received eye care. Optometry students also provide free ocular health exams once a month for the Tulsa Bedlam Health Care Clinic. In addition, staff and optometry students provide free eye exams to over 300 Special Olympics athletics each year.

Economic Workforce Development Activities Are Valued by Community Members

Civic and business leaders give guidance in supplying needs of the regional workforce. In response NSU created a central processing center, the [Oklahoma Center for Rural Development](#), responsible for disseminating vital information requested by economic developers, especially in rural areas, in the state.

As a civic and business leader, NSU sponsors many forums, summits, and conferences as requested by its constituencies. Some examples are:



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- » The [Regional Summit](#), which focused heavily on economic development issues
- » The [Oklahoma Small Business Development Center](#), located on the Broken Arrow campus, which provides counseling, financial procurement assistance, and training for new or current business owners in eastern Oklahoma counties
- » The [Oklahoma Center for Rural Development](#), which provides geographic, demographic, economic, and growth information about Oklahoma communities and the state to small businesses and international companies for employee resources or possible relocation
- » The [Oklahoma Manufacturing Alliance](#), a statewide network of manufacturing extension agents and applications engineers, which partners with the university to offer free technical assistance and business advice

Seminars, conferences, student shows, and special events are well attended. The College of Business & Technology Teach In attracts 40-50 alumni annually who take over the college and teach for a day. The [Sequoiah Institute](#) and NSU [Theater Company](#) provide cultural and theatrical activity for northeastern Oklahoma, and NSU [Athletics](#) hosts NCAA Division II men's and women's competitive sport activities. Similarly, the [Larry Adair Lectureship Series](#) provides a forum to examine issues in politics, government, and public policy. The annual [Symposium on the American Indian](#) offers a unique opportunity to learn about Native American culture and traditions.

Community Use of NSU Facilities

NSU opens its doors to the community. The Muskogee campus hosted 167 events with 6,727 attendees during the FY 2008-2009. Broken Arrow hosted 153 events with 14,342 attendees during the first six months of 2009. The events in Tahlequah are too numerous to record. Some noteworthy examples of NSU community service include:

- » The University Center serves as a conference center for the community throughout the year.
- » The University Center hosts weekly community service organization meetings such as Kiwanis and Rotary.
- » The annual Chamber of Commerce banquet is held in the Sen. Herb Rozell Ballroom.
- » The University Center serves as a primary location for local community fundraising events. Examples include annual events such as the Tahlequah City Hospital Foundation gala, Rotary auction, and NRA fundraiser.
- » The NSUBA campus banquet room is used by a variety of organizations for social events and meetings. The common space in the Administrative Services building served as an art gallery for local elementary student and teacher art.
- » The Muskogee campus is a primary location for community functions. The open foyer in the administration building is used for anything from wedding receptions to business meetings.



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Continuing Education Meets the Needs of Licensed Professionals

The [Office of Continuing Education](#) offers courses to provide life long learning opportunities to NSU community members. Continuing education courses reach out to people in all walks of life, offering enhancement of life and academic skills. The courses also allow faculty and students an opportunity to enhance and share their talents, skills, and abilities with the community. In addition to offering enrichment classes, NSU offers certification classes, such as the Certified Financial Planner class, that prepare internal and external constituencies for the highly competitive job market. By offering a regular catalog of [noncredit professional development classes](#), NSU strives to fulfill its mission statement and strategic goals. For example, NSU offers workshops that:

- » Are accredited by the Oklahoma Bar Association for Multistate Continuing Legal Education (MCLE) Credits
- » Qualify for Continuing Education Units (CEUs) under CLEET (law enforcement) and SHRM (human resources professionals) requirements
- » Qualify for CEU's under CPA regulations

CRITERION 5 CONCLUSION

NSU is committed to achieving its mission statement of identifying constituencies and serving them in ways that are highly valued. NSU recognizes that it exists for the community, and is dedicated to serving community needs, whether regional, national, or international in nature.

Strengths

- » NSU identifies internal and external constituent needs through extensive communication, collaboration, and consortium agreements.
- » NSU is engaged in significant partnerships with the community, high schools, and other regional and international higher learning institutions to maximize precious resources through collaboration and creation of mutually synergistic partnerships.
- » NSU takes the lead in orchestrating regional forums designed to identify and prepare for success in an ever-competitive, globally shrinking economy.
- » NSU successfully provides value, services, and community activities that are well attended and well received by internal and external constituencies.

Areas for Improvement and Planning

- » NSU could improve tracking of NSU alumni, thereby providing networking opportunities for students and alumni.
- » NSU could improve on awareness of employment opportunities for students and graduates by maintaining a comprehensive website that lists potential employment.
- » NSU could improve available alumni information, such as employment and contact information.
- » NSU should set up a web folder that lists by category NSU's success stories such as publications, grants, community service, civic engagement, faculty development, extramural grants, performances in the fine arts, athletic achievements, and other successes.
- » NSU should offer electronic portfolios on the NSU website for all employees, alumni, and students.