

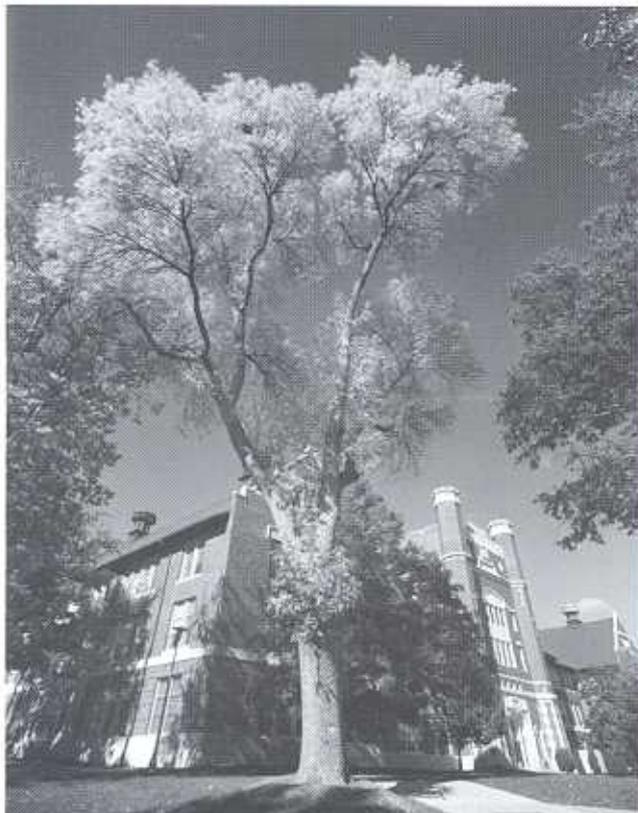


2001 Award Recipient

NORTHWEST MISSOURI STATE UNIVERSITY



A two-time recipient of the Missouri Quality Award, Northwest Missouri State University was founded in 1905 as a normal school to train teachers for 19 counties in northwest Missouri. Times certainly have changed. Northwest has grown into a comprehensive, coeducational, state-assisted regional university committed to its students and leading the nation's colleges and universities in its innovative use of technology and alternative fuels. Northwest's mission is to be a moderately selective, learner-centered institution offering a range of undergraduate and graduate programs. Northwest offers bachelor's, master's, specialists and doctoral degrees. The mission commits Northwest to provide students with a strong general education core, preparing them to succeed in our changing world.



Northwest is located in Maryville, a close-knit, friendly community of 11,000 with an unusually robust economic base sustained by small and mid-sized industries. The beautiful 210-acre campus, home to the Missouri State Arboretum, has 32 major buildings and a 720-acre research farm. Serving 5,600 undergraduate and 1,000 graduate students, Northwest also houses the Missouri Academy of Science, Mathematics and Computing, a unique accelerated residential program for academically talented high school juniors and seniors. The campus is extremely safe and friendly, where students, faculty, staff and administrators refer to themselves, and each other, as members of the "Northwest Family."

"Traditional" students, those between the ages of 18 and 24, make up 97% of the student body at Northwest, 85% are undergraduates, 44% live in on-campus residence halls. Forty-six percent of the Northwest student body consists of first-generation college students. Northwest has an excellent, committed and caring workforce comprised of 248 faculty, 267 staff, 186 professional staff, 900 part-time student employees and 35 administrators, all of whom work in an empowered, team-based and continuous improvement-driven environment.

Northwest's nationally acclaimed Electronic Campus includes networked personal computers and laptops in every residence hall room and faculty/administrative office. Applying information technology to leverage student learning is part of Northwest's mission and is exemplified by such projects as internet-based classes, distance learning classes and CD-ROM-based learning tools.

Northwest is constantly seeking to expand and improve access to learning and to promote applied re-

search designed to address regional and state issues. One such project involves the use of alternative fuels, an area where Northwest has been a national leader since 1982 when it began using wood waste from the forest products industry to provide thermal energy to the campus. In 2001, Northwest launched the animal-waste-to-energy program where animal waste from the University farm will be pelletized and used as a fuel source. Between 75% and 85% of Northwest's fuel needs come from these and other effective and cost-saving measures, reducing its dependence on fossil fuel.

Northwest President Dean L. Hubbard initiated the University's focus on continuous quality improvement upon his arrival on campus in 1984. Northwest unveiled its student-centered "Culture of Quality" master plan in 1987, designed to revitalize undergraduate education. The Culture of Quality has since evolved into a shared set of Northwest community values, including exceeding student and stakeholder expectations and striving for continuous learning and improvement at every level.

The designation of Northwest's core values, vision and an enhanced statewide mission has provided a context for planning and decision making. Further,



Northwest's critical success factors build from these statements and are utilized as a template by which to collect and analyze performance results from across all units at Northwest. Northwest's Seven-Step Planning Process is utilized at all levels and focuses on key quality indicators (KQIs). KQIs are few and focused, address excellence as defined by the customer and are measurable.

The Northwest Family has a deep sense of commitment to students and stakeholders which provides the foundation by which the University operates. This commitment is reflected in Northwest's core values:

- * We focus on our students and stakeholders.
- * We care about each other.
- * We are a learning organization, continually improving Northwest and ourselves.
- * We collaborate and work together to accomplish our goals.
- * We master the details of what we do.
- * We are open and ethical.
- * We are leaders in our field.

The Northwest Family is proud to again be named recipient of the Missouri Quality Award. The Award helps demonstrate that Northwest's quality journey is indeed effective. It is this commitment to quality that enables Northwest to provide an outstanding college experience to its students. Northwest Missouri State University will continue to strive for improved performance excellence to exceed the expectation of future students and stakeholders.

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