2023

2021
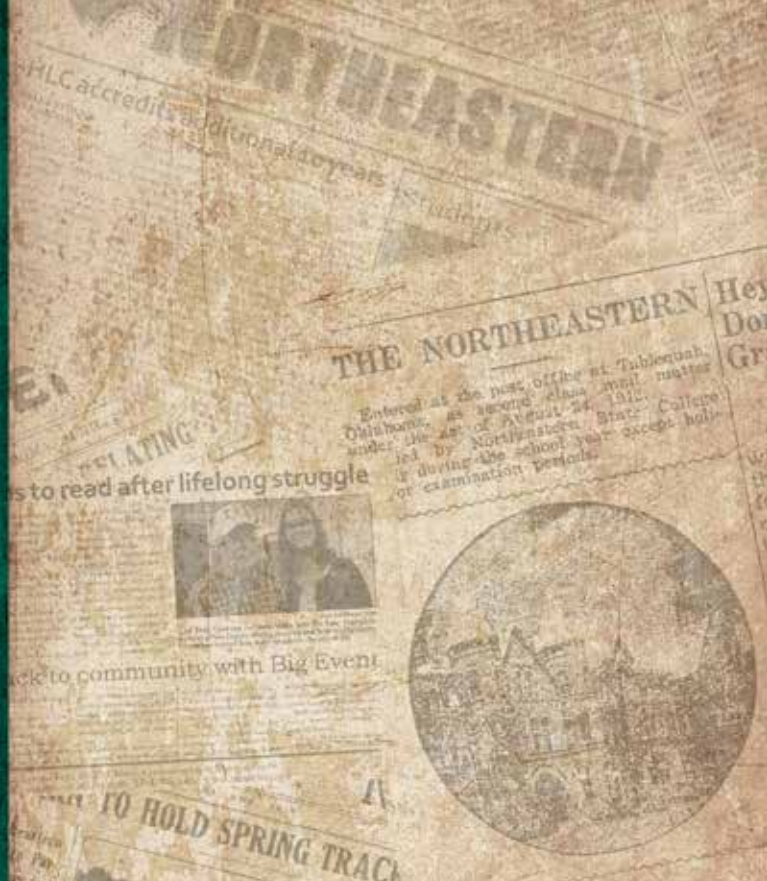
2019

2015

2013

63

113
13

69

31

14

31

8

270

1

14

63

DESTINATION 2023

A 10-year road map of distinction through degree completion

NORTHEASTERN STATE UNIVERSITY

A 10-year road map of distinction through degree completion

NSU D23

TAKING PRIDE
IN OUR HERITAGE
EMBRACING
OUR FUTURE

A letter from the President

As we stand on the threshold of taking bold steps to advance college completion opportunities in our region, I ask each of you to consider what a college degree means to those who have earned one. Now, think about the positive power of the celebration of completion that we call commencement. Multiple generations of family members dress up in their best clothes, arrive early, and sit through the entire program in anticipation of hearing two words: the first and last name of their loved one. They may have only a vague understanding of the effort it took to earn the degree, but they are bursting with pride nonetheless. As a first generation graduate of a public regional university education, I can tell you that it is sometimes hard for me to grasp the incredible difference higher education has made. It has absolutely changed the course of my life and the lives of my wife and children.

Opportunity knocks. NSU Destination 2023 (D23) can significantly impact our region of the state by enhancing opportunities for all persons, regardless of their social status, to access upward mobility and increase their lifetime earnings. Your commitment and what you do matters; every interaction with a student is a vital part of their collective college experience. The next decade is a critical time for us as we work together to change the course of the lives of our students, thus leading to a more prosperous economy. And we will do that one student, one degree at a time.

NSU Destination 2023 serves as a singular document that will guide our growth. It does not replace other strategic planning documents or similar academic plans. D23 complements these efforts by providing us with reasonable and practical goals to increase the number of students who earn degrees from NSU. D23 is our institutional response to Governor Mary Fallin's Complete College America challenge and also addresses the growing demands in the state of Oklahoma for an educated citizenry. More specifically, our state and our communities need more persons with college degrees to fill the void in the professional workforce left by retiring "baby boomers". We need to ensure that the arts and cultural opportunities thrive, and we must maintain the bridge out of poverty that only higher education provides. A degree from NSU provides the linkage between personal aspirations and accomplishment.

Over the next 10 years we will grow, and our growth will be purposeful. Through enhanced recruitment and retention efforts and a renewed focus on quality, we will meet the challenge of having at least 660 additional persons earning a degree by May 2024. This means that we need a minimum of 11,000 full-time students enrolled by the fall 2023. This goal is quite achievable: the environmental scan portion of our new Master Plan tells us that there is projected growth in the population of college-bound students in NE Oklahoma for NSU to meet, and perhaps exceed, our minimum goal of 11,000 full-time students.

D23 is a tool and guide for us to use. It can never replace your passion, intelligence and personal dedication to the success of our students. As we begin this new journey, let us all commit to becoming the "I Care" institution of choice in Oklahoma. I am looking forward to working with you on the road that lies ahead.

Sincerely,

Dr. Steve Turner

President

DESTINATION 2023

» A 10-year road map of distinction through degree completion

D23 is designed to serve as a succinct and comprehensive institutional guide to achieving university-wide goals for student enrollment and graduation. D23 establishes a unified approach to fulfilling NSU's mission of helping individuals achieve their educational aspirations while honoring our commitment to Oklahoma's higher education goals. At the heart of D23 is college completion, and NSU embraces our unique role in increasing the number of persons with bachelor's and master's degrees. To accomplish this, retention and completion continue to be critical university priorities. As a public access point regional university, we will assist the state of Oklahoma achieve economic and educational goals for generations to come. Therefore, D23 should and will be a living and evolving document that guides NSU for the next 10 years.

In 2012, Oklahoma joined the Alliance of States for Complete College America, a national movement driven by the Bill and Melinda Gates Foundation, Carnegie Corporation of New York, Ford Foundation, Lumina Foundation for Education, W.K. Kellogg Foundation, and USA Funds. "Complete College America is a national nonprofit with a single mission: to work with states to significantly increase the number of Americans with quality career certificates or college degrees and to close attainment gaps for traditionally underrepresented populations."[1] The Oklahoma State Regents

for Higher Education have recognized "Complete College America (CCA) as the most comprehensive and ambitious higher education initiative ever undertaken by the state of Oklahoma. The goal is to increase the number of degrees and certificates earned in Oklahoma to [sic] 50,900 by 2023." [2] Complete College Oklahoma established institutional goals based on 2011 conferred degrees reported to the Oklahoma State Regents for Higher Education. NSU's baseline conferred degrees reported for 2011 was 1787. NSU's commitment to Complete College Oklahoma is an increase of degrees conferred by 55 degrees per year, a total increase of 660 by 2023. NSU's long term goal is to increase our annual number of degrees to a minimum of 2,477 per year up from the CCO baseline of 1787 degrees conferred in 2011.

D23 understands our efforts to improve retention and completion must not come at the expense of limiting access. Some would argue that it would be relatively easy to boost graduation rates by admitting only those students with high academic qualifications, but as a public regional university, we cannot pursue greater student success by restricting access to higher education. Conversely, we cannot compromise the quality of the educational experience. Lowering academic standards might boost the number of graduates, but such a tactic would not honor our commitment to properly serve students and society.

While D23 is NSU's road map to fulfilling our commitment to Complete College Oklahoma, it also serves as a complimentary piece to NSU's Strategic Plan. We recognize that by fulfilling our University Strategic Plan and D23 objectives, the end result will be graduates who are prepared to enter a multicultural and increasingly globalized world.

Following Complete College America's "Essential steps," D23 is divided into four components: lead, measure, act, and innovate. Our commitment to lead clarifies designated leaders to move D23 forward and establishes roles and responsibilities of each division and the individuals designated as institutional champions. D23 identifies measures to use in evaluating progress toward enrollment and retention goals. It puts in motion relevant recruitment, transfer and retention initiatives and recommendations identified by past task forces, external consultants like Noel-Levitz, and university committees. We see these recommendations as a charge to act. D23 also pushes for innovative approaches to recruiting and retaining students.

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[1] *Retrieved from Complete College America website, http://www.completecollege.org/about/, on February 21, 2013.*

[2] *Retrieved from Oklahoma State Regents for Higher Education website, http://www.okhighered.org/complete-college-america/, on May 9, 2013. Sic OSRHE Degree Completion Plan Summary 2012, Initiative 5, page 4.*

NSU-Tahlequah

NSU-Broken Arrow

NSU-Muskogee

Online

Lead

Our overarching commitment is to foster a campus environment where each individual is empowered to act in the spirit of "I care, therefore I will…"

D23 success is dependent upon every person at Northeastern State University. Every interaction with students matters and the cumulative effect creates a profound and positive impact. Success will come from a shared responsibility approach with appointed champions to lead the initiatives outlined in D23. The President and his Executive Cabinet bear the primary burden of ensuring the advancement of D23. Two key "champions" of D23 are the Assistant Vice Presidents for Academic Affairs and for Student Affairs. These individuals are tasked with utilizing university committees, task forces, and colleges and departments to advance and institutionalize D23 into daily operations.

Our overarching commitment is to foster a campus environment where each individual is empowered to act in the spirit of "I care, therefore I will…" [3] We strive for a university culture that fosters a caring and supportive environment to maximize teaching and learning. Each university division is charged with making positive contributions to the university culture, fulfilling the university's mission, and aiding in achieving the goals of D23.

Academic Affairs

NSU's Academic Affairs division consists of the College of Business and Technology, College of Education, College of Liberal Arts, College of Science and Health Professions, Oklahoma College of Optometry, College of Extended Learning, and the College of Graduate Studies. In addition to the colleges, Academic Affairs includes several support units including the John Vaughan Libraries, the Center for Teaching and Learning, Assessment and Institutional Research, the Center for Tribal Studies, the Office of International Programs, Student Academic Success Center and the Registrar's office. The mission of Academic Affairs is to create and maintain a supportive learning environment that promotes the university's academic endeavors in undergraduate, graduate, and professional education.

[3] *Recruitment and Retention Forum, March 9, 2012.*

The unit supports student learning through excellence in teaching, faculty scholarly activity, and service to students, the university, and our communities. Academic Affairs is committed to providing the highest quality undergraduate and graduate education in the state and region, and achieving national and international prominence in the professional optometry program. Additionally, we are committed to embedding student support in NSU's classrooms and to providing appropriate campus resources to our students who need help.

The heart of Academic Affairs and the key to student enrollment, retention and success, are the quality programs and outstanding faculty in each undergraduate college and the Graduate College. Research (e.g. Tinto, and others) indicates that students' interactions with faculty and engagement with courses have a lasting impact on the scope and pattern of student departures. By offering and marketing relevant programs which are taught by faculty who demonstrate their interest and caring for students, NSU's colleges play a critical role in reaching the D23 goals.

NSU Libraries support student learning and faculty instruction by providing research materials and electronic access to information tailored to curriculum, and in consultation with teaching faculty. The Libraries assist the faculty in the goal of providing our students with intellectual skills such as critical and

reflective thinking, knowledge acquisition, integration and application, and in developing an appreciation for life-long learning.

The Center for Teaching and Learning (CTL) has a primary responsibility for advancing faculty knowledge of pedagogy in order to maximize the opportunity for every student to reach his/her learning potential. CTL will accomplish this by providing professional development activities, training in instructional techniques, assistance with technology tools and overseeing course evaluation processes. CTL will support faculty so that students will meet high academic standards.

The College of Extended Learning (CEL) is the umbrella organization for academic and continuing education programs targeting returning adult learners, community development, and professional certifications. CEL serves as a "delivery agent" for colleges offering online degree programs, assisting in development and promotion of these programs. As a key component of CEL, the Continuing Education department (CE) is dedicated to promoting the university mission of empowering individuals to become socially responsible global citizens by creating and sustaining a culture of learning and discovery. This is accomplished by offering a variety of customized, high quality, non-credit courses, in an engaging learning environment. Our programs are designed to meet the needs of all students and the communities we serve.

The Office of Assessment and Institutional Research will be called upon to provide evidence that speaks to program quality and student learning as they relate to the D23 goals. The office facilitates the generation, compilation, interpretation, and distribution of institutional data to enhance decision making. Its services include administering various surveys and inventories, collecting the annual OSRHE assessment reports and coordinating program area assessments with standardized tests.

Finally, the Registrar's office will provide the entire campus community with enrollment, retention, and graduation data including headcounts, credit hour production, degree production, and any other data points needed to fully evaluate our efforts related to D23 goals. The office plays a critical role in sharing data used in academic program prioritization, baseline enrollment and projection processes, and in completing all appropriate state and federal reporting requirements to ensure that the university remains compliant with state and federal regulations.

Academic Affairs supports the D23 Plan in the following ways:
- Providing students excellent learning opportunities through the selection and support of qualified, committed and caring faculty

- Utilizing Academic Program Prioritization as a catalyst for maintaining and developing foundation and signature academic programs

- Establishing academic program baseline enrollment standards and projected growth goals

- Establishing and embracing retention goals that are set for each college and department at NSU

- Enhancing and leveraging the effectiveness of remediation efforts by investigating, evaluating, and implementing curricular models such as co-requisite models, supplemental instruction, and bridge courses

- Supporting student retention by providing tutoring, counseling, and advising support through the Student Academic Success Center (SASC) and the Indigenous Scholar Development Center

- Expanding the online delivery of academic programs by embracing and utilizing available and advanced technologies

- Implementing immersive learning principles that includes community-based projects guided by faculty mentors; we believe that effective learning occurs when the student is "immersed" in the material being studied--so involved that the topic becomes compelling all on its own

Business and Finance

The Business and Finance Division consists of Budget and Planning, Business Affairs (Accounting, Accounts Payable, Bursar & Student Accounts Receivable, ID Services, Payroll, Purchasing, and Scholarships), Grants Administration, Information Technology Services, and Process Improvement. The division supports the instruction, research, and public service missions of the university by providing sound financial, business, and technical services to students, faculty and staff. Business and Finance is committed to eliminating bureaucratic roadblocks. Through a "culture of caring," students are better able to focus on academic and cultural pursuits.

The Business and Finance Division supports the D23 Plan in the following ways:

- Providing excellent customer service to our students, giving them a positive experience when managing their financial obligations, and interacting with and using technology in the classroom

- Supporting the use of technology in instruction and student support services by providing dependable and secure infrastructure and technical support services

- Allowing faculty to maximize their focus on classroom instruction by providing effective and efficient business services

- Ensuring a sound financial position for the university, minimizing student costs and ensuring that limited resources are supporting the strategic plan of the university

- Identifying and implementing cost containment and cost avoidance strategies

Operations

The Operations Division is comprised of Auxiliary Services, General Counsel, Human Resources, Public Safety and Emergency Management, and Facilities Management. The Operations Division is committed to supporting and enhancing the strategic initiatives defined through the development of NSU Destination 2023 Goals and Objectives.

The Operations Division supports the D23 plan in the following ways:
- Providing an environment conducive to quality co-curricular, extra-curricular and support services that elevate the learning and teaching environment, research and scholarly activity, a holistic student experience and local community relationships

- Ensuring an optimal residential community experience

- Maintaining a safe and secure campus

- Fostering a culture of respect, collaboration and performance among faculty, staff and students

- Investing in and maintaining facilities that enable customer-driven programs and services

Public Relations & Marketing

The Public Relations & Marketing Division consists of Government Relations and Communications & Marketing. The division provides to each division in the university the full range of government and community relations services and marketing and communications services including strategic marketing planning, graphic design, copywriting, photography, video services, and media relations services. The Public Relations & Marketing Division will be the conduit for information to be widely distributed concerning the details of D23.

The Public Relations & Marketing Division supports the D23 plan in the following ways:
- Working with key partners to develop and implement annual strategic communication and marketing plans to increase the number of applications for admittance

- Working with key partners to develop and implement annual strategic communication and marketing plans to increase retention and graduation

- Working with the cabinet to develop a communication plan for internal audiences to encourage an understanding of the D23 goals and their specific role in achieving those goals; the plan will include survey methods to gauge attitudes and awareness of D23 to shape messages and methods

- Informing public officials, the business community, and the broader general public of key messages that reflect common values and reinforce the overall goals of D23; these messages include: the public and private benefit of higher education, accountability (inherent in performance funding), efficiencies and cost savings, workforce-focused programs, affordability, return on investment, faculty productivity, and community support

- Utilizing appropriate social media and other online resources and electronic platforms to reach potential students and encourage graduation and retention of existing students; this will be done while maintaining the appropriate level of non-digital communication techniques

- Leveraging resources to maximize enrollment

Student Affairs
The Student Affairs Division encompasses Admissions and Recruitment, Career Services, Student Activities, Student Counseling Services (Hawk Reach Services), Student Disability Services, Student Financial Services, Student Health Services, University Advising Center, Educational Talent Search, and the Student Support Services.

Oklahoma, Broken Arrow and Northeastern State University officials joined Gov. Mary Fallin at NSU-Broken Arrow for the announcement of a $10,000 pledge by the Broken Arrow Community Foundation, Inc. toward scholarships for adult students returning to college.


Rookie Bridge Camp is an orientation two-day camp held before classes begin in August. Planned and produced by students for students, it is a place to get information on what to expect and how to succeed at Northeastern State University as well as an opportunity to meet other freshman and upperclassmen.

Student Affairs is committed to contributing to NSU's achievement of D23 in the following ways:

- Continuously improving Student Affairs services and programs to meet student needs

- Working collaboratively with university departments to maximize prospective student recruitment

- Strategically enhancing student services to assist students in overcoming obstacles in order to achieve education goals

- Fostering a dynamic environment for students to personally grow through co-curricular experiences

- Providing support for returning adult students to meet their educational goals

- Supporting veterans to facilitate a seamless transition from their military services to enrollment in higher education

- Centralizing academic advising resources for students by adopting a university-wide academic advising approach, Dual-Shared Advising, that provides consistent academic advising and support resources

- Partnering with university constituents to ensure students have a seamless, positive experience in achieving their academic goals

- Implementing relevant components of "first year experience" best practices to enhance opportunities for success for transfer students and first-time freshmen students
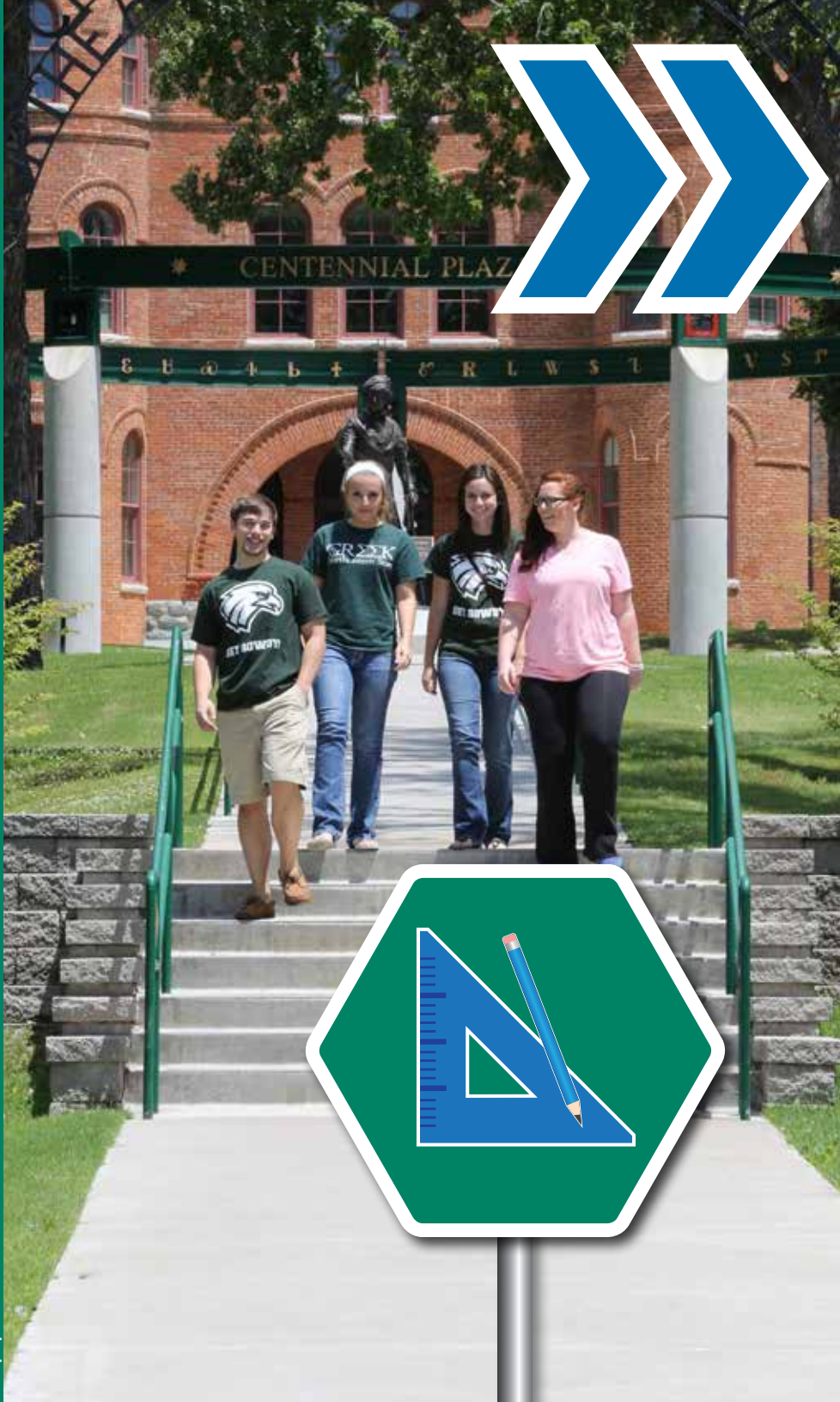
MEASURES of progress

NSU will increase the annual total number of graduates by 34.5 percent from the benchmark 1,787 in 2011, to 2,447 by May 2023.

NSU is committed to a leadership role, contributing to Oklahoma's Complete College America goal to have 50 percent of the state's population degreed. NSU will increase the annual total number of graduates by 34.5 percent from the benchmark 1,787 in 2011, to 2,447 by May 2023. The graduate goal is dependent upon strong recruitment and retention. As such, the following overarching enrollment goals have been established.

D23 Overarching Enrollment Goals [4]

- 11,000 total base enrollment student headcount for fall semester by 2023

- 3 percent annual increase (55) in conferred graduates from 1787 in 2011 [5] to 2,447 in 2023

- 3.5 percent annual increase (30) in first-time, full-time cohort group from 864 in 2012 [6] to 1200 in 2023

- 13 percent annual increase (80) in new transfer students from 965 in 2012 to 1850 in 2023

- 5 percent annual increase (59) in new graduate students from 1064 in 2012 to 1650 in 2023

- 9.3 percent increase in retention for first-time, full-time cohort groups from first to second year, from 62.7 for the fall 2011 to 72 percent by 2019

- 9.7 percent increase in six-year graduation rate (IPEDS standard) for the first-time, full-time cohort groups from 30.3 percent in 2012 to 40 percent by 2017

Target Initiatives:

- Following Academic Prioritization Plan

- Establishing college and academic department enrollment goals

- Precision marketing and recruitment for academic signature programs

- Adopting a university-wide academic advising model

- Expanding international student recruitment strategies

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[4] *See "Enrollment Projection Chart" document*

[5] *Extracted from NSU 2012 IPEDS report*

[6] *Extracted from NSU 2012 IPEDS report*

❯Act

NSU will continue to offer a myriad of social, civic, and cocurricular engagement opportunities for our students and our community.

NSU is committed to eliminating barriers to learning. Our holistic approach will focus on academic preparation, achievement, financial assistance, cultural inclusion, engagement, and leadership development.

Academic Preparation

NSU will focus on college readiness and remediation.[7] We will foster new partnerships with high schools, community colleges, and other agencies to help ensure the admission of academically prepared, capable, and motivated students. Our developmental education curriculum will give our students the foundation they need to succeed in college course work. As such, we aspire for our students to be:

- Participating in available bridge programs designed to ensure college readiness

- Exceeding the admission standards established by the Oklahoma State Regents for Higher Education

- Utilizing appropriate academic support services to achieve academic goals

- Performing at a high level in all general education and lower-division coursework in preparation for their major field of study

Target Initiatives:

- Partnering with community K-12 schools to bridge academic preparation gaps [8]

- Establishing and implementing best practices to increase retention of academically "at risk" students

- Revising curricular expectations and student learning outcomes for developmental classes to increase students' future academic success as measured by matriculation to general education courses and grades in key college-level courses

- Refining academic tutoring and mentoring resources for students

[7] *Complete College Oklahoma – Goals 1 and 2*

[8] *Reference – "Remediation: Higher Education's Bridge to Nowhere*

ACTION SUCCESS

Academic Achievement

NSU will prepare students to matriculate through nationally relevant curriculum. As such, we aspire for our students to be:

• Demonstrating intellectual skills such as critical and reflective thinking, knowledge acquisition, integration, and application

• Developing an appreciation for life-long learning and collaboration

• Establishing a career path that will guide academic matriculation in major-related fields to post-graduation

• Graduating with a bachelor's degree within four years, or in a timeline that meets their individual educational goals

• Matriculating to respected graduate and professional programs or finding employment in their field of preparation

Target Initiatives:

• Collecting, analyzing, and utilizing student learning assessment data to evaluate program offerings and student achievement

• Establishing institutionally-recognized learning communities that target student academic interests

• "Building bridges to certificates and degrees"[9]

• Expanding the "Reach Higher for Adult Completion"[10] program

• Implementing and evaluating the university academic advising model, Dual-Shared Advising

• Identifying, adding, and revising academic programs in response to degree market demands

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[9] *Complete College Oklahoma – Goal 3*

[10] *Complete College Oklahoma – Goal 4*

THIS WAY

Financial Assistance

NSU will provide every possible opportunity for students to overcome financial barriers that limit access to their educational pursuits. The Admissions and Recruitment Office, Student Financial Services Office and the NSU Foundation and Scholarship Office will work collaboratively to creatively leverage all financial resources available to ensure the most efficient and effective distribution of funds to our students. As such, we aspire for our students to be:

- Meeting priority deadlines for state and federal financial assistance through FAFSA
- Applying and competing for private, tribal, and institutional scholarship opportunities
- Maintaining scholarship and federal aid eligibility requirements for continued funding
- Maintaining fiscal responsibility for their education
- Managing the use of financial aid to meet the actual costs of degree completion and avoiding unnecessary debt

Target Initiatives:

- Developing and implementing a plan to leverage financial aid and scholarships to support student recruitment and increase retention
- Increasing student financial literacy
- Implementing a fundraising campaign to increase private dollars to fund scholarship opportunities for students
- Maximizing cost containment and cost avoidance in order to keep tuition and fees reasonable for students
- Implementing an early intervention team to assist students who may be experiencing a personal financial crisis

Cultural Inclusion

NSU will promote a culturally inclusive campus community that supports the appreciation and exploration of diversity. We will recruit a diverse student population that is representative of our region. Our faculty and staff will support educational programming that provides unique cultural opportunities. As such, we aspire for our students to be:

- Exploring and defining their identity
- Respecting their similarities and differences in relation to others
- Attending local or regional diversity events and programming
- Participating in regional and national conferences that celebrate cultural inclusion
- Seeking international learning exchanges through study abroad programs
- Demonstrating knowledge of NSU's heritage of serving indigenous people

Target Initiatives:

- Fostering an NSU culture of, "I care, therefore I will…"
- Committing to solution–based service focused on assisting students with overcoming barriers to academic progression
- Creating intentional exchange and integration between/among underrepresented student populations, international student populations, and mainstream student populations
- Becoming the leading institution in indigenous student recruitment and retention programs

Engagement

NSU will continue to offer a myriad of social, civic, and co-curricular engagement opportunities for our students and our community. We will demonstrate the value of these experiential and service learning opportunities and encourage participation by all NSU students. As such, we aspire for our students to be:

- Seeking opportunities to connect with the community through organized service learning projects
- Exploring a living/learning community
- Joining a social or civic organization
- Participating in an organization or field experience related to their major

Target Initiatives:

- Engaging students in civic, multicultural and global learning through academic programs and co-curricular activities
- Establishing a minimum service hour requirement for all undergraduates
- Building service learning programs for students
- Providing opportunities for students to gain global knowledge through co-curricular experiences and international opportunities

Leadership

NSU will recruit and develop student leaders. We will provide leadership training and development for all students through intentional curricular and cocurricular activities and programming. As such, we aspire for our students to be:

- Competing for Honors, President's Leadership Class (PLC), RiverHawks Impacting Student Enrollment (RISE), and other sponsored leadership scholarships

- Developing their personal leadership skills through engagement in scholarly and co-curricular activities

- Seeking and exploring leadership opportunities

Target Initiatives:

- Providing opportunities for students to build leadership knowledge and skills through nationally recognized leadership development programs

- Adding university sponsored leadership scholarship programs for branch campuses

- Enhancing and maximizing leadership development experiences within academic programs

- Connecting students to NSU alumni mentors

President's Leadership Class
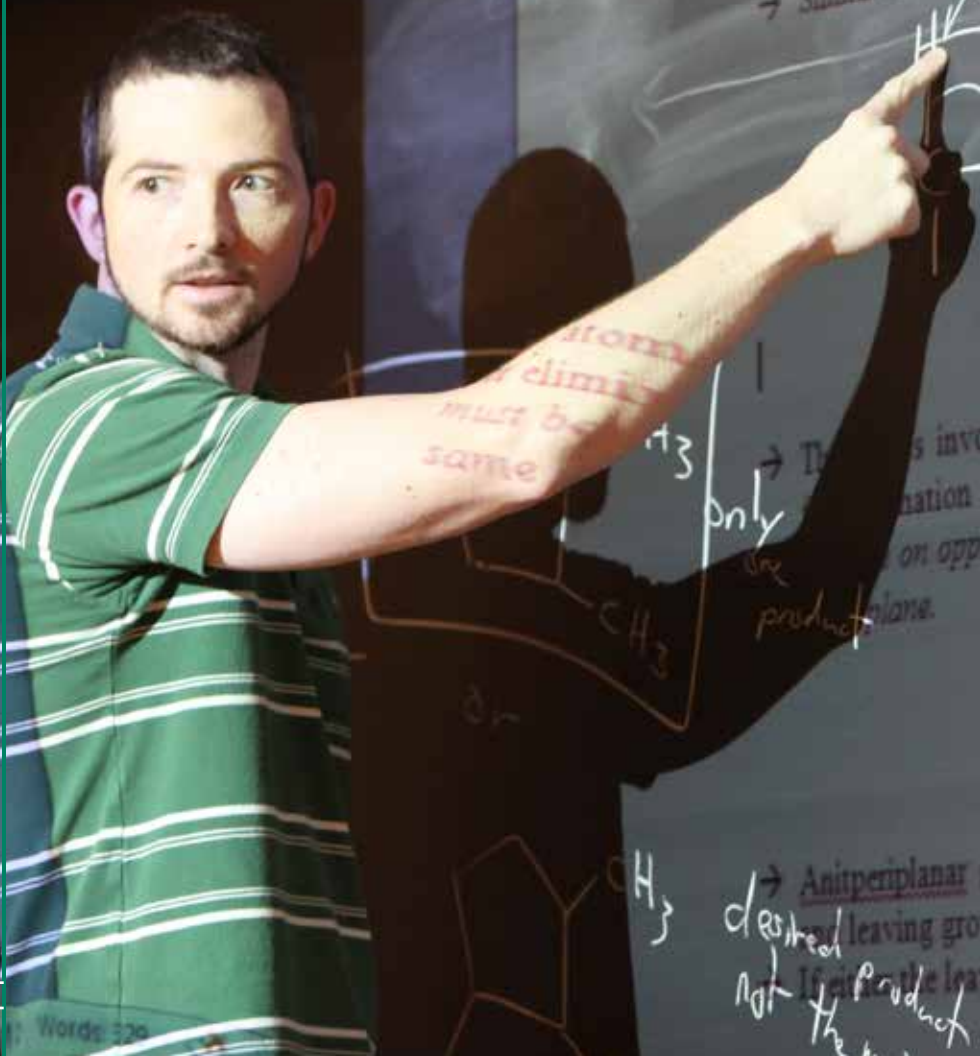
Inn

novate

NSU will be innovative with recruitment strategies and retention methods. We will realign our recruitment strategies to maximize our human and technology resources.

NSU will be innovative in our approach to achieving D23 by:

• Integrating career engagement throughout the collegiate experience

• Becoming an institution known for immersive learning

• Rethinking recruitment and retention strategies

• Planning for future infrastructure enhancements for facilities

• Electronic delivery of course materials in a blended (hybrid) or online format

The external environment continues to shift with increasing mobility of students, declining federal student financial support, increasing cost of living, increasing accountability measures, and advancing technologies. As a university, we face challenging factors that potentially create access and persistence barriers for our current and future students. Federal financial support for students in the future is unclear while cost of living continues to rise. Without a doubt, we have to be fiscally prudent and innovative in order to maximize student enrollment and keep highly qualified faculty and staff. At the same time, technology advances will enable us to take full advantage of enhanced teaching methods and digital course delivery tools to meet the needs of our mobile students. The university must be a leader in the use of electronic delivery of course material and academic programs. Resources may need to be reallocated to fund infrastructure developments to address the myriad of changes taking place in the online environment.

Career engagement

NSU will be a leader in integrating academic and cocurricular experience with post-graduation planning. We will follow national best practices on "…coupling high-value services with key student milestones, positing an idealized process for combining classroom, cocurricular, and experiential learning to promote systematic exploration of career options and informed choices across the student life cycle that maximize post-graduation success." [11]

[11] *Education Advisory Board – Student Affairs Leadership Council, "Hardwiring student engagement with career development: a roadmap from admissions to graduation and beyond.", 2012.*

Target Initiatives:

- Working with students to articulate a career development road map

- Connecting curriculum-to-career applications to help students relate their learning to real-world applications

- Providing ongoing career counseling opportunities throughout the students' academic experience

- Increasing the percentage of students participating in internship and externship experiences

- Increasing the percentage of graduates employed in their field of study or working toward professional degrees within a two-year period after graduation

Immersive learning

All learners, particularly adult learners, are more highly engaged and more likely to persist in their education goals when they connect their learning to real-world applications. These connections become even more meaningful when students work with faculty and others toward a common outcome and in service of others. NSU will continue the legacy of serving our region through an innovative education approach where expert faculty bring together students in an interdisciplinary approach to apply learned knowledge with hands-on experience to create solutions that result in community change. Immersive learning "synthesizes disciplinary knowledge with application. Students and faculty turn knowledge into judgment and judgment into action through projects and programs that benefit business, community, and government partners across the state and around the world." [12]

Target Initiatives:

- Reviewing programs and cocurricular activities to determine current availability and breadth of existing immersive learning activities

- Ensuring that each student has the opportunity to apply disciplinary knowledge to real-world problems by enhancing existing and developing new community-based learning experiences using internships, course-based projects, and cocurricular opportunities

[12] *Retrieved from Ball State University, Education Redefined, http://cms.bsu.edu/academics/ undergraduatestudy/beyondtheclassroom/immersivelearning, June 21, 2013.*

- Developing an infrastructure to track and monitor student learning in experiential and immersive environments; encouraging sharing and promotion of those activities through participation in events such as Undergraduate Research Day, Community and Collaboration Day, conference presentations, and public relations communications

- Providing professional development, resources, and rewards to assist faculty in the implementation and strengthening of immersive learning techniques; communicating an expectation that all students participate in such activities as part of achieving NSU's mission and values

- Using existing reporting structures such as the annual Service Learning Report to highlight efforts for the campus community and our constituents

Recruitment and Retention

NSU will be innovative with recruitment strategies and retention methods. We will realign our recruitment strategies to maximize our human and technology resources. At the same time, we will be innovative with recruitment strategies that utilize national best practices. Student retention will be the center of our attention as the key element to degree completion. Student retention will be approached from a holistic perspective that is guided by the values of empowerment, learning-centered focus and trust.

Target Initiatives:

- Operationalize a campus-wide academic advising model that includes college-specific advisers for each college and supports retention of current students

- Developing a comprehensive strategic recruitment plan that is guided by prospective student market demands, Academic Prioritization Initiatives, and ongoing assessment strategies

- Aligning the university branding campaign to the comprehensive recruitment plan through website presence, advertising, earned media and other communication and marketing tactics to reach specific target populations
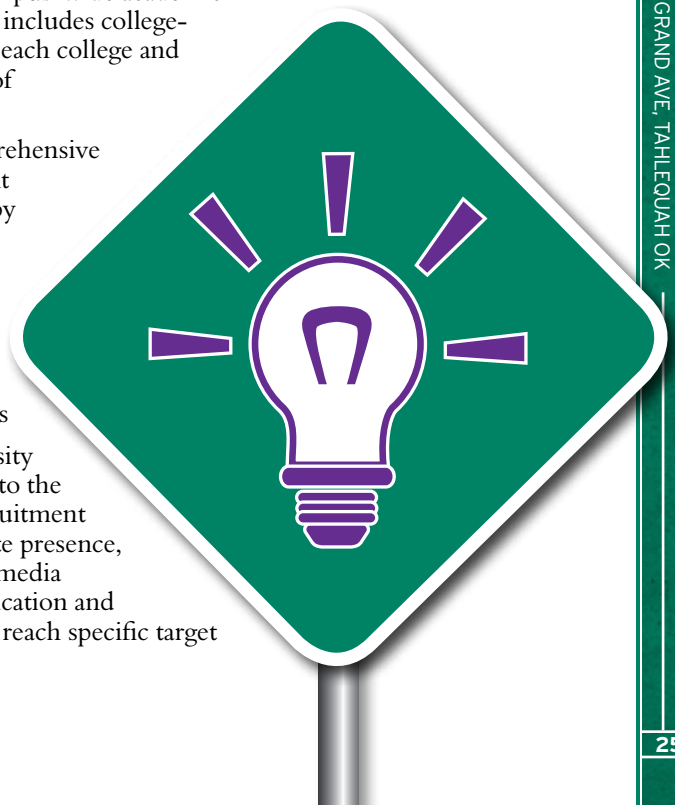
- Completing and implementing university-wide undergraduate student learning outcomes in alignment with Lumina Foundation's Degrees of Excellence that are shared across the institution in all academic and student services initiatives.

- Refining the "University Strategies" course to better prepare incoming students for the total university experience.

- Entering the Higher Learning Commission (HLC) Academy on Persistence and Completion. From preliminary information provided by HLC, the Academy on Persistence and Completion is designed to create a "Culture of Completion" which is designed to help participating colleges develop an institutional culture and increase institutional commitment to assessing and improving student learning. The prospective new academy would allow the university to pursue its own path for assessment, but the university may use the academy to exchange ideas, share promising practices and network with other colleges and universities.

Infrastructure
Physical, technological and fiscal resources must be in place in order to be innovative in achieving D23.

Target Initiatives:

- Reviewing technology resources to meet current and future student needs.

- Establishing and implementing a University Master Facilities Plan that supports the Strategic Enrollment Plan.

- Establishing and implementing a residential living space master plan that contributes to student recruitment and retention.

- Creating collaborative learning spaces and group study spaces.

- Expanding technology resources to maximize learning.

- Implementing performance-based budgeting that is built on negotiated baseline enrollment levels with growth projections to meet D23 broad enrollment objectives.

- Finding a balance between technology use, the holistic development of traditional students, and the traditional university experience.

For more information regarding NSU Destination 2023: A 10-year roadmap of distinction through degree completion, please visit *www.nsuok.edu/D23*.
The following reference documents and supplemental information are available.
- D23
- D23 Enrollment Projection Chart
- Academic college and department enrollment goals
- NSU 2012 IPEDS Report
- University Assessment List – 2012
- Strategic Enrollment Plan - 2012
- Academic Prioritization – 2011
- NSU Noel Levitz Consultant Report - 2010
- NSU Communication Consultant Report - Woychick Design - 2009

»Appendix

OVERVIEW OF D23 ENROLLMENT GOALS

- 11,000 minimum full-time student headcount by fall 2023

- 72% retention rate of first time, full-time freshmen

- Average 3.5% annual increase of first time, full-time freshman class

- Average 8.3% annual increase of transfer students

- Average 5% annual increase of graduate students

- 40% six-year graduation rate of first time, full-time cohort groups

- 34.5% increase in annual total number of graduates

2023 ENROLLMENT HEADCOUNT SNAPSHOT SUMMARY

	14-15	17-18	20-21	23-24
UNDECLARED	1838	1739	1832	1905
REACH HIGHER	62	70	80	95
TOTAL COLLEGES	6913	7605	8287	9214
TOTAL	**8813**	**9414**	**10199**	**11214**

2023 ENROLLMENT HEADCOUNT SNAPSHOT BY COLLEGE
COLLEGE OF BUSINESS AND TECHNOLOGY

	14-15	17-18	20-21	23-24
Accounting & Finance	400	456	554	651
Business Administration	770	842	920	1005
Information Systems & Technology	223	253	287	330
CBT Totals	**1393**	**1551**	**1761**	**1986**

The College of Business and Technology (COBT) projects a 46.9% headcount growth by 2023. The growth is based on a 2012-13 count of 1352 declared majors. In the Academic Affairs Academic Prioritization Plan, COBT identified the future growth programs as Environmental Health & Safety Management and Health Care Administration. COBT identified the new programs as an MS in Information Technology and an MBA in Health Care Administration.

2023 ENROLLMENT HEADCOUNT SNAPSHOT BY COLLEGE
COLLEGE OF EDUCATION

	14-15	17-18	20-21	23-24
Education, Foundation & Leadership	301	319	340	355
Curriculum & Instruction	966	1036	1090	1143
Health & Kinesiology	363	390	406	430
Psychology & Counseling	725	780	811	875
COE Totals	**2355**	**2525**	**2647**	**2803**

The College of Education (COE) projects a 48.4% headcount growth by 2023. The enrollment growth is based on a 2012-13 count of 1889 declared majors. In the Academic Affairs Academic Prioritization Plan, COE proposed offering a new dual certificate program in Special Education and a BA in Recreation.

2023 ENROLLMENT HEADCOUNT SNAPSHOT BY COLLEGE
COLLEGE OF SCIENCE AND HEALTH PROFESSIONS

	14-15	17-18	20-21	23-24
Natural Science	539	603	642	690
Mathematics and Computer Science	214	235	253	273
Health Professions	617	744	827	923
CSHP Totals	**1370**	**1582**	**1722**	**1886**

College of Science and Health Professions (CSHP) projects a 61.6% headcount increase by 2023. The growth is based on a 2012-13 count of 1167 declared majors. In the Academic Affairs Academic Prioritization Plan, CSHP identified future growth programs as the MSN in Nursing Education, BS in Chemistry (Environmental Science), BS in Biology (Molecular Biology), and Pre-Professional Health. CSHP identified new programs as Post Bachelor in Pre/Pro Health (certificate/non-certificate), MS in Natural Science, MS in Occupational Therapy, MS in Physician Assistant Education, BS in Nuclear Medicine, and BS in Radiation Therapy.

2023 ENROLLMENT HEADCOUNT SNAPSHOT BY COLLEGE
COLLEGE OF LIBERAL ARTS

	14-15	17-18	20-21	23-24
AIS/Cherokee	19	21	27	33
Arts and Theater	61	67	73	80
Comm/Media Studies	209	218	228	264
Criminal Justice	496	544	634	743
History/Soc Std Ed	120	123	126	151
Languages/Lit.	325	337	354	465
Music	43	47	53	57
Political Sci., Geo., Soc	70	87	107	131
Social Work	220	241	263	303
General Studies	120	150	180	200
COLA Totals	**1683**	**1835**	**2045**	**2427**

The College of Liberal Arts (COLA) projects an average headcount increase of 71.9% by 2023. The growth is based on a 2012-13 count of 1412 declared majors. In the Academic Affairs Academic Prioritization Plan, COLA identified growth primarily in General Studies, Social Work, Languages and Literature, and Criminal Justice. COLA identified an MS in Social Work and an MS in Homeland Security as new graduate programs to meet local and national needs.

2023 ENROLLMENT HEADCOUNT SNAPSHOT BY COLLEGE
COLLEGE OF OPTOMETRY

	14-15	17-18	20-21	23-24
College of Optometry Totals	**112**	**112**	**112**	**112**

Oklahoma's College of Optometry (NSUOCO) projects consistent enrollment. NSUOCO admits a new class of 28 students each fall semester. Four cohort groups of 28 caps the annual enrollment total at 112.

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