

UNIVERSITY PLANNING GROUP / STRATEGIC PLAN

President's Annual Assessment



NORTHEASTERN STATE UNIVERSITY

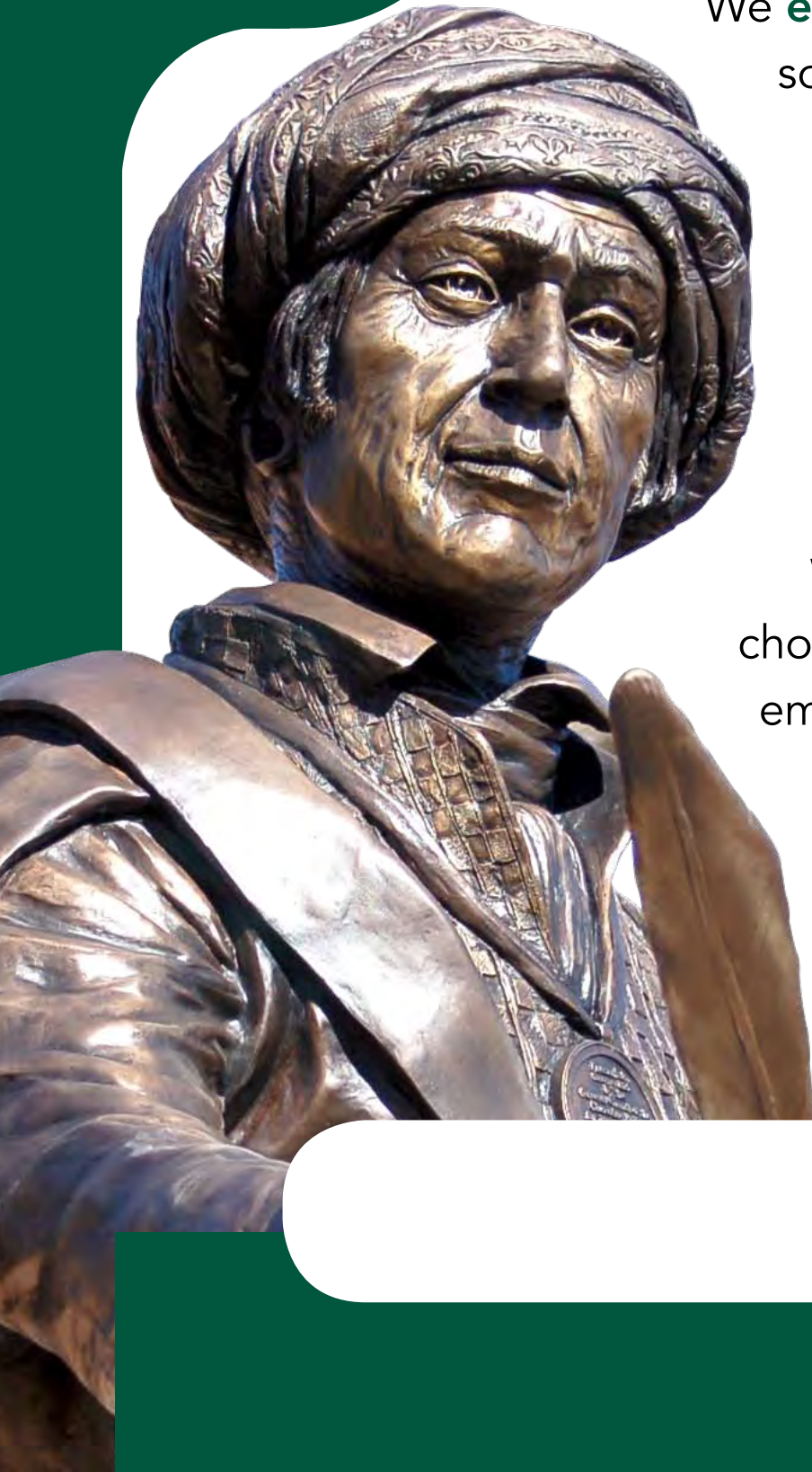


Our Mission

We **empower students** to be socially responsible global citizens by creating and sustaining a culture of learning and discovery.

Our Vision

We will be the partner of choice in eastern Oklahoma, embracing the educational, cultural and economic challenges and opportunities of our global societies.





NORTHEASTERN
STATE UNIVERSITY

Core Values

INTEGRITY

We model ethical and intellectual development by advancing honesty, human dignity, and accountability.

EXCELLENCE

We pursue continuous improvement individually and as a community.

CREATIVITY

We advance knowledge by exploring new possibilities through critical inquiry and intellectual freedom.

LEADERSHIP

We have a compelling commitment to serve, inspiring and preparing others to do the same.

COLLABORATION

We build partnerships to create learning opportunities and promote educational and economic success.

Working Draft Strategic Goals: 2011/2015

Northeastern State University

Charting the Second Century: 2011/2015

Working Draft Strategic Goals

Approved for distribution by the University Planning Group November 20, 2009

The following Working Draft Strategic Goals are derived directly from the Mission, Vision, and Values of Northeastern State University.

Definition of working draft strategic goals: A working draft has received serious and meaningful consideration by a group of individuals who are interested in the topic and represent a range of university units, organizations and stakeholder groups. It is a work in progress that is to be exposed to a broader spectrum of those stakeholders, including university organizations and individuals. These strategic goals will be considered working drafts until they have been fully reviewed by the university community and our colleagues in each of the units to ensure full communication and consideration of all feedback.

Strategic Goal 1: Develop a culture of learning and discovery throughout the university.

Strategic Goal 2: Build a sustainable campus and sustainable communities.

Strategic Goal 3: Build and reinforce an environment that values full inclusion, collaboration and shared leadership in the life of the university and in all external relationships.

Strategic Goal 4: Encourage and nourish a commitment to civic engagement by our students, our faculty and our staff.

Strategic Goal 5: Develop an environment which encourages global knowledge and cultural sensitivity.

Strategic Goal 6: Improve quality of life by serving as a cultural and entertainment destination on our campuses and throughout the region we serve.

Strategic Goal 7: Develop and manage the resources of the university to support a vibrant and viable community.

Strategic Goals in this document (Charting the Second Century: 2011/2015) are fully articulated statements designed to provide meaningful and adequate direction in the development of academic and administrative unit Five Year Growth and Development Plan updates, with the intention that our colleagues throughout the university will provide critical and important input in charting the future of the university. The final "Charting the Second Century: 2011/2015" will be completed after full two-way communication with university stakeholders and with all units in a collaborative effort.

STRATEGIC GOAL 1

Develop a culture of learning and discovery throughout the university.

The two components of the Culture of Learning and Discovery are inextricably bound (interwoven). Together, these two components form the basis for developing intellectual inquiry on a university campus. Learning implies that each of us at Northeastern State is interested in promoting learning among all individuals within the university community (not just students). It also implies that learning is an important investment for Northeastern State and that we all have a personal interest in the success of learners (including student success, faculty success and staff success). Discovery is multifaceted and relies not only on traditional research, but also takes the forms of basic, applied, action research, synergistic experiences, observational opportunities and community oriented service.

An institution that embraces a culture of learning and discovery:

- » Focuses on student learning outcomes.
- » Inspires individuals to become lifelong learners.
- » Provides excellent curricular and co-curricular programs that meet student, community, and/or state needs.
- » Encourages creativity and innovation in solving real world problems.
- » Provides an investment in human potential/capital for students, faculty, staff, and administrators.
- » Promotes intellectual inquiry (discovery/scholarship) using a teacher/scholar model.
- » Fosters excellence through continuous quality improvement, transformative learning, best practices, accreditation, and impeccable integrity.
- » Recruits, retains and graduate students from diverse settings.
- » Sets academic priorities which foster growth and vitality of the region and state.
- » Develops various teaching/learning modalities and schedules to accommodate a variety of student learning needs.
- » Provides a comfortable, clean and safe learning environment that supports technology.

STRATEGIC GOAL 2

Develop sustainable communities, encompassing environmental responsibility and community capacity-building.

Sustainable communities can be communities of interest (e.g., the arts, business, education) and/or communities of geography (e.g., Northeastern State University, Cherokee County, Green Country).

On campus this entails adopting practices to reduce, reuse and recycle as they apply to all resources. We will model the way in innovative and best sustainability practices on campus to reduce our carbon footprint, and share them with others off-campus.

Through a holistic, systems-thinking approach in Northeastern State's external service area, faculty experts, student interns, and research teams will be coordinated to address the breadth and depth of leadership capacity building as well as sustainability-based community planning, development, commercial, social and cultural opportunities that ultimately define the quality of life on our campuses and across the region. By encouraging economic improvement through community capacity building and sustainability best practices, communities will generate resources that may be applied to resolve sociologic problems and enhancing cultural development.

An institution that embraces sustainability practices on campus and in its service region:

- » Becomes a "Model for Cash Positive - Carbon Negative, Sustainable Campus / Community Design."
- » Benchmarks indicators and tracks integrated data on ecologic integrity, social justice, and economic vitality.
- » Achieves maximum self-sufficiency and commercial value through vertically integrated campus, business and community models.
- » Creates synergistic partnerships to build sustainable economic development, community arts, health care, and education through collaboration with community leaders and other forms of civic.
- » Enables communities to find common ground by developing the abilities of community residents to enhance their decision-making to achieve preferred outcomes to the benefit of all.

STRATEGIC GOAL 3

Build and reinforce an environment that values full inclusion, collaboration and shared leadership in the life of the university and in all external relationships.

Our commitment to inclusion, collaboration and shared leadership is designed to harness the power of diverse skills, backgrounds, experiences and capabilities of our many stakeholders. Our commitment to these values drives the way we act, how we treat each other and how we make decisions in every aspect of university life.

A culture that embraces inclusion encourages all to feel that he or she is a valued member of our larger community, and that each individual's contributions to the university is recognized, welcomed, and respected. Collaboration encourages and rewards cooperation across functions/ colleges/departments, among faculty, staff, students, and alumni, among leaders and associates at all levels of the organization, across our three campuses, and between internal and external constituents. Shared leadership provides meaningful opportunities for input from all stakeholders, builds mutual trust and ensures transparency in decision making.

An institution that embraces inclusion, collaboration and shared leadership:

- » Ensures equal access to all services and opportunities.
- » Proactively seeks input from diverse groups ensuring that these voices are not only heard, but actively sought.
- » Prioritizes robust, comprehensive and honest two-way communication at all levels.
- » Develops specific mechanisms and structures that encourage collaboration across the university in a broad spectrum of activities and programs, specifically capitalizing on the strength-in-diversity of our three campuses.
- » Creates and lives by a principle-based decision-making model that is fully transparent, includes the right stakeholders, focuses on the most important issues, values diversity, builds trust, accepts failure, and encourages leaders at all levels of the university.
- » Engages our alumni and external stakeholders by providing the opportunity to influence and impact the success of future generations.
- » Provides early information on major issues and initiatives to promote understanding and to give stakeholders an opportunity to be heard.
- » Specifically includes those most affected, those most interested and those most capable of contributing to success in the decision-making process.
- » Provides professional development programs to prepare the next generation of leaders, thus guaranteeing the sustainability of Northeastern State and its partner communities.

STRATEGIC GOAL 4

Encourage and nourish a commitment to civic engagement by our students, our faculty and our staff.

Civic engagement at Northeastern State University is individual commitment to act on one's obligation to the larger community. This is achieved by taking personal and social responsibility through study, reflection and necessary action in our individual fields of interest and in our communities. Civic engagement requires working together collaboratively with civility toward a common purpose to create positive change.

Civic engagement, in the Northeastern State community, can be defined as demonstrating these attributes: 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."

An institution that embraces a commitment to civic engagement:

- » Integrates service learning in academic curriculum.
- » Encourages and supports volunteering in programs or activities that benefit others.
- » Addresses needs of the communities it serves.
- » Develops and nourishes co-curricular programs.
- » Draws attention to and awareness of local, national and global issues.
- » Contributes to community development by identifying and increasing human resources and economic assets of a community.
- » Mobilizes students to influence public policy through voting and political participation.
- » Encourages and supports scholarly activity that serves public interest resulting in community or societal benefits.

STRATEGIC GOAL 5

Develop an environment which encourages global knowledge and cultural sensitivity.

In order to prepare our students to experience success in an increasingly globalized world, we must provide opportunities that promote an understanding of the interconnectedness and interdependence of human and environmental processes around the world. Global literacy will provide our students with an international perspective that enables them to respond more effectively to challenges and engage in opportunities.

Cultural sensitivity not only requires global knowledge, but also the ability to view a situation from diverse perspectives and to communicate and interact appropriately and effectively with people from different cultures

An institution that embraces a global knowledge and cultural sensitivity:

- » Increases numbers and diversity of international students at Northeastern State.
- » Provides opportunities for international learning and travel opportunities and funding for Northeastern State students, faculty, and staff.
- » Encourages campus conversations regarding international current events explored from multi-cultural perspectives.
- » Incorporates global knowledge and cultural sensitivity into the curriculum and co-curricular opportunities.
- » Uses technology to connect the campus community more fully with the world.
- » Creates and nourishes exchanges between Northeastern State and international institutions.
- » Plans and supports campus events that feature diverse cultures.
- » Uses opportunities within the United States to experience multi-cultural communities.
- » Develops awareness of the interconnectedness of global systems and the importance of developing sustainable solutions to human and environmental problems.
- » Recognizes contributions by international faculty—tenure track, non-tenure track, and Fulbright scholars.
- » Recruits ethnically and racially diverse students, faculty, and staff.

STRATEGIC GOAL 6

Improve quality of life by serving as a cultural and entertainment destination on our campuses and throughout the region we serve.

A center for cultural enrichment and entertainment is achieved by promoting and advancing the fine and performing arts, NCAA intercollegiate athletics, lectures, university student organization programs and recreational co-curricular activities.

Through these activities Northeastern State will act as a preferred destination for visitors and serve a dual function of enhancing regional economic development through visitors' expenditures while providing an exceptional experience for those who participate in our activities and events.

An institution that embraces a commitment to cultural enrichment and entertainment:

- » Promotes diverse continuing education programs and services.
- » Acts as a regional leader that promotes concerts and lectures.
- » Supports the arts through student performances, art shows, museum quality exhibitions etc.
- » Competes in the highest classification of NCAA intercollegiate athletics as possible.
- » Provides (sponsored and non sponsored) recreational activities for campus and community members.
- » Hosts a variety of youth camps.
- » Nurtures and supports indigenous arts and cultural activities linked to NSU's heritage.

STRATEGIC GOAL 7

Develop and manage the resources of the university to support a vibrant and viable community.

Our institutional goals will be enhanced through effectively managing our resources. This will be accomplished by committing to the development of our faculty and staff, combining efficiency and environmental responsibilities, developing our physical and technical infrastructure, significantly increasing the resource base, and committing to a university-wide environment which promotes customer-driven, quality programs.

This goal represents a significant challenge in light of declining state funding, dynamic changes in technology, and a history of deferred maintenance. The near term requires programs addressing quality, customer service, efficiency and prioritization. Major funding campaigns are essential for the long term achievement of the university's mission and vision.

An institution committed to creating a growing, vibrant, sustainable university community:

- » Achieves sustainable student populations at all campuses.
- » Creates and maintains physical campus environments that are distinctive in form, function and design. The university master plan provides the roadmap for building the physical resources to support the mission and vision, while acting as a model of sustainability.
- » Maintains the technological resources to support learning and discovery.
- » Establishes processes to achieve internal efficiencies for targeted reallocation of existing resources and optimal use of new resources which will allow us to adapt to the changing economic and market conditions, while maintaining our commitment to environmental responsibility.
- » Develops targeted programs for all stakeholders to increase financial resources, and support the mission and vision of the university.

Review of Potential University Priorities, Working Draft Goals & existing initiatives.

The following provides information that addresses consistency with Working Draft Strategic Goals, Mission/Vision/Values, and existing initiatives. In order to gain a full understanding of the scope of the potential priorities, the detailed statements located in Appendix 3 should be reviewed in conjunction with this document.

1. Identify Academic Programs and University Support Services and reallocate resources in order to sustain and grow the university. Invest in new program start ups, in adding faculty and staff in critical areas, and in enhancing/creating student services. (This priority also includes emphasis on assessment.) *Supports Goal 1.*
 - a. Working Draft Goal Reference: *“Sets academic priorities which foster growth and vitality of the region and state; develops various teaching/learning modalities and schedules to accommodate a variety of student learning needs.”*
 - b. Mission/Values Reference: *“.. the campuses of Northeastern State University provide our diverse communities a broad array of lifelong learning, undergraduate, graduate, and professional doctoral degree programs. We empower students to be socially responsible global citizens by creating and sustaining a culture of learning and discovery.”*
 - c. Existing Initiative: *Tie to Academic Priority Process.*
2. Reorganize teaching, learning, and assessment effort on campus.
 - a. Working Draft Goal Reference: *“Fosters excellence through continuous quality improvement, transformative learning, best practices, accreditation, and impeccable integrity; focuses on student learning outcomes.”*
 - b. Mission/Values Reference: *“We pursue continuous improvement individually and as a community.”*
 - c. Existing Initiative: *Tie to HLC activities, and assessment emphasis in the colleges.*
3. Recruit and retain a diverse, highly qualified faculty and staff, becoming a recognized employer of choice and enhancing the quality of the work environment (includes competitive salary, benefits, teaching resources, etc.). *Supports Goal 1.*
 - a. Working Draft Goal Reference: *“Provides an investment in human potential/capital for students, faculty, staff, and administrators.” “The two components of the Culture of Learning and Discovery are inextricably bound ... form the basis for developing intellectual inquiry implies that learning is an important investment for Northeastern State and that we all have a personal interest in the success of learners (including student success, faculty success and staff success).”*
 - b. Mission Reference: *“Through quality teaching, research and scholarly activities, service to local and professional communities, and high expectations, our dedicated faculty and staff provide a friendly learning environment where students are prepared to achieve socially responsible career and personal goals for success in a challenging global society.”*
 - c. Existing Initiative: *Not specifically identified at the university level.*
 - d. Additional Support: *Faculty and staff are central to the overall focus of learning and discovery and every one of our goals. They are key to achieving the mission and vision of the university. Our people are the university’s critical resource.*
4. Become a recognized (international) center for Native American and indigenous culture and language. *Supports Goal 1.*
 - a. Working Draft Goal Reference: *Not specifically addressed. This is a new idea relative to the Draft Goal; however, we have asked all stakeholders to bring new ideas to the table.*
 - b. Mission Reference: *“Founded on the rich educational heritage of the Cherokee Nation, the campuses of Northeastern State University provide our diverse communities a broad array of lifelong learning, undergraduate, graduate, and professional doctoral degree programs.”*
 - c. Existing Initiative: *Not specifically identified at the university level.*

- d. Additional Support: *NSU's history is unique. The university has a base of courses and resources that could provide core capabilities. This initiative may receive substantial external support and interest.*
5. Centralize Campus Outreach Efforts in Making Place Matter. Form and implement the Eastern Oklahoma Futures Institute by the 2010 Regional Summit. *Supports Goal 2.*
 - a. Working Draft Goal Reference: *"Creates synergistic partnerships to build sustainable economic development, community arts, health care, and education through collaboration with community leaders and other forms of civic; and, enables communities to find common ground by developing the abilities of community residents to enhance their decision-making to achieve preferred outcomes to the benefit of all."*
 - b. Vision reference: *"We will be the partner of choice in eastern Oklahoma, embracing the educational, cultural and economic challenges and opportunities of our global society."*
 - c. Existing Initiative: *This priority incorporates and builds on the Health Care initiative and the Regional Summit.*
 - d. Support: *Ensure that our outreach initiatives are coordinated, prioritized and effectively supported.*
6. Develop a broad-based campus sustainability initiative, integrating student, faculty and staff leadership. *Addresses Goal 2.*
 - a. Working Draft Goal Reference: *"On campus this entails adopting practices to reduce, re-use and recycle as they apply to all resources. We will model the way in innovative and best sustainability practices on campus to reduce our carbon footprint, and share them with others off-campus. Becomes a 'Model for Cash Positive - Carbon Negative, Sustainable Campus / Community Design'."*
 - b. Vision reference: *"We empower students to be socially responsible global citizens..."*
 - c. Existing Initiative: *This priority incorporates and builds on the Health Care initiative and the Regional Summit.*
 - d. Support: *Ensure that our outreach initiatives are coordinated, prioritized and effectively supported.*
7. Upgrade technology resources to meet 21st century standards/Pursue comprehensive data systems/Enterprise Software Standards, including an Automatic Enrollment and Degree Audit Program. *Addresses Goal 7; supports all goals.*
 - a. Working Draft Goal Reference: *"...developing our physical and technical infrastructure." "Maintains the technological resources to support learning and discovery."*
 - b. Mission Reference: *"We empower students to be socially responsible global citizens by creating and sustaining a culture of learning and discovery."*
 - c. Existing Initiative: *Technology has been a priority for a number of years.*
 - d. Support: *Essential to a culture of learning and discovery, and overdue.*
8. Develop a comprehensive plan to upgrade student life facilities and surrounding grounds, and provide services to encourage growth in all campuses. *Addresses Goal 7; supports all goals.*
 - a. Working Draft Goal Reference: *"...developing our physical and technical infrastructure". "Creates and maintains physical campus environments that are distinctive in form, function and design. The university master plan provides the roadmap for building the physical resources to support the mission and vision, while acting as a model of sustainability."*
 - b. Mission Reference: *"We empower students to be socially responsible global citizens by creating and sustaining a culture of learning and discovery."*
 - c. Existing Initiative: *Campus wide facilities plan.*
 - d. Support: *Essential to a culture of learning and discovery.*

A low-angle photograph of a tall, multi-story brick building with a prominent tower on the right side. The building features arched windows and a decorative cornice. In the foreground, the green leaves of a tree are visible on the left side, partially obscuring the sky. The sky is a clear, bright blue. The overall scene is well-lit, suggesting a sunny day.

Northeastern State University

Strategic Plan

2006





MISSION STATEMENT

Founded on the rich educational heritage of the Cherokee Nation, the campuses of Northeastern State University provide our diverse communities a broad array of lifelong learning, undergraduate, graduate, and professional doctoral degree programs. Through quality teaching, research, and scholarly activities, service to local and professional communities, and high expectations for all, our dedicated faculty and staff provide a friendly learning environment where students can achieve career and personal goals.



CORE VALUES

Academic Quality and Integrity Northeastern State University is committed to the advancement of knowledge and educational excellence by ensuring equal access to all programs and services in a community that respects critical inquiry and intellectual freedom.

Leadership Northeastern State University is a regional leader in education and economic development. At NSU, leadership is more than being the best; it is inspiring others to be their best.

Ethics and Academic Honesty Northeastern State University values honesty, fairness, human dignity, responsibility and equal opportunity in all that it does. NSU policies, practices and behaviors reflect these values, are professional, and are applied with respect to all of our stakeholders/constituents. Our faculty, students, and staff practice academic honesty.

People Northeastern State University is a richly diverse community in which caring, compassion, equal access, teamwork, and scholarly creativity flourish.

Community Northeastern State University actively pursues cooperative and reciprocal relationships within the communities we serve. By providing access to and resources for lifelong learning, cultural enrichment, civic engagement, and global understanding we provide our faculty, staff and students the opportunity to make positive contributions to society.

Teaching and Learning Northeastern State University values learning, intellectual achievement, and student success in a technologically enhanced setting in which well-qualified educators are committed to student learning.

Institutional Advancement Northeastern State University values a culture in which all members of the university community have a collective responsibility to continually advance the University.



VISION STATEMENT

Our vision is to be a doctoral degree granting university offering excellent undergraduate and graduate degrees that are internationally recognized for preparing students and other community members to succeed as global citizens.



NORTHEASTERN STATE UNIVERSITY GOALS

In order for the Northeastern State University (NSU) students, faculty, staff, and supporters to achieve the Mission and Vision Statements and to establish University priorities, we set out five goals, supporting sub-goals, and action steps. Executive officers of the University in collaboration with the Strategic Planning Committee will implement and monitor this strategic plan.

- ● ● To provide a quality curricular and co-curricular education in a flexible student-centered environment.

GOAL

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STRATEGIC GOAL 7

Develop and manage the resources of the university to support a vibrant and viable community.

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- » Maintains the technological resources to support learning and discovery.
- » Establishes processes to achieve internal efficiencies for targeted reallocation of existing resources and optimal use of new resources which will allow us to adapt to the changing economic and market conditions, while maintaining our commitment to environmental responsibility.
- » Develops targeted programs for all stakeholders to increase financial resources, and support the mission and vision of the university.

● ● **E** **Maximize student achievement, success, and satisfaction.**

1. Assess current levels of student achievement, success, and satisfaction.
2. Plan and implement:
 - Effective student academic support services.
 - A comprehensive and effective student advisement process.
 - Optimal learning environments for NSU, its programs, and classes.
 - Efficient scheduling and sequencing of courses to ensure timely graduation.
3. Annually monitor progress toward meeting the goal and make modifications based on the result.

● ● **F** **Enhance student learning through “best practices” as established by learned societies and accrediting bodies.**

1. Assess current “best practices” by discipline, report the results and determine areas of change.
2. Plan and implement:
 - A review of current University practices in light of state and national standards.
 - Participation in Higher Learning Commission annual meetings in preparation for next institutional accreditation cycle.
 - Procedures to maintain professional accreditation in current programs and seek to add accreditation to other programs as appropriate.
 - Cross-disciplinary sharing of information related to student learning.
 - Documentation of student learning in academic programs through the assessment process.
3. Annually monitor progress toward meeting the goal and make modifications based on the results.

- ● ● To attract, develop, and retain highly-qualified people who will best serve the University community.

GOAL



NSU IS DETERMINED TO:

● ● **A** **Recruit and retain a diverse faculty with terminal degrees from a variety of colleges and universities;**

1. Assess current diversity, academic credentials, employment advertising, faculty development, sabbatical opportunities, and compensation to establish category baselines.

2. Plan and implement:

- Strategies for national advertising of permanent faculty positions incorporating emerging media, when appropriate.
- Mechanisms that inform diversity-related groups within professional disciplines of employment opportunities.
- Procedures to identify and nurture promising students of diverse backgrounds as potential NSU faculty.
- Commitment toward achieving regionally competitive compensation.
- Faculty mentoring process.
- An enhanced professional development program.
- A renewed effort to improve sabbatical opportunities.
- A clearly defined faculty evaluation process.
- An orientation process for new faculty.
- Mechanisms to enhance job satisfaction.

3. Annually monitor progress toward meeting the goal and make modifications based on the results.

● ● **B** **Employ and retain a diverse, motivated, and caring staff;**

1. Assess current diversity, compensation, professional development opportunities, and job satisfaction to establish baselines.

2. Plan and implement:

- Objective employment criteria and a hiring process that values diversity.
- A process to engage staff in the NSU community.
- Staff participation at appropriate levels of decision-making.
- Market-competitive compensation.
- Enhanced professional development programs.
- Mechanisms for enhancing job satisfaction.
- Objective criteria for review of job performance.

3. Annually monitor progress toward meeting the goal and make modifications based on the results.



● ● **C** **Employ and retain administrators who embrace the mission, values, and goals of the University;**

1. Assess current diversity, professional credentials, employment advertising, professional development, and compensation to establish category baselines.
2. Plan and implement:
 - National advertising strategies incorporating emerging media when appropriate.
 - Mechanisms to inform diversity-related groups within professional disciplines of employment opportunities.
 - A study to increase compensation to a competitive level.
 - An administrator mentoring process.
 - An enhanced professional development program.
 - A clearly defined administrator evaluation process.
 - An orientation process for new administrators.
 - Procedures for enhancing job satisfaction.
3. Annually monitor progress toward meeting the goal and make modifications based on the results.

● ● **D** **Recruit, retain, and graduate a diverse student population that contributes to the well-being of society.**

1. Assess current diversity, academic preparation, and student services to establish baselines.
2. Create a profile of a well-qualified student.
3. Plan and implement:
 - A coordinated, University-wide marketing plan which targets diverse student populations.
 - A comprehensive recruitment plan focused on well-qualified students.
 - Mechanisms to foster retention and progress toward graduation.
 - Effective programs for promoting graduate education, career decision-making, and future employment.
 - Procedures for evaluating pre- and post-graduation student satisfaction.
4. Annually monitor progress toward meeting the goal and make modifications based on the results.

STRONG REASONS MAKE
STRONG ACTIONS.

— WILLIAM SHAKESPEARE



- To develop and expand mutually beneficial relationships with all Northeastern stakeholders through collaborative educational ventures, economic development initiatives and cultural enrichment.

GOAL



NSU WILL:

● ● **A Promote communication and cooperation among faculty, administration, staff, and students;**

1. Assess current communication channels and procedures to establish baselines.
2. Plan and implement:
 - Effective communication mechanisms between and among representative bodies/councils, promoting appropriate information sharing.
 - Facilities, programs, support systems, and activities that foster interaction between and among constituent groups of the University community.
 - Appropriate representation on NSU committees.
3. Annually monitor progress toward meeting the goal and make modifications based on the results.

● ● **B Develop a community of alumni, donors, and friends that is active and supportive of NSU.**

1. Assess current levels of activity and support to establish a baseline.
2. Plan and implement:
 - A coordinated, campus-wide, information management and tracking system for students, alumni, donors, and friends.
 - The provision of appropriate resources and staffing to optimize donor cultivation.
 - Enhanced NSU communication with alumni, donors, and friends.
 - Meaningful opportunities for alumni to interact with NSU and each other.
 - An environment where students, faculty, staff, and administrators play an active role in connecting alumni, donors, and friends with NSU.
 - An awareness program to communicate the mission of the NSU Foundation.
 - A program to instill current students with the on-going desire to support NSU.
3. Annually monitor progress toward meeting the goal and make modifications based on the results.

● ● ● **C Provide a seamless transition for prospective students through strategic partnerships and effective communication.**

1. Assess current communication and partnerships to establish a baseline.

2. Plan and implement:

- An enhanced communication system within NSU in support of enrollment management efforts.
- Enhanced communications and relationships with PK-12 schools, community colleges, organizations, and adult learners in order to more effectively identify potential NSU students.
- Collaborative relationships to articulate the key attributes necessary for success at Northeastern and better understand the needs of incoming students.
- Transfer articulation agreements and course equivalencies with partnering institutions.
- Improved dissemination of and access to NSU information to prospective students.

3. Annually monitor progress toward meeting the goal and make modifications based on the results.

● ● ● **D Collaborate in educational ventures with public and private sector entities;**

1. Assess relationships with public and private sector entities.

2. Plan and implement:

- Programs that engage NSU services and expertise.
- Opportunities for lifelong learning through conferences, seminars, special events and activities, and continuing and professional education.
- Educational experiences for students through internships, research projects, and service learning projects.
- Programs to acquire feedback from employers about NSU programs, students, and graduates.

3. Annually monitor progress toward meeting the goal and make modifications based on the results.



THE VERY SPRING AND ROOT OF HONESTY
AND VIRTUE LIE IN GOOD EDUCATION.
— PLUTARCH

● ● **E Promote and support regional economic development;**

1. Assess the current level of economic development support, activity, and programs.
2. Plan and implement:
 - Collaborative programs and initiatives with public and private entities to generate economic development.
 - Efforts to seek grant support for NSU's economic development activities.
 - Programs to encourage students, faculty, and staff to engage in economic development activities.
 - Cooperative agreements with agencies that promote workforce and economic development.
 - Degree programs that are responsive to the employment needs of communities served by NSU.
 - Strategies to encourage the use of University facilities for activities that enhance the economic well-being of the region and NSU.
3. Annually monitor progress toward meeting the goal and make modifications based on the results.

● ● **F Provide cultural enrichment and entertainment opportunities for the communities served.**

1. Assess current cultural enrichment and entertainment activities.
2. Plan and implement:
 - Expanded opportunities to enrich stakeholders experiences through visual and performing arts, entertainment, athletic events, speakers, special symposia, festivals, study tours and cultural exchanges .
 - The preservation, acquisition, and access to unique artwork, architecture, special collections, archives, and natural resources.
 - Opportunities for appreciation of regional heritage through education, promotions, and collaboration.
 - Collaborative efforts with the Cherokee Nation and other tribal entities to reflect and preserve NSU's unique heritage.
 - Efforts to appreciate and understand international cultures and globalization.
3. Annually monitor progress toward meeting the goal and make modifications based on the results.

- To create and provide quality and effective programs, services, facilities and technological resources to advance the mission of the University.

GOAL
IV

NSU STRIVES TO:

● ● **A** Create and maintain a university environment that is distinctive and excellent in form, function and design;

1. Assess and inventory the current campus environment.
2. Plan and implement:
 - A campus master planning process that guides future development of buildings, grounds, and infrastructure.
 - Strategies to provide an open, safe, and accessible environment while maintaining NSU's distinctive characteristics.
 - A process to coordinate campus development with municipal partners.
 - Strategies to preserve the historical and cultural integrity of the campuses.
 - A process to address deferred and planned maintenance.
3. Annually monitor progress toward meeting the goal and make modifications based on the results.

● ● **B** Deliver exceptional customer service that is efficient, convenient, and accessible.

1. Assess the types and quality of NSU services.
2. Develop University-wide standards for exceptional customer service.
3. Plan and implement:
 - A review process to analyze which services students expect to be offered on campus.
 - Employee training and evaluation programs according to NSU's exceptional customer service standards.
 - Mechanisms to acquire and utilize customer feedback.
 - Cost containment procedures to keep university services competitively priced.
4. Annually monitor progress toward meeting the goal and make modifications based on the results.

EDUCATION HAS
FOR ITS OBJECT THE
FORMATION OF
CHARACTER.
-HERBERT SPENCER



● ● **C Acquire, integrate, and maintain the most appropriate resources, technologies, equipment, support, and training.**

1. Identify, assess, and prioritize appropriate technologies, equipment, and support.

2. Plan and implement:

- Development, dissemination, and utilization of university-wide descriptive inventories of technologies, equipment, and support.
- An input process by end-users for future acquisitions of technologies, equipment, and support.
- A process to allocate funds to address prioritized needs.
- Comprehensive and timely training and support programs.

3. Annually monitor progress toward meeting the goal and make modifications based on the results.

● ● **D Establish a process to achieve internal efficiencies that result in targeted reallocation of existing resources and optimal use of new resources.**

1. Assess current academic and administrative resource allocation procedures to establish baselines.

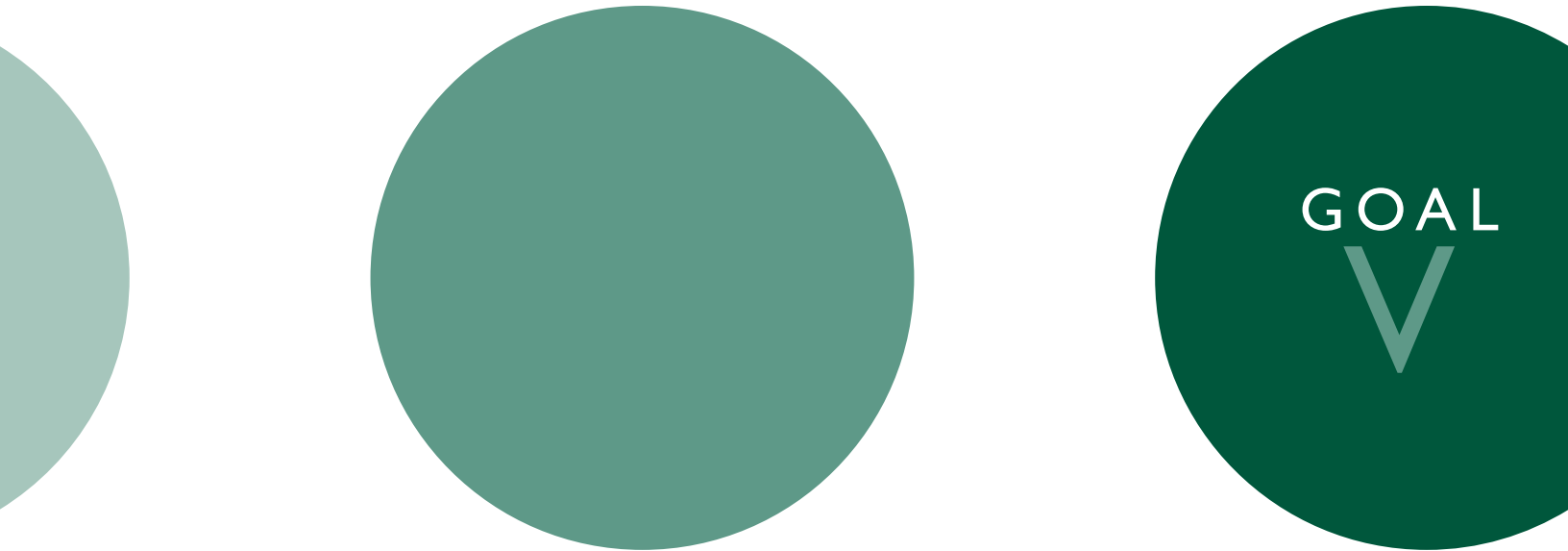
2. Plan and implement:

- A continuous review process to determine the effectiveness, efficiency, and viability of academic and support programs.
- A method to prioritize the assignment of funds to academic and support programs.
- A strategy to identify the optimal relationship among enrollment, program offerings, and tuition structure.

3. Annually monitor progress toward meeting the goal and make modifications based on the results.



- ● ● To increase available resources through coordinated, campus-wide advancement activities.



NSU MUST:

● ● **A Present a compelling case for overall support;**

1. Assess the way NSU communicates its identity and value, how that identity and value is perceived, and NSU's position in the higher education marketplace.

2. Plan and implement:

- Means to communicate the positive impact of higher education.
- Strategies to build an enhanced appreciation for the role of regional universities.
- Processes to communicate how additional resources will enhance NSU's unique contributions to the region's culture and economy.
- Campaign to strengthen the emotional ties to NSU with current students, employees, and alumni and friends.
- Strategies to communicate the value of NSU activities, programs, and facilities in contributing to the well-being of the communities served.

3. Annually monitor progress toward meeting the goal and make modifications based on the results.

● ● **B Pursue external grants, contracts, and develop partnering opportunities;**

1. Assess and inventory grants, contracts, and partnering activities and opportunities.

2. Plan and implement:

- Coordinated strategies to identify and acquire external grants and contracts.
- Enhanced incentives, support resources and services for extramural funding.
- Processes to identify, build, and maintain collaborative relationships with partners and advocates who add value to NSU.

3. Annually monitor progress toward meeting the goal and make modifications based on the results.

● ● **C Increase local, state, and federal government funding;**

1. Assess current levels of funding and comparative needs.
2. Document NSU's funding deficit relative to peer institutions.
3. Plan and implement:
 - Participation in a variety of advocacy processes to increase government investment in higher education.
 - Coordinated strategies to appeal for increased funding from all levels of government.
 - A process to identify governmental funding for specific program support.
4. Annually monitor progress toward meeting the goal and make modifications based on the results.

● ● **D Secure financial support from corporations, foundations, tribes, and individuals;**

1. Assess the current level of support from corporations, foundations, tribes, and individuals.
2. Plan and implement:
 - The facilitation of a long-term development plan for the NSU Foundation.
 - A process to continuously identify potential donors.
 - A cultivation program to encourage individuals to become NSU donors.
 - A coordinated effort to ask “the right person for the right amount at the right time for the right project”.
 - Stewardship strategies to encourage donors to make bequests and gifts.
 - Expansion of resources to optimize donor cultivation.
3. Annually monitor progress toward meeting the goal and make modifications based on the results.



EDUCATION'S PURPOSE IS TO REPLACE AN
EMPTY MIND WITH AN OPEN ONE.
— MALCOM FORBES