



Northeastern State University

Tahlequah • Broken Arrow • Muskogee

TO: NSU Campus Community

FROM: Strategic Planning Committee

RE: 2015-2023 NSU Strategic Plan Draft

DATE: August 7, 2014

Campus community, please review the following draft of the NSU strategic plan. We are interested in your feedback and commentary, particularly on the institutional priorities and strategic goals.

To solicit your feedback, we will be participating in a brown bag event on each of our campuses. Please note those dates on your calendar when they are published. We encourage you to join us and share your thoughts on the plan. Additionally, we will be launching a website, providing another avenue to comment on the priorities and strategic goals.

As you review the plan, note the following committee representatives and their areas. Please feel free to reach out to them with your ideas regarding the plan.

Dr. Cari Keller, Committee Chair
 Ms. Cassandra Crawford-Ciglar, SHP
 Dr. Mike Wilds, COLA
 Dr. Vanessa Anton, COE
 Dr. Roger Collier, CBT
 Dr. Tim McElroy, Muskogee Campus
 Dr. Julia Kwok, BA Campus
 Dr. Eloy Chavez, CEL

Dr. Tom Jackson, AA & Grad. Prog.
 Dr. Cheryl Van Den Handel, Fac. Council
 Dr. Jerrid Freeman, Enrollment Mgt.
 Ms. Sarah Johnson, Student Activities
 Mr. Josh Rader, Student Rights
 Ms. Stephaie Goad, Intern'l Programs
 Ms. Patti Buhl, Public Safety
 Mr. Jon Asbill, Projects & Planning

Dr. Peggy Glenn, Foundation/Alumni
 Mr. Tony Duckworth, Athletics
 Ms. Sue Catron, Business Affairs
 Mr. Kevin Taylor, IT
 Ms. Susan Smedley, Comm & Mkt
 Mr. Jerry Cook, Univ/Gov't Rel.
 Mr. Steve Edscorn, Library

NORTHEASTERN STATE UNIVERSITY STRATEGIC PLAN – 2015-2023

As Northeastern State University moves forward, it does so with the intent of creating and sustaining an institutional environment that supports continuous assessment and improvement. We embrace cultural diversity, and a spirit of innovation that honors our Native American genesis while serving our multicultural and global population. Identified strategic goals for the University seek to nurture and drive the University's mission and vision while supporting economic development of the University's region.

MISSION

Founded on the rich educational heritage of the Cherokee Nation, the campuses of Northeastern State University provide its diverse communities with lifelong learning through a broad array of undergraduate, graduate, and professional doctoral degree programs. With high expectations for student success, the University provides quality teaching, challenging curricula, research and scholarly activities, immersive learning opportunities, and service to local and professional communities. The institution's dedicated faculty and staff offer a service-oriented, supportive learning environment where students prepare to achieve professional and personal success in a multicultural and global society.

VISION

Northeastern State University shapes the future of its region as the educational partner of choice, setting a standard of excellence by serving the intellectual, cultural, social and economic needs of the University's diverse communities.

VALUES

Integrity: NSU models integrity through ethical and intellectual behaviors and practices by advancing honesty, human dignity, and accountability.

Collaboration: NSU engages in collaboration through partnerships to create learning opportunities and promote educational and economic success.

Creativity: NSU advances creativity through exploration, innovation, critical inquiry, and intellectual freedom.

Leadership: NSU inspires leadership through its commitment to prepare and serve others.

Excellence: NSU pursues excellence by continually improving individually and as a community.

Communication: NSU advocates communication through the free flow of information and ideas.

Diversity: NSU values diversity and empowerment by promoting the rights of individuals, respecting cultural differences and ensuring equal opportunity.

DEDICATION TO QUALITY AND SERVICE

Northeastern State University is an institution of higher learning that is diverse, collaborative, service-oriented and engaging. The University is a culturally rich and historically important place both regionally and nationally that allows for myriad experiences and points of enrichment for the whole of the NSU community. This community is comprised of all those who engage with the University; be they students, faculty, staff, campus communities and friends of the University. As a community, the University advocates and practices the following:

Care

I care therefore I will inspire students, faculty and staff to achieve academic, career and life goals through individualized guidance and advising.

- Enable success and remove any barriers that obstruct success
- Promote financial literacy, decision making, stability, and balance of work, life and family
- Be a gateway to a successful college experience, career and life

I care therefore I will promote diversity and enhance multi-cultural experiences.

- Encourage open-mindedness and acceptance
- Be courteous and respectful to each member of the NSU community so that they feel valued

I care therefore I will project a positive image and attitude.

- Smile and keep conversations positive and professional
- Try my best and exceed expectations whenever possible (my 1% more in every situation)
- Be approachable, engage, and interact with the NSU community
- Give individual attention to members of the NSU community so they feel they are the most important person to me in the moment
- Facilitate connections, relationships and a sense of belonging in every interaction with others
- Empower, encourage and support each other

I care therefore I will use policies to enable and assist each member in the NSU community to accomplish their goals.

- Advocate for policies and practices to promote progress
- I will strive to find ways to provide solutions and resolve problems

Safety

I care therefore I will practice safe behaviors in everything I do.

- Know and follow all safety policies and procedures
- Be proactive in reducing potential hazardous situations

I care therefore I will always put safety first and hold students, faculty and staff accountable.

- Promote and encourage physical and emotional health
- Identify, correct, and immediately report safety concerns
- Provide effective, efficient, and timely crisis response
- Provide appropriate resources for desired student, faculty and staff outcomes
- Educate the NSU Community on safety issues
- Eliminate shortcuts that are inconsistent with the “Safety First” priority

Timeliness

I care therefore I will look for ways to be responsive to the NSU community in a timely manner

- Provide timely and desired responses and follow-up
- Ensure my area is ready to serve the NSU community at all times
- Be prepared and anticipate needs of the NSU community and offer assistance
- Provide accurate and timely information to each member of the NSU community
- Stay aware of new technologies and best practices to support the success of the university

Consistency

I care therefore I will facilitate consistent processes and information

- Ensure philosophy, messaging, and actions continuously project an ethic of care
- Pledge to maintain accessible and transparent communication and processes
- Work as a team and build partnerships to maximize effectiveness and efficiency
- Develop transformative assessment in all processes
- Be consistent in the application of policies

I care therefore I will take responsibility for the efficient use of university resources and inspire others to do the same.

- Share opportunities to improve the NSU community and the university
- Be prepared and anticipate operational plans of action
- Promote sustainability

INSTITUTIONAL PRIORITIES

Northeastern State University embraces a mission that empowers its constituents to reach their full intellectual and human potential. The University facilitates this mission by sustaining a culture of learning, discovery and diversity. Student success is NSU’s paramount concern. The institution provides a transformative educational experience preparing students to excel in a globally competitive, culturally diverse, and changing environment. The University also serves as a cultural destination for its region. To sustain the standard of excellence upon which NSU’s mission was developed, the following are identified as institutional priorities:

1. Academic and scholarly excellence
2. Student development and success
3. Enrollment, persistence and completion
4. Campus facilities and resources
5. Funding and advancement
6. Economic development and community stewardship
7. Honor institutional heritage
8. Continuous improvement

Globalization and a technology driven economy changed the employment landscape for NSU's constituents. This impacts the manner in which the institution moves forward in educating its students and preparing them for careers in the 21st century. Under the direction of the previous strategic plan, NSU began a shift in emphasis from teaching to learning, research to innovation and service to shared leadership. Driven by identified institutional priorities, the University now moves forward with the following strategic goals establishing a planning infrastructure to sustain excellence in the 21st century through a culture of assessment and continuous improvement.

STRATEGIC GOAL 1

Advance a culture of academic excellence and student success.

Northeastern State University's mission and vision promote the continuous pursuit of knowledge and acquisition of skills, inspiring our citizens to fulfill their personal and scholarly goals. By embracing the teacher-scholar model and high expectations for student success, NSU provides quality teaching, challenging curricula, research and scholarly activities, immersive learning opportunities, and service to local and professional communities.

The University seeks to develop the whole person, enhance student engagement and student support services in order to achieve and sustain student persistence, completion and career readiness. To that end, NSU will maintain a focus on student achievement and transformation. The institution believes the most productive path to this environment will be derived from the exploration, identification and responsive adoption of evidence and research based practices and strategies. The ultimate outcome will be an institutional mindset and culture that supports faculty and staff while advancing a culture of academic excellence and student success.

STRATEGIC GOAL 2

Build and sustain the physical and fiscal resources necessary to maximize the University's capacity for excellence.

The mission and vision of Northeastern State University emphasize serving the intellectual, cultural, social and economic needs of its region. NSU has identified an over-arching institutional priority to increase enrollment, student persistence, and degree completion. In order to meet the needs of students and regional partners, and address this institutional priority, the University must ensure both physical and fiscal responsibility. In so doing, the

University provides a competitively excellent and affordable education by engaging in responsible stewardship of its resources, and working to ensure the safety of all its constituents.

The foundation of NSU's institutional excellence includes a safe, stable environment supported through campus security and the maintenance of efficient operations throughout all functional units. This requires the pursuit of increased funding for scholarships, programming, facilities and professional development opportunities. Additionally, NSU recognizes that it must actively seek and cultivate relationships with alumni, community partners and philanthropists while promoting the benefits of investing in Northeastern State University. To maximize the return on these critical investments, NSU must also provide adequate infrastructure and funding while meeting the evolving needs of its students and region.

STRATEGIC GOAL 3

Support economic development and community stewardship at the local, tribal and regional levels.

NSU's mission and vision recognize the institution's unique role and responsibility in developing its communities and serving its citizens. Northeastern State University has an annual, regional economic impact in excess of \$250 million. The University understands that by working together, regional communities can and do thrive. NSU's three (3) campuses serve as educational, cultural and social hubs for the northeastern section of Oklahoma. NSU will enhance the quality of life in northeast Oklahoma by contributing its expertise, experience, and leadership to collaborative relationships with its community, tribes and regional partners.

STRATEGIC GOAL 4

Honor our heritage as the cultural center of the region.

The University's mission and vision are not only clarified statements of purpose, but engaged calls to action for NSU to directly serve the intellectual and cultural needs of the University's many and diverse communities. For generations, the institution has addressed the social and economic needs of northeastern Oklahoma by acting as a communal hub; bringing people together and attracting visitors from the world over.

As a regional partner, Northeastern State University works to enhance the area's quality of life and rich cultural fabric by providing varied points of access. The resources the institution brings to bear are represented vis-à-vis the performing arts; artistic and educational exhibits; cultural and academic symposia, conferences, and lectures; athletics events; intellectual service by its faculty; and the provision of library and archival resources. While NSU strives to bring a global, multicultural perspective to its region, the University also highlights the unique contributions it makes as a university with Cherokee roots, distinctive American Indian curricular interests, and the largest Native American undergraduate student population in the nation. Therefore, although the University continues to progress forward on its mission as a living, data-driven

institution, it also remains committed to its history as the premier cultural champion of northeast Oklahoma.

STRATEGIC GOAL 5

Promote creativity and innovation.

The University's mission and vision have been developed to promote the growth, evolution and eventual actualization of the individual so they may reach their full academic and personal potential; ultimately extending outward to the community and global society. NSU's high expectation of student success builds and supports a culture of learning and discovery by championing an environment of creativity and innovation. This framework is therefore built into all disciplines; reaching beyond the classroom to prepare students for tomorrow's global society.

STRATEGIC GOAL 6

Promote a culture of demonstrable continuous improvement.

The University's mission and vision call upon NSU to maintain the highest expectation of student success and community service. The institution will shape its region by serving the educational, cultural, social and economic needs of the University's regional communities. It is in this spirit of servant leadership that NSU has dedicated itself to academic and scholarly excellence. The University is committed to serving its communities and expanding a culture of learning, discovery and diversity.

To sustain this high standard, NSU will be innovative and responsive to competitive, market and economic conditions. Therefore it is understood that the University must embrace a mindset of continuous assessment as it documents the institution's initiatives and demonstrates evaluated progress towards achieving institutional excellence.

The University is committed to data driven decision making and continuous improvement. All institutional units must create and maintain dynamic plans aligning their goals and outcomes to NSU's mission, vision and strategic plan. Data and evidence will inform and guide institutional decisions, strategies and initiatives at every level. The University is unilaterally focused on continuous improvement of operations, policies, and practices in response to outcomes-based assessment and alignment to its mission, vision and strategic plan.