



NORTHWEST MISSOURI STATE UNIVERSITY

PERFORMANCE **EXCELLENCE**

2021-2022





Performance does not happen by chance. It takes a dedicated and selfless workforce. And at Northwest Missouri State University, ***WE BRING IT.***

We are addressing our mission of focusing on student success – every student, every day – and **delivering strong organizational performance.** While our core competencies are being safe, trusted, invested and resourceful, we are aligned with four strategic objectives that guide our thinking, our actions and our investments.

We have worked extensively to create a diverse and equitable Northwest, including by implementing an Inclusive Excellence Framework. Further, we are beginning to close equity gaps.

With a strong and proud past, **we are in a vibrant current state and envision a bold and exciting future.**

PROFESSION-BASED LEARNING – IN ALL WE DO

Innovative majors and **student-focused faculty and staff** provide opportunities for students to work collaboratively with peers on real-world projects from day one. Through case studies with internal and external audiences, peer-to-peer learning, practicums, internships, co-curricular and field experiences, Bearcats prepare for lifelong learning in their careers and as citizens.



ACADEMIC PROGRAMMING

We engage students in innovative curriculum and immerse them in profession-based learning experiences – ultimately enhancing student success.



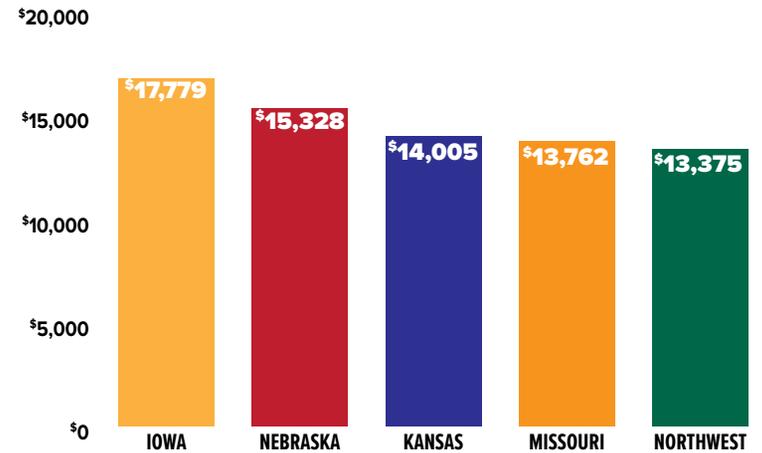
Northwest has a long tradition of high-quality, on-ground learning, classroom innovation, and profession-based learning embedded throughout its curriculum. Northwest has **diversified its academic portfolio to include a stronger online presence** that maintains the tradition of excellence of instruction but in a delivery method that is more inclusive of student needs. Northwest prides itself on meeting students' unique needs in a way that prepares diverse learners to meet regional workforce and community needs.

Nationally normed assessment and retention rates demonstrate that **we lead in promoting student success** across general education programming to support core competencies in major programs and development of teamwork, leadership and citizenship.

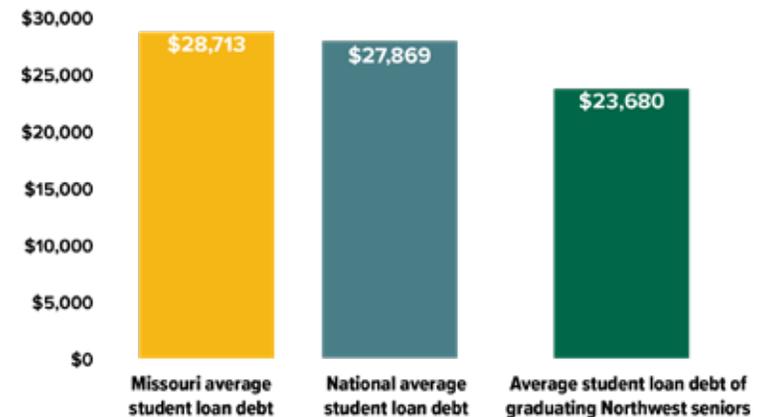
To help students graduate in four years or less and reduce the costs of a degree, Northwest's **"Complete 30" initiative** encourages students to take a personalized approach to meeting their academic goals. Additionally, Northwest reduced the number of credits needed to earn a bachelor's degree in most programs to 120 credits.



2020 Average Net Price



Average Student Loan Debt



AFFORDABILITY: *Top 23 percent of most affordable in nation according to a study conducted by National College Attainment Network (NCAN)*

Our net price is in the lower one-third of our peers, including for families with incomes between \$48,000 and \$110,000. Northwest also ranks below the state average of its top competitors in Missouri, Iowa, Nebraska and Kansas. Ninety percent of Northwest undergraduates receive some form of financial aid, which has increased annually since 2007.

Additionally, students save an estimated \$6,800 during their four years at Northwest via the University's rental textbook and laptop programs.

Net price: estimate of a student's cost of attendance reduced by awarded grant or scholarship aid from Northwest, as well as federal, state and local governments. Chart indicates average net price from 2018, Source: IPEDS.



ENROLLMENT: *All-time records*

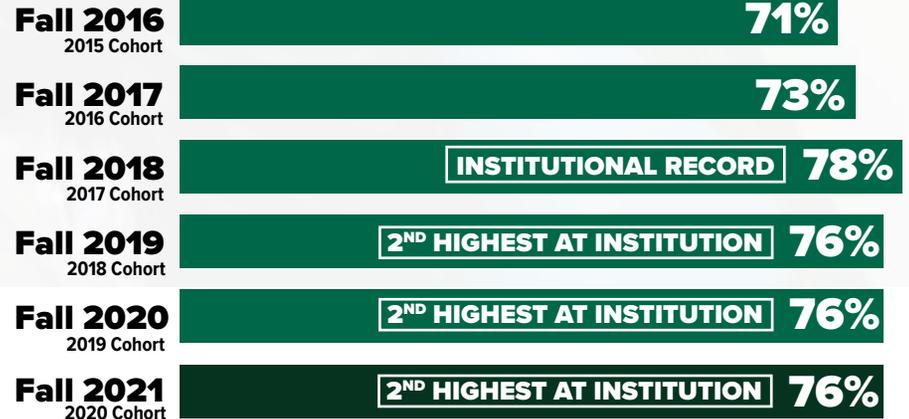
Northwest's total headcount of 7,870 students in fall 2021 and a graduate headcount of 2,564 students represents the second consecutive year of record enrollment in the institution's 116-year history.

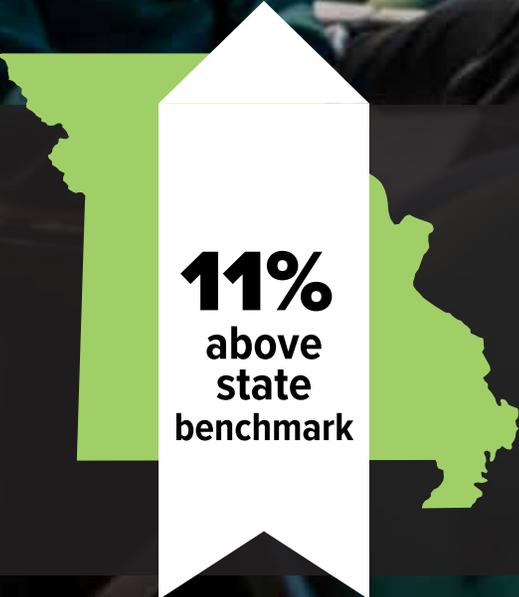
Additionally, when factoring students enrolled in Online Professional courses, which offer multiple starts each semester, Northwest ended the fall 2021 semester with more than 8,000 students for the first-time in its history. At a time when many Midwestern peers are reporting enrollment declines, Northwest is the only public institution in Missouri with enrollment growth during the last five years. Northwest is committed to strengthening access as well. Thirty-nine percent of our fall 2021 freshman class identify as first-generation college students, compared to 29 percent in 2014.



RETENTION: 2nd-highest mark ever

Northwest outperforms statewide peers in retention and maintained a high retention rate with 76 percent of the fall 2020 freshman class choosing to return to Northwest in the fall of 2021. That mark is the second-highest in the University's history after Northwest logged a record 78 percent retention rate in fall 2017 cohort retained to fall 2018. **Additionally, Northwest's second-to-third year persistence rate (second fall to third fall) was 81.4 percent (third-highest since 2015 cohort).**





11%
above
state
benchmark

GENERAL EDUCATION

At 11 percent above the state benchmark, and **the fourth-highest in Northwest history**, 70.7 percent of students scored at or above the 50th percentile on the general education assessment — collaborative, profession-based learning at its finest.



SATISFACTION: *Best in class*

Northwest maintains higher student satisfaction rates than national and regional peer comparison groups for both freshmen and juniors (2021 Ruffalo Noel Levitz Student Satisfaction Survey). Further, 80 percent of all Northwest students report they would repeat their Northwest experience, compared to 78 percent of students at regional peers and 77 percent of students surveyed nationally at their respective institutions.



GRADUATION:

Top percentile

Northwest's graduation rate is in the 95th percentile among peers. In

addition, 71 percent of our students graduate with a college degree, outperforming state peers, according to the national Student Achievement Measure.



Named best college in Missouri for getting a job via zippia.com

98% undergraduate placement rate

100% graduate placement rate

CAREER PLACEMENT: *Best in state* Northwest's placement rates indicate 98 percent of bachelor's degree earners, compared to 81 percent of national peers, and nearly 100 percent of master's degree earners, compared to 83 percent of national peers, secure employment or continue their education within six months of graduation; 75 percent is the state-established benchmark. Zippia, a career website, names Northwest the best college in Missouri for getting a job.

*Based on 2019-2020 NACE data

PEOPLE-FOCUSED: *Employment, not unemployment*

Focused on employment during the pandemic, Northwest is one of the few Missouri institutions to not invoke layoffs, furloughs, reductions in force or salary cuts. Further, Northwest's most recent employee engagement survey results show two-thirds of employees report being engaged while frontline leader and manager effectiveness and growth and development are noted as strengths of the institution.





SUSTAINABILITY: \$16+ million in savings from alternative fuels

Northwest completed Missouri's first university biomass steam plant in 1982 and rededicated it in the summer of 2019 as the John C. Redden Jr. Power Plant.

Alternative Energy Production: Northwest has realized more than \$16 million in energy savings since 1982 through alternative fuel energy production in comparison to the use of fossil fuels only. Northwest's recycling program has been recognized three times by the Missouri State Recycling Program. The American Association of State Colleges and Universities (AASCU) named Northwest an Excellence and Innovation Award winner for Sustainability and Sustainable Development. Eighty-five percent of all campus energy consumption is produced in the central plant in the form of steam using alternative fuels such as wood chips and paper pellets. Further, Northwest is preparing to enter a public-private partnership (P3) to uplift its Central Plant. The P3 partner will provide investment, expertise and best practices to address plant and system upgrades and modernization with optimal allocation of risk and responsibility in an escalated timeframe.

In 2010, annual recycling expenses reached \$4,200 per year. As of 2019, recycling revenue has exceeded \$160,000, saving close to \$100,000 in landfill costs.



MISSOURI ARBORETUM

The Missouri Arboretum holds Level II accreditation – **one of 92 arboreta in the world** to earn this distinction from ArbNet and the Morton Arboretum. The Arboretum has 160 different species of trees in its collection, including **three Missouri state champion trees**.

FACILITY DEVELOPMENT:

\$106.7 million in renovations and new construction

As critical elements of students' learning, Northwest has identified innovative ways to fund more than \$106.7 million of renovation and new construction since 2009, including requiring endowed deferred maintenance on new projects.

Renovations

- More than 20 campus buildings
- Numerous active learning classrooms and computer labs, including the Michael L. Faust Media Lab in Wells Hall.
- School of Agricultural Sciences in the Dean L. Hubbard Center for Innovation
- R.T. Wright Farm building and road and entrance improvements
- Residence hall upgrades, including \$6 million makeover of Franken Hall and Roberta Hall — first significant improvements to the high-rises since the 1970s
- Michael L. Faust Center for Alumni and Friends
- Student Success Center in B.D. Owens Library
- Harr Athletic Success Center in Lamkin Activity Center
- Robert and Virginia Foster Fitness Center
- Phyllis and Richard Leet Center for Children and Families at Horace Mann Laboratory School
- Thomas Gaunt House, the 152-year-old University president's residence
- Central plant steam tunnel
- Electrical infrastructure upgrades
- Various campus-wide deferred maintenance improvements
- Bearcat Pitch soccer field
- Frank W. Grube Courts at the Mark Rosewell Tennis Center
- Veterans Commons in Valk Center
- Bearcat football locker room

New Construction

- Support Services Building, University Police Department headquarters
- State-of-the-art outdoor classroom at the Horace Mann Laboratory School
- Bearcat Stadium video board
- Northwest-Kansas City: a 14,000-square-foot, 12-classroom, full-service learning center
- Carl and Cheryl Hughes Fieldhouse, a 137,250-square-foot recreation and multipurpose facility — the largest public-private partnership in Northwest's history and one of the largest-ever in the region
- Farm manager house
- Mooyah burger restaurant
- Agricultural Learning Center





STATEWIDE LEADERSHIP IN FISCAL EFFICIENCY/ RETURN ON INVESTMENT

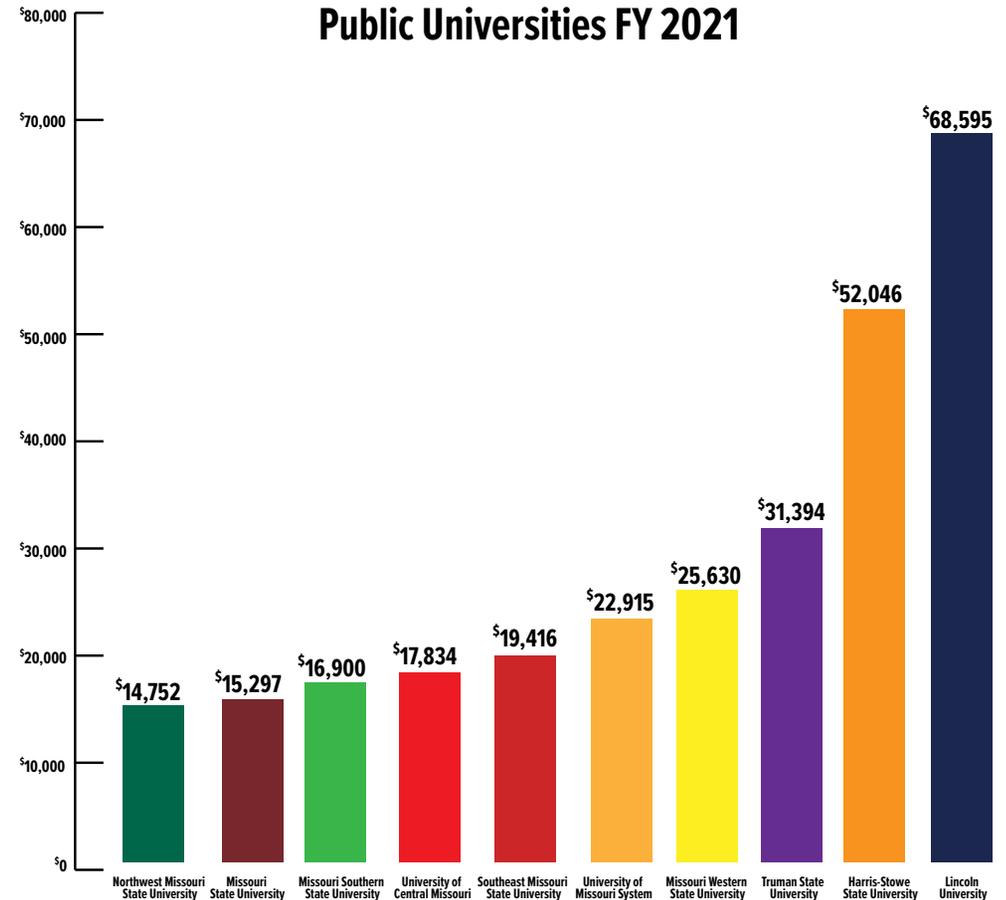
No. 1 in state for return on state appropriated funds per degree completion, yet second lowest-funded state institution

Our core competencies include being safe, trusted, invested and resourceful, or STIR, and we enjoy peer-leading metrics across so many measures. A report released by the Missouri Department of Higher Education and Workforce Development in January 2021 showed Northwest is the most efficient among state universities for state appropriations per degree and certificate granted.

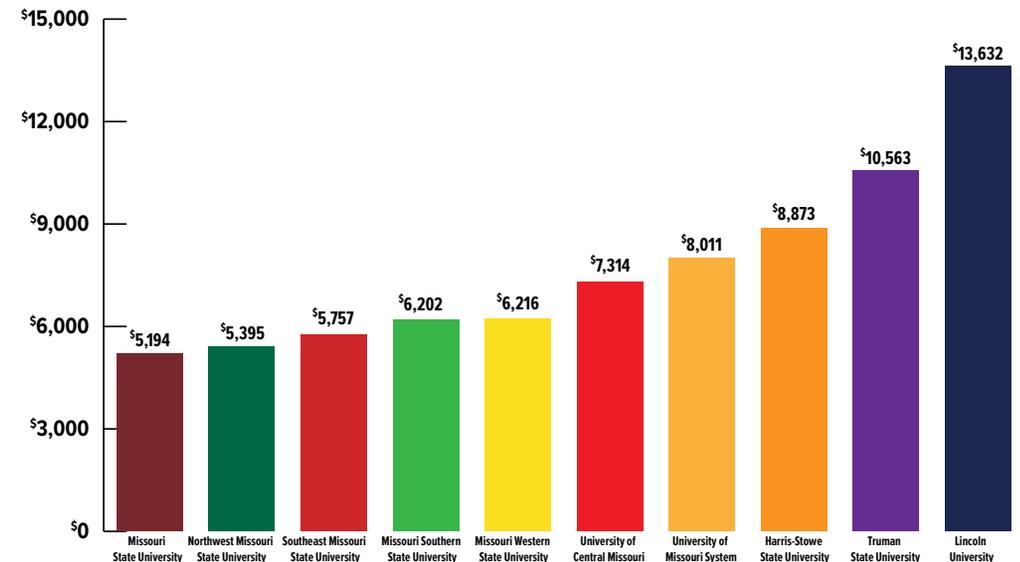
Further, it showed that Northwest receives the second-lowest level of funding per full-time equivalent. All while the University experienced record enrollment.

Not only are we trusted and invested, but we are the most resourceful in the state with the dollars we receive. Northwest's return on investment should be quite clear to all of our stakeholders.

State Appropriations Per Degree & Certificate Granted, Public Universities FY 2021



State Appropriations Per FTE, Public Universities FY 2021





FISCAL STEWARDS: *Significantly strengthened financial position*

We generated \$87.7 million in cost containment and efficiencies between 2012 and 2020. →

We have cut our debt in half since 2009.



Northwest’s financial position has strengthened, as evidenced through the Higher Learning Commission’s Composite Financial Index (CFI), ending at 4.29 for FY20 – the healthiest of all state institutions at the start of the COVID-19 pandemic – and 6.7 for FY21 – the third-highest of state public institutions. The spike in FY21 CFI scores among state higher education institutions is primarily a result of COVID-19 relief funds.

FUNDRAISING:

The \$45 million Forever Green campaign outpaced annual goals, and fundraising totals exceeded the campaign's goal with more than \$55 million raised when it concluded on June 30, 2021.

- Northwest finalized a record \$14 million in gifts for the Hughes Fieldhouse, a \$21 million public-private partnership, and the \$11.4 million Agricultural Learning Center was supported with donor gifts and \$2.5 million from the state of Missouri.
- A \$1 million cash gift from alumna Karen L. Daniel focused diversity and inclusion.
- Northwest secured its first professorship, the Dennis C. Dau Endowed Professorship in Instrumental Music.
- Scholarship support remains a central mission of the Northwest Foundation, which awarded nearly \$1.2 million in financial assistance through 1,477 scholarships during FY21.
- Ninety-two percent of the total funds raised by the Northwest Foundation during FY21 were cash gifts, and 4,529 donors contributed. The Foundation's total assets under management increased 14.5 percent to \$45.67 million, while its endowment stands at more than \$33 million.
- In FY21, the Northwest Foundation provided more than \$9.4 million to the University as direct and indirect support of various needs.
- Northwest has raised more than \$130 million since its founding in 1905 – including more than \$73 million since 2009.



NATIONALLY RECOGNIZED EXCELLENCE:

Awards and national cohort

A recipient of five American Association of State Colleges and Universities (AASCU) Excellence and Innovation Awards during the last seven years, including the 2018 Christa McAuliffe Excellence in Teacher Education Award as well as awards in 2019 for Student Success and College Completion and in 2021 for Campus Pandemic Response. Additionally, Northwest was one of five institutions nationally selected to join an AASCU pilot focused on bringing student success programming to scale for members through the Bill & Melinda Gates Foundation.



A university of champions: 64 national championships

A winner of 64 national championships since 2009 across all academic and athletic teams. Our students excel nationally in forensics, football, cheerleading and dance, business education, radio broadcasting, agricultural sciences and men's basketball. In athletics, Northwest's Student-Athlete Success Rate of 81 percent compares favorably to the 73 percent national rate in NCAA Division II and 65 percent in Northwest's MIAA conference; Northwest has garnered 10 athletic team national championships since its first in 1998 – seven since 2013. It is one of only two NCAA institutions to win a football and basketball championship in the same academic year (2016-2017) and the first Division II program to win three consecutive men's basketball championships.



NORTHWEST IS TRULY A STEWARD OF PLACE: \$617.5 MILLION

Northwest provides \$617.5 million in economic impact and added regional income, equivalent to 9,465 jobs.



