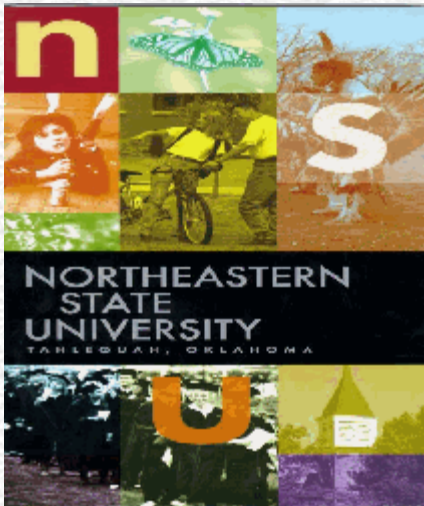


NORTHEASTERN STATE UNIVERSITY STRATEGIC PLAN 2002



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Key Success Factors

Northeastern State University must consider specific priorities when allocating otherwise scarce resources. To that end, the following Key Success factors must be planned in order for Northeastern State University to accomplish its mission. Specific definitions for each Key Success Factor can be found in the glossary. The Key Success Factors are (alphabetically):

! **“Brand” awareness and valuation of education programs**

Long-Range Goal: Publicly acknowledged as the best “all-around” regional university in Oklahoma, and one of the premier regional universities in America

Objectives:

- 1.1 Define conditions for term “all around”
- 1.2 Establish relevant performance measures for brand awareness
- 1.3 Improve the University’s brand-awareness and valuation
- 1.4 Maintain positive institutional values in light of changing societal expectations
- 1.5 Increase the integration of Northeastern State University’s names, terms, and symbols into university literature, products, merchandise, and publicity

! **Communication among and between the members of the university community**

Long-Range Goal: A technologically current, representative, interactive, and campus community-wide vehicle for effective communication

Objectives:

- 1.1 Improve the process for recommending methods and policies that govern campus communications to the Publications Board
- 1.2 Encourage the use of the guidelines established by the Publications Board in campus communications
- 1.3 Enhance communications which form consensus among members of the University community

! **Faculty responsibilities, motivation and rewards**

Long-term Goal: Collaborative development programs, policies and procedures which provide motivation, encouragement, support, and rewards for faculty in teaching, scholarly activity, and service.

Objectives:

- 1.1 Provide continuing input to improve policies and procedures for tenure and promotion
- 1.2 Ensure adequate and appropriate resource allocation for support of teaching, scholarly activity, and service
- 1.3 Enhance and create new opportunities for professional development and interdisciplinary work
- 1.4 Innovate new models to define the appropriate balance between teaching, scholarly activity, research, advising and service

! Maintenance and quality of facilities, grounds and surroundings

Long-Range Goal: Facilities, grounds maintenance, construction and renovation to provide optimal aesthetics, operational/functional conditions, and environmentally sound standards

Objectives:

- 1.1 Broaden the input and responsibility for establishing maintenance priorities and the acquisition of facilities, grounds and surroundings
- 1.2 Improve construction and maintenance monitoring
- 1.3 Regulate safety, environmental issues and risk management
- 1.4 Balance restoration versus new construction
- 1.5 Enhance the adequacy of space for instructional and research purposes

! Management of recruitment, enrollment and retention of students

Long Range Goal: Realization of the maximum enrollment potential of Northeastern State University

Objectives:

- 1.1 Increase the number of contacts with potential students
- 1.2 Enhance the retention rate
- 1.3 Strengthen the student advisement program
- 1.4 Monitor and work to improve satisfaction with all phases of enrollment management
- 1.5 Maintain optimal institutional size for maximum efficiency and effectiveness

! Market-place funding and new sources of revenue

Long-Range Goal: To obtain additional resources which protect and promote the University and support institutional values

Objectives:

- 1.1 Inventory current sources of funding and other resources
- 1.2 Expand the sources and uses for additional resources
- 1.3 Recognize the role of private interests

! **Planning and support for institutional technology**

Long-Range Goal: A clear understanding and anticipation of the technology needs of the University community

Objectives:

- 1.1 Annually assess the technology needs, capabilities, and expectations
- 1.2 Improve the responsiveness, and responsibilities of technology management and administration
- 1.3 Increase the use of technology at all levels of education
- 1.4 Monitor and publish technology performance and productivity
- 1.5 Equip classrooms fully to handle state-of-the-art technology for maximizing teaching and learning

! **Program additions, expansions, reductions, and eliminations**

Long-Range Goal: A systematic institutional program assessment

Objectives:

- 1.1 Specify guidelines for program additions, expansions, reductions, and eliminations
- 1.2 Monitor the status of program additions and expansions
- 1.3 Strengthen program elimination decisions

! **Recruitment and retention of highly qualified faculty, staff, and administrators**

Long-Range Goals: 1 A standardized procedure for advertising and promoting career opportunities;

Objectives:

- 1.1 Assess, design and implement a standardized procedure for advertising employment openings regionally and nationally
- 1.2 Monitor the recruitment and retention strategies and activities of the region's universities
- 2 To have a regionally-competitive system of rewards, benefits, and support for administrators, faculty, and staff

Objectives:

- 2.1 Collect and analyze salary, benefit, and professional development support data to determine how Northeastern State University compares

- 2.2 Annually post the results of the above referenced review (Objective 2.1) with the budgeting process
- 2.3 Enhance opportunities for minority recruitment and retention
- 2.4 Keep pace with region's universities

! **Role of faculty, staff and students in institutional governance**

Long-Range Goal: An interactive, participative, representative, and empowering University decision-making governance

Objectives:

- 1.1 Create decision-making procedures to respond to the needs of stakeholders affected by institutional change
- 1.2 Continue clarification and articulation of governance roles shared by faculty, staff, and students
- 1.3 Protect strong integrity of individuals and units
- 1.4 Achieve buy-in by all members of the University community

! **Strategic planning with measurable benchmarks, perpetual planning guidelines, and institutional accountability**

Long-Range Goal: A University-wide plan and process for action focusing on the achievement of missions and mandates of the University and the individual academic and non-academic units

Objectives:

- 1.1 Maintain a current integrated set of assessments and action plans
- 1.2 Compile a comprehensive centralized data base of measures
- 1.3 Identify benchmark institutions
- 1.4 Establish an Office of Institutional Effectiveness and University Strategic Planning Committee
- 1.5 Focus on performance, increasing efficiency, excellence, innovation, and accountability

! **Student needs and expectations regarding quality of life, educational objectives and job/career preparation objectives**

Long-Range Goal: The continuous assessment and delivery of information regarding students' needs and expectations while pursuing their academic goals

Objectives:

- 1.1 Expand collection and dissemination of information regarding students' needs and expectations
- 1.2 Promote the use of assessment to improve responsiveness

- 1.3 to students' needs and expectations
- 1.3 Revise programs and services to reflect an understanding and appreciation of students' expectations

! Teaching methods and student learning

Long-Range Goal: To be a recognized leader in the development of methods leading to the enhancement of student learning

Objectives:

- 1.1 Expand appropriate training, technology, facilities, and professional development
- 1.2 Improve procedures for non-traditional delivery of instruction (i.e., distance-learning, service-learning)
- 1.3 Promote non-traditional instruction delivery and methods as an integral part of the institution-community interface
- 1.4 Promote the transformation from teacher-centered to student-centered methods
- 1.5 Make programs accessible and successful regardless of student status or teaching modality

Introduction

The comprehensive development of northeastern Oklahoma is the primary strategic consideration for Northeastern State University in the accomplishment of its mission. The effective leveraging of resources in support of this obligation will increase the institution's need to provide outstanding educational opportunities, applied research and service to the region, and will increase the importance of streamlining and empowering the administration of Northeastern State University's programs, policies and procedures.

While the general economic conditions of northeastern Oklahoma appear relatively stable, currently producing new job opportunities, there are also greater pressures on students, such as larger per student debt and availability of student financial aid. This set of financial considerations will continue to affect and increase institutional competition for new students and for new sources of funding, which increase the importance of private gifts to supplement appropriated public funding.

Additionally, the service community at large is demanding accountability, improved quality of life, and greater access to the programs and services of Northeastern State University. Quality undergraduate and graduate education programs are essential in order to meet these higher expectations.

Increased diversity and shifts of major segments of the population is impacting Northeastern State University. Higher education is being sought by more non-traditional students and by students from a wider cultural and ethnic spectrum. Further, this shift in segmentation and diversity is impacting the need to attract and retain diverse administrators, staff and faculty.

Accelerating advances in technology are placing complex information demands on all stakeholder groups. At the same time, there is a rapid evolution and demand for technological alternatives in the delivery of education.

Accreditation boards are emphasizing that institutions be more student-oriented which is causing some tension in traditional courses which are still relatively teacher-oriented. This tension also is affecting administrative and curriculum changes.

A competitive analysis of Northeastern State University indicates a significant impact from surrounding colleges and universities in all areas of Oklahoma as well as institutions in northwestern Arkansas, southeastern Kansas, and southwestern Missouri. In this competition, Northeastern State University is affected by its prestige, size, infrastructure, distance-away-from-home, and interdependence of graduate, undergraduate, teaching, research and financial opportunities, as well as the uncontrollable considerations such as weather and geography.

In establishing a competitive advantage, Northeastern State University must effectively plan -- balancing cost with high quality. Northeastern State University must identify, build, and maintain a strong reputation in key disciplines. Northeastern State University must innovate and then tout special schools, such as the College of Optometry; special programs and services, such as Native American opportunities; and the intensity of other services, such as new student recruitment and community outreach. Northeastern State University should plan an excellent governance structure and develop a solid reputation among all stakeholders. Finally, Northeastern State University must respond to an increasing need for globalization while committing to the basic local education needs of Oklahoma.

Planning Obligations

In addressing and planning how the set of Key Success Factors will propel the accomplishment of Northeastern State University's mission, the following broad-based planning obligations will require specific action from each of the individual academic and non-academic units. The perpetual planning obligations of the institution and all academic and non-academic units are:

- Obligation 1:** Assess existing data and programs as related to the unit's role, obligations, value, significance, or extent of impact by the Key Success Factor on Northeastern State University in the accomplishment of its mission and the achievement of its long-range goals.
- Obligation 2:** Develop specific action plans to address and enhance the University's ability to accomplish its mission and achieve the stated goals as articulated by the assessment outcomes.
- Obligation 3:** Establish procedures to evaluate the specific action plans to include:
- 3.1. Qualitative and quantitative measurement of outcomes produced;
 - 3.2. Appraisal of resource adequacy and utilization; and
 - 3.3. A determination of the value of the individual units contribution related to the specific Key Success Factor.
- Obligation 4:** Modify/revise assessments, action plans, and evaluations to address:
- Alterations, additions, deletions, or enhancements to Northeastern State University's Mission, Vision, Guiding Principles, Key Success Factors, long-range goals, and/or objectives;
- Discrepancies in assessments, plans, and evaluations;
- Changes in resource allocation and availability; and
- Improvements in the unit's contribution to the accomplishment of the University's mission and/or the long-range goals

Mission Statement

Northeastern State University is a comprehensive regional university governed by the Board of Regents of Oklahoma Colleges within a state system coordinated by the Oklahoma State Regents for Higher Education. Its mission is to provide undergraduate and graduate education leading to bachelor degrees, master degrees in selected areas, and a doctoral degree in Optometry. In fulfilling this mission the University commits itself to excellence in instruction, to appropriate basic and applied research, to educational outreach and service, and to cultural activities that enhance the quality of life in the region and the state. The University's contemporary mission reflects the high aspirations and commitment to higher education made in 1846 by the founders of the original Cherokee seminaries.

Budgeting

The University's funds are allocated by the State of Oklahoma in accordance with a funding program that is based on anticipated local revenues (tuition, etc.) and a State appropriation. The funds are then allocated to units and to each department within a unit through the University's annual budget process.

This model for strategy-driven budgeting at Northeastern State University is intended for use by the individual academic and non-academic units responsible for producing and implementing the budget portion of the action plans and who are involved in the overall institutional budgeting process. Strategy driven budgeting requires input from unit planning, institutional and legislative finance, university administrators, management and operational staff at all levels.

The budget development process is about identifying budget conditions and constraints as they relate to the Key Success Factors . Therefore, it is important that the budgeting process be driven by the individual units' action planning to ensure the budget is an effective contributor to the achievement of the University's mission, service delivery, and investment priorities.

The goal of this budgeting process is to make budget decisions that are based on Northeastern State University's strategic priorities and service area demand. The following assumptions are established in the formulation of this budgeting model:

- ! Planning drives budgeting;
- ! Effectiveness (performance) not just efficiency drives planning;
- ! Incentives in the system drive improved performance; and
- ! Trust drives openness.

The process is designed to ensure that the mission essential strategies, service delivery, and investment priorities that require budgetary consideration are clarified at an early stage. It is important that each planning unit, with the guidance of the Vice President for Business and Development, share and present information in a way that supports the accomplishment of the University's mission and strategic priorities. The purpose of this process is to respond to shifts in resource allocation, opportunities for greater effectiveness and efficiency, opportunities for alternative funding sources, and the identification of constraints on changes to resource allocations.

The Vice President for Business and Development has the primary responsibility for the construction of the overall budget but the planning content rests with the individual unit.

Statement of Guiding Principles

Today the opportunities and problems that confront Northeastern State University are played out on a significantly larger scale than those of yesterday. The challenge of optimizing these complexly interrelated possibilities and difficulties requires that Northeastern State University pursue a strategic approach that is sensible, complete, tied to legal, social, and moral obligations, and distinguished by the combination of core values and guiding principles that work to differentiate it from all other institutions of higher education.

- Academic Integrity:** Northeastern State University is dedicated to the promotion of intellectual stimulation and knowledge advancement by ensuring equal access to all programs and services, and by providing an environment that respects critical thinking and the intellectual freedom of all individuals.
- Leadership:** Northeastern State University will provide a forward-looking leadership role in the educational and economic development of northeastern Oklahoma through civic responsibility, teamwork, and collaboration among and between all constituent groups and individuals. Northeastern State University will promote the benefits of lifelong learning, individual performance, and public involvement to all residents of the State of Oklahoma.
- Ethics:** Northeastern State University will place honesty, fairness, human dignity and responsibility at the forefront. The University will evaluate its policies, practices, and behaviors to ensure that all of its stakeholders are provided with, and can rely upon equality of opportunity, individual respect, and professionalism in all activities and interactions.
- People:** Northeastern State University is a unique set of campuses and colleges where caring, compassion and creativity can flourish and where diversity, equal access, and teamwork are each protected, individually and collectively.
- Performance:** Northeastern State University expects successful outcomes; excellence, quality, and focus in all endeavors.
- Community:** Northeastern State University will have a positive impact on the growth and prosperity of Oklahoma and is committed to provide progressive and responsive service to our community.

Glossary of Key Terms

“Brand” awareness:

The public’s ability to recognize, associate, and rely upon the NSU name, terms, symbols, designs, or combination to represent valuable, quality educational programs and services.

Communication among and between the members of the university community:

Providing campus-wide communication in a systematic and well-planned manner. Not only having the technologies for good communication firmly in place, but expanding and utilizing technologies to appraise the campus community of personnel or policy changes. Improving the consistency of communication in distribution to all outlets in an organized and systematic manner.

Distance learning:

The acquisition of knowledge and skills through mediated information and instruction not limited to place or time. Distance learning encompasses all technologies.

Faculty responsibilities, motivation and rewards:

Definitionally, faculty responsibilities include:

Scholarship wherein each faculty member is expected to: seek and state the truth as he or she sees it; develop and improve his or her scholarly competence; exercise critical self-discipline and judgment in using, extending, and transmitting knowledge to diverse audiences on and off campus; contribute to the development of the discipline; practice intellectual honesty;

Teaching wherein each faculty member is expected to: encourage free pursuit of learning and free inquiry in students; exemplify high scholarly standards; improve his or her instructional methods; respect students as individuals while adhering to the proper role as intellectual guide; foster honest academic conduct and fair evaluation of students; and protect the academic freedom of students and their rights of access to the University; and

Membership in the University community wherein, each faculty member is expected to: respect and defend the right of free inquiry of fellow faculty members; show due respect for the rights of others to hold and express their opinions; accept a share of the governance tasks of the University; and be objective in the judgment of the professional capabilities and performance of colleagues.

Motivation is/are the actions or acknowledgments of the institution (NSU), tangible or intangible, which prompt and encourage the NSU faculty member to freely and enthusiastically embrace and achieve the responsibilities specified.

Reward(s) is/are the compensation provided by the institution to NSU faculty for fulfillment of their responsibilities. Appropriate rewards may include, but are not limited to: pay, benefits, promotions, praise, pleasant work conditions, freedom, and autonomy.

Maintenance and quality of facilities, grounds and surroundings :

The perpetual support for routine and deferred maintenance to include safety assurance,

climate control and comfort levels, operational effectiveness and aesthetic updates for existing university facilities and equipment. Additionally, the programmatic development of construction for proposed structures and the renovation and remodeling of existing facilities and aging buildings.

Management of recruitment, enrollment and retention of students:

To create and maintain a seamless process for students from recruitment through graduation in such areas as admission, financial services, assessment and advisement. Enrollment management includes the offices of High School and College Relations, Admissions and Records, Student Financial Services, Scholarship Services, Assessment and Advisement. Primary areas of concern include total enrollment, enrollment of transfer students and first time freshmen, student retention, financial aid and scholarships, and advisement.

Market-place funding and new sources of revenue:

The additional non-appropriated resources which protect and promote the goals and expectations of the University, and support the articulated goals and institutional values including teaching, learning, outreach, economic development, and service to the University's stakeholders. These resources, both financial and in-kind, enable the University to expand in quality, expand in its impact on individuals within the institution and within the State of Oklahoma, and to provide unmatched support for students, faculty, administrators, and staff of Northeastern State University.

Planning and support for institutional technology:

The review and analysis of hardware, software, infrastructure and training needs to ensure direct support of academic, administrative and student requirements, and a perpetual planning process that addresses effectiveness of investment, infrastructure development, needs assessment, and funding priorities.

Service learning research and outreach opportunities:

Practical experience, research and design activities, case-studies and community-based projects which provide experience, cross-functional opportunities that contribute to the well-being of others, create or enhance social capital development, develop interpersonal and communication skills, and multi-cultural sensitivity to NSU stakeholders.

Strategic planning with measurable benchmarks, perpetual planning guidelines, and institutional accountability:

The examination of external and internal factors that impact the University, and based upon systematic and organized analyses, the formulation of assumptions and priorities that will guide the administrators, the academic and non-academic units in the achievement of mission essential short- and long-range planning. The measurable benchmarks, planning guidelines, and institutional accountability are the significant keys to effectively assess, administer, evaluate, and make actionable the policies, procedures, and activities of the University in pursuit of its mission.

Student needs and expectations regarding quality of life, educational objectives and job/career preparation objectives:

Monitoring changing student needs is research conducted to detect students' required necessities. Monitoring changing student expectations is research to evaluate the changes in the students' anticipated obligations of NSU. The changes detected in both student needs and expectations will be evaluated and addressed to help increase recruitment and retention. Quality of Life is the degree or level of excellence with regard to the student's day to day activity(s).

Educational Objectives are the goals relating to the training and knowledge provided in a particular area or for a particular purpose.

Job/Career preparation objectives are those relating to the process leading up to and bridging the gap between one's current preparedness and the realities of the job/career.

Systematic and rigorous program reviews, program additions, program reductions, and program eliminations:

The method by which programs are evaluated in order to respond to existing and emerging social, cultural, technological, scientific and economic needs, and to maintain and enhance the quality of instruction, research and public service.

Teaching methods transformation from teacher-centered to student-centered:

Teacher-centered learning places the teacher and her/his activity as the measurement variable in defining what is appropriate for student success, i.e., degrees held, number of minutes of lecture time, number of professional experiences, or the number of publications/presentations. Student-centered learning attempts to determine if a student, after progressing through a set of experiences, can demonstrate measurable expectations set forth by learned societies or accrediting agencies. Student performance, validated by patterns of evidence, is the unit of measure in the success of an educational effort.

The recruitment and retention of highly qualified faculty, staff, and administrators:

Recruitment - appropriate regional and national awareness and successful marketing of the competitive career opportunities available at NSU;

Retention - stable workforce with turnover minimized by maintaining a professionally rewarding environment; Highly qualified - credentials, competencies, and experience comparable to other Master's I institutions* and the professional requirements of the NSU College of Optometry; and Master's I institution - Master's (comprehensive) colleges and universities I (MA I). These institutions offer a wide range of baccalaureate programs and are committed to graduate education through the master's degree. They award 40 or more master's degrees annually across three or more disciplines. [As defined in the 2000 Carnegie Classification of Higher Education by the Carnegie Foundation for the Advancement of Teaching]

The role of faculty, staff and students in institutional governance:

An on-going awareness of how the various members of the NSU community (administration, faculty, staff and students) participate in change with careful attention to communications, responsibility, governance, and involvement opportunities that motivate and empower all members of the campus community.

Institutional Vision

Northeastern State University is challenged to deliver educational programs and services with greater efficiency, effectiveness and accountability, yet operate within realistic and often contradictory constraints. Northeastern State University's vision is inspirational and practical. The sharing of this vision establishes the unified commitment to Northeastern State University's success while capturing the dynamics of an institution in motion.

The Vision

- ! Be recognized as one of America's premier regional universities;
- ! Continue to capitalize on innovations in teaching and learning and advances in technology;
- ! Attract a diversified, motivated student body, genuinely interested in learning and self improvement;
- ! Help every student make a successful transition to this university, in order to assist each individual to fulfill their potential;
- ! Support a vigorous, caring and professional faculty;
- ! Continue to anticipate, identify and remain flexible in response to change;
- ! Encourage ethical conduct and civic improvement by all members of our community;
- ! Remain committed to the academic integrity and academic freedom of each member of the University community;
- ! Evaluate and set standards continuously in the pursuit of excellence, and hold units accountable for measurable objectives and outcomes; and,
- ! Maintain public awareness, understanding, and confidence in Northeastern State University.