



2005

MISSOURI QUALITY AWARD RECIPIENT

NORTHWEST MISSOURI STATE UNIVERSITY

A three-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 learning centered community of scholars offering undergraduate and graduate programs. The University is committed to preparing broadly educated and engaged citizens for a world of constant change, applying information technology to improve learning processes, and promoting continuous improvement to enhance performance in all of its activities. Northwest seeks to expand access to learning and promote research designed to address the needs of our students and stakeholders.

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 370-acre campus, home to the Missouri State Arboretum, has 50 major buildings, a 448-acre research farm, and a 315-acre rural lake-front tract of land designed for student and community education/recreation activities. Serving 5,300 undergraduates and 1,000 graduate students, Northwest also houses the Missouri Academy for Science, Mathematics, and Computing, a unique accelerated residential program for 107 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 make up the largest segment of Northwest's student body. Eighty-eight percent of all students are between the ages of 18 and 24, forty-three percent of those live in newly constructed or recently renovated on-campus housing in the form of suites and apartments. Approximately 45 percent of the Northwest student body consist of first-generation college students. Northwest has an excellent, committed, and caring workforce comprised of 248 faculty, 257 staff, 218 professional staff, and over 1100 part-time

student employees, all of whom work in an empowered, team-based and continuous improvement-driven environment.



Northwest's nationally acclaimed Electronic Campus includes wireless capable laptop computers available to all students living on campus, networked computers in every faculty/administrative office, and 30 computer labs across campus. Northwest also offers unique courses to over 900 online students, demonstration of their commitment and focus on students.

Northwest is constantly seeking to expand and improve access to learning and promote applied research designed to address regional and state issues. One such project involves the use of alternative fuels, where Northwest has been a national leader since 1982 when it began using wood waste to provide thermal energy to the campus. Northwest now uses pelleted animal waste from the University farm as a fuel source. Approximately 85% of Northwest's fuel comes from these and other effective and cost-saving measures, reducing its dependence on fossil fuels, and demonstrates a focus on their community.

In September of 2005, Northwest broke-ground on the "Missouri Center for Excellence in Plant Biologics" that physically pairs the University with industry leaders in the field of plant-based pharmaceuticals. The "Center" will be open in late Summer 2006 to offer academic experiences to Northwest students and

development opportunities for the region.

To offset the costs of rising tuition, Northwest offers the American Dream Grant Program to students who meet our admissions criteria and who have a family income less than \$30,000. Students admitted into the nationally-recognized grant program receive tuition, room and board, primary textbooks, and a laptop computer at relatively no-cost to the student. Those students perform competitively with the rest of the student body and are retained at a higher rate than other students in the same demographic category.

Northwest President Dean L. Hubbard initiated the University's focus on continuous improvement upon his arrival 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 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, decision drivers, vision and enhanced statewide mission has provided a context for planning and decision making. Further, Northwest's performance indicators build from these stated 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.

Northwest's Core Values

- We focus on our students and stakeholders.
- We care about each other.
- We are a learning organization, continually improving our University 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 to improved performance excellence to exceed the expectation of future students and stakeholders.



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