

University Planning Group

Northeastern State University

STRATEGIC PLAN

Charting our Second Century: The Next 5 Years

2009-14



NORTHEASTERN
STATE UNIVERSITY



I am pleased to introduce the NSU Strategic plan, *Charting the Second Century*. This document is the result of countless hours of diligent, spirited, collaborative work involving many faculty, staff, and students across the university. It is the defining blueprint for NSU's direction for the next 5 years. Appreciation and applause has been rightfully won by so many. Thank you.

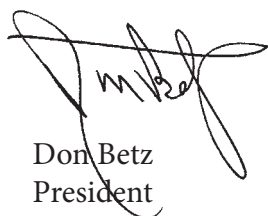
Our focus has been to imagine what the university shall and should become, to define how and where we will expend our energies and resources so that our efforts enhance lives and improve communities for another century. The foundations have been deliberately anchored in NSU's articulated values, mission and vision. From these anchors we set out to create and sustain learning opportunities that prepare our graduates for success in an environment of challenge, ambiguity, opportunity and continuing change.

This defining document is the product of a protracted, university-wide planning process that will continue via the University Planning Council (UPC). As the successor to our original University Planning Group (UPG) and the President's Council, the UPC will monitor progress and process, recommend direction corrections when needed, and serve as an effective connection between the university community and the plan's continuing fulfillment.

I encourage you to review this plan, to understand the premises upon which it is based and to collaborate in the fulfillment of its promise. If NSU is able to realize its expressed intention and cultivate and establish the culture of learning and discovery, it will rightfully take its place as a successor to the visionaries who established the Cherokee Seminaries, founded the Normal School and looked to the future to see their aspirations fulfilled.

Through the diligent efforts, insights, and devotion of so many, we will be living the promise articulated over 160 years ago, and growing the next generation of citizens and leaders to serve this region and far beyond.

Sincerely,



Don Betz
President





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Seminary Drawings provided by NSU Archives



Overview

In the one hundred plus years as an institution of higher learning, Northeastern State University has championed access to education for all people. Now, as NSU enters its second century, we are working hard to chart the future while living the promise of education that was articulated in its founding as the Cherokee Seminaries and throughout its transformation over time into a state university.

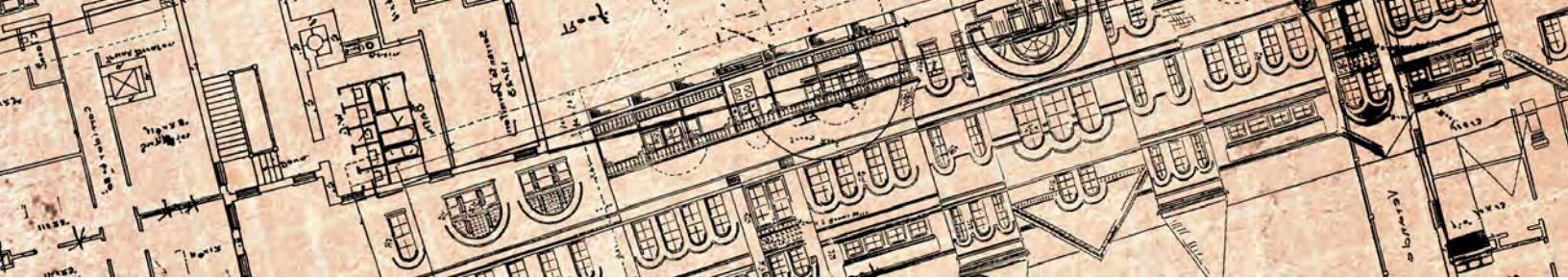
This Strategic Plan was created to guide and inform university planning activities for the next three to five years. Its wording has been carefully chosen to reflect the collective spirit, attitude, and behavior embedded in its precepts. This plan represents who we are at Northeastern State University and why this institution exists. Our mission, vision, and values frame what we are doing to make a difference in the lives of our students and our communities.

The Mission Statement and Vision Statement together inspire two overarching imperatives: building a culture of learning and discovery, and developing sustainable communities. These imperatives do not stand alone, but support and complement each other. They represent the primary strategic directions for the university for the next five years and beyond. These imperatives are supported by a series of five values statements that will guide our efforts. The values are integrity, collaboration, creativity, leadership, and excellence.

The values statements may be viewed as setting forth the culture embodied in the Mission Statement and the Vision Statement. The word “culture” is used intentionally to indicate the norms, behaviors, and attitudes that permeate NSU. The values of integrity and excellence are necessarily imbedded in all our efforts and plans. The values of creativity and collaboration embrace the Mission Statement’s call for discovery and provide support for the values of integrity and excellence. The value of leadership is central to the Vision Statement’s call to become the educational partner of choice in our region.

The emphasis of this Strategic Plan is on behavior, attitudes, and actions. It is the result of a deliberate effort to limit university-level priorities and to give greater responsibility to the individual operating units in defining specific strategies and actions, measurements, and timetables.

During the first year of planning, efforts were focused on developing and solidifying the Mission, Vision and Values statements. During the second year, members of the planning committee worked to prepare the seven strategic goals of the University. After that, University-wide priorities were identified, guided by the goals and pursued by teams that represented a cross-section of our University community. In the future, the committee will focus on monitoring and implementing the



university-wide priorities, encouraging the involvement of unit level contributions to the strategic goals, and updating the university-wide goals and priorities. In this way, we intend to make this document a living, breathing plan which is reviewed and adjusted annually and pursued consistently.

Underlying the entire strategic planning process is the concept of Making Place Matter. Making Place Matter is a two-year old initiative supported by a partnership of the Alliance for Regional Stewardship, the American Association of State Colleges and Universities, and the National Center for Higher Education Management Systems. It has been adopted as an initiative of the Oklahoma State Regents for Higher Education. The intent is to promote the concept of regional stewardship and to encourage each Oklahoma institution of higher education to make a difference in the lives of the people and communities they serve. This initiative is fully consistent with the Mission, Vision, and Values of Northeastern State University. We will be in the forefront of developing strategies and programs that embody the spirit of Making Place Matter.

Implementing Making Place Matter will involve a shift in emphases – from teaching to learning, from research to innovation, and from service to shared leadership. The shift from teaching to learning is essentially a move to a different measure of academic and educational

success. Rather than measuring success by the grade students receive, academic quality will be measured by the education that students achieve. The shift from research to innovation recognizes that innovation is key to the economic growth and prosperity of our region, and positions NSU as this region’s chief source of expertise, diversity, and interaction—the three key ingredients of innovation. Further, the shift from service to shared leadership recognizes that, in the past, community engagement has been hampered by the traditional “walls” that separated universities and communities. NSU will work to keep ideas and resources flowing freely and in both directions between the university, its community and region, and to be viewed by community leaders as a valued partner.

This Strategic Plan is the result of a carefully conceived and executed process by which Mission, Vision, and Values Statements generated Strategic Goals from which will flow University Priority Initiatives. It has intentionally considered NSU’s long history and rich traditions. It is a product of shared leadership and collaboration across university organizations, with multiple opportunities for two-way communication and input. It recognizes that NSU has capital of many kinds -- human, intellectual, financial, and social – and is poised to be a strong leader in learning and innovation both in this region and in the larger global community.

Focused Mission Statement

We empower individuals to become socially responsible global citizens by creating and sustaining a culture of learning and discovery

Vision Statement

We will be the educational partner of choice in eastern Oklahoma, embracing the challenges and opportunities of a global society.

Value Statements

Integrity

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

Collaboration

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

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.

Excellence

We pursue continuous improvement individually and as a community.



Strategic Goal 1

Develop a culture of learning and discovery throughout the university.

Team Members

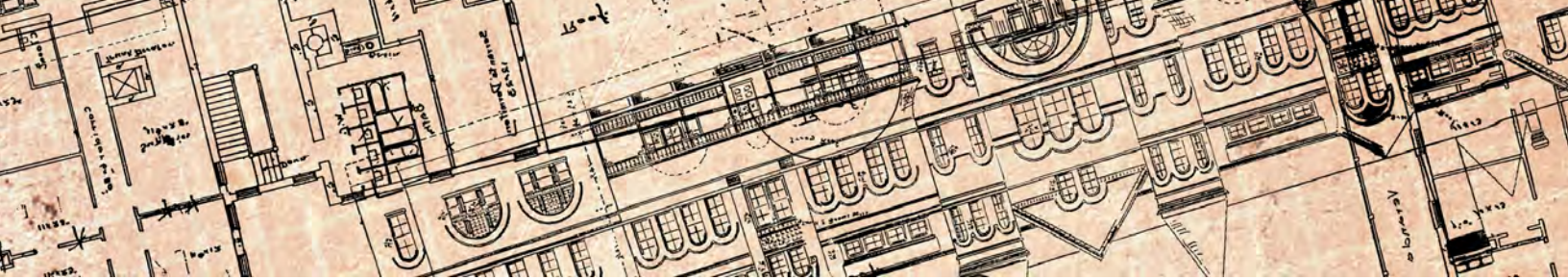
Janet Bahr, Chair
Martin Venneman
Christee Jenlink
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The two components of the Culture of Learning and Discovery are inextricably bound (interwoven). Together, these two components form the basis for developing intellectual inquiry on a university campus. 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.

“The word “culture” is used intentionally to indicate the norms, behaviors, and attitudes that permeate NSU.”

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 graduates 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.



Priority 1: Academic Prioritization/Reallocation

Evaluation of all Academic Programs and begin evaluation of University Support Services for possible reallocation to support growth, achieve internal efficiencies, and strategically invest for optimal use of new resources.

Action 1: Support Gen Ed, Advising/Counseling and Career Services

Action 2: Create College for Extended Learning

Action 3: Student Retention and Enrollment

Define the strategies and resource allocations needed to improve student retention and graduation rates; define and target strategies for enrollment growth at our three campuses. Strategically connect resource growth to enrollment growth.

Priority 2: Teaching, Learning and Assessment Support

Reorganize and enhance support for teaching, learning, and assessment efforts on campus.

Action 1: Join HLC Assessment Academy

Action 2: Add Student Learning Outcomes Coordinators in every College

Action 3: Reorganize Center for Teaching/Learning

Action 4: Incorporate Making Place Matter to Academics

Priority 3: Recruit and Retain Diverse, Qualified Faculty/Staff

Recruit and retain a diverse, highly qualified faculty and staff, becoming a recognized employer of choice in compensation and resources.

Action 1: Benchmark compensation and identify funds needed for FY2012 salary adjustments

Action 2: Diversify Staff and Faculty by reviewing recruiting, and hiring practices campus culture

Priority 4: Native American/Indigenous Cultures Center

Continue progress toward creation of a recognized (international) center for the study of Native American and Indigenous Cultures and Languages.

Action 1: Identify and coordinate existing resources

Action 2: Solidify Community Partnerships

Action 3: Identify and Engage (Inter)National Partners



Strategic Goal 2

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

Team Members

- Mark Kinders, Chair
- John Schleede
- Joe Spence
- Christy Landsaw
- April Adams
- Michael Gibbons
- Mia Revels
- Michael Turner
- Ron Cambiano
- Jerry Cook

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).

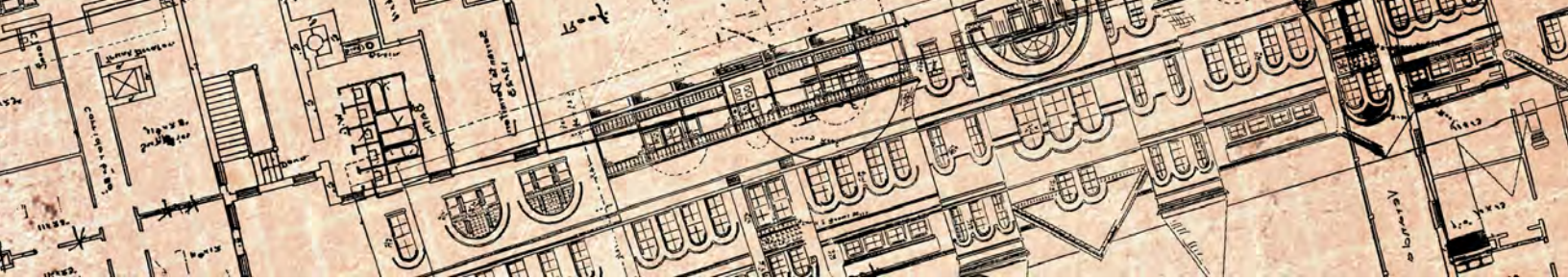
On campus this entails adopting practices to reduce, re-use and recycle as they apply to all resources. We will model the way in innovative and best sustainability practices on campus to reduce our carbon footprint, and share them with others off-campus.

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 enhance cultural development.

“The intent is to promote the concept of regional stewardship and to . . . make a difference in the lives of the people and communities they serve.”

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; 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.



Priority 1: Identify/Centralize Campus Outreach (Making Place Matter)

Identify and Centralize Campus Outreach Efforts in Making Place Matter.

Action 1: Host 2nd Annual Regional Summit

Action 2: Continue commitment to Economic Development

Action 3: Continue commitment to Oklahoma Center for Rural Development

Action 4: Create Regional Development Center

Develop a broad-based campus sustainability initiative, integrating student, faculty and staff leadership, along with Making Place Matter.

Action 1: Inventory current projects to reduce carbon footprint

Action 2: Inventory faculty and staff expertise

Action 3: Identify faculty, staff, student leadership

Action 4: Elevate visibility of campus sustainability initiatives

Action 5: Initiate development of comprehensive plan





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.

Team Members

- Craig Clifford, Chair
- Sue Catron
- Della Combs
- Dave Kern
- Denise Deason-Toyne
- Kay Grant
- Martha Albin

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.

“The values of creativity and collaboration embrace the Mission Statement’s call for discovery. . .”

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.

* Priorities to be identified in 2011-2012





Strategic Goal 4

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

Team Members

Laura Boren, Chair
Randy Shelton
Tim McElroy
Pamela Louderback

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."

"Implementing Making Place Matter will involve a shift in emphases – from teaching to learning, from research to innovation, and from service to shared leadership."

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, drawing 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.

* Priorities to be identified in 2011-2012





Strategic Goal 5

Develop an environment which encourages global knowledge and cultural sensitivity.

Team Members

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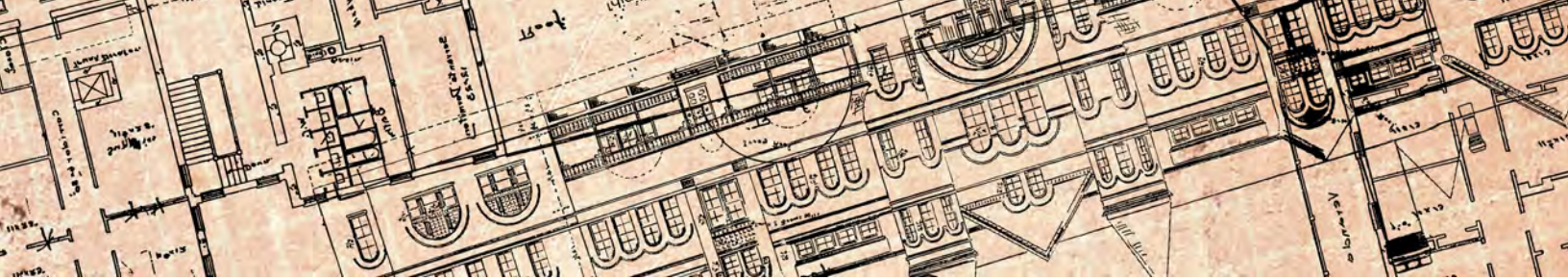
In order to prepare our students to experience success in an increasingly globalized world, we must provide opportunities that promote an understanding of the interconnectedness and interdependence of human and environmental processes around the world. Global literacy will provide our students with an 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

“We empower individuals to become socially responsible global citizens by relating and sustaining a culture of learning and discovery.”

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.



Priority 1: Establish a coordinated and institutionalized effort toward globalization

Create opportunities for NSU students, faculty and staff to engage in global cross-cultural communication and collaboration.

Action 1: Inventory current globalization activities

Action 2: Engage in international student recruiting activities

Action 3: Fund and encourage faculty to participate in CIEE faculty development seminar





Strategic Goal 6

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

Team Members

- Laura Boren, Chair
- Rachel Farinelli
- Mark Bighley
- Robin Pursely
- Mike Chanslor
- Kathleen Kennedy
- Karen Ross

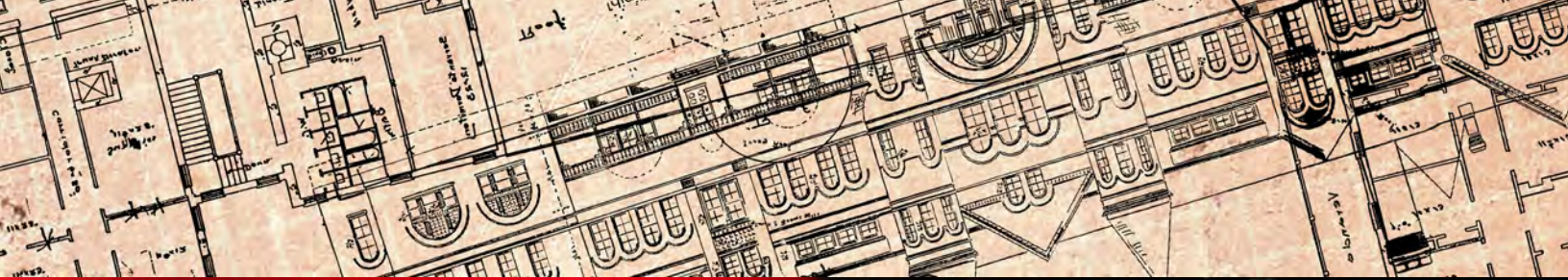
A center for cultural enrichment and entertainment is achieved by promoting and advancing the fine and performing arts, NCAA intercollegiate athletics, lectures, university student organization programs and recreational co-curricular activities.

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
- » (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 NSUs heritage

* Priorities to be identified in 2011-2012





Strategic Goal 7

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

Team Members

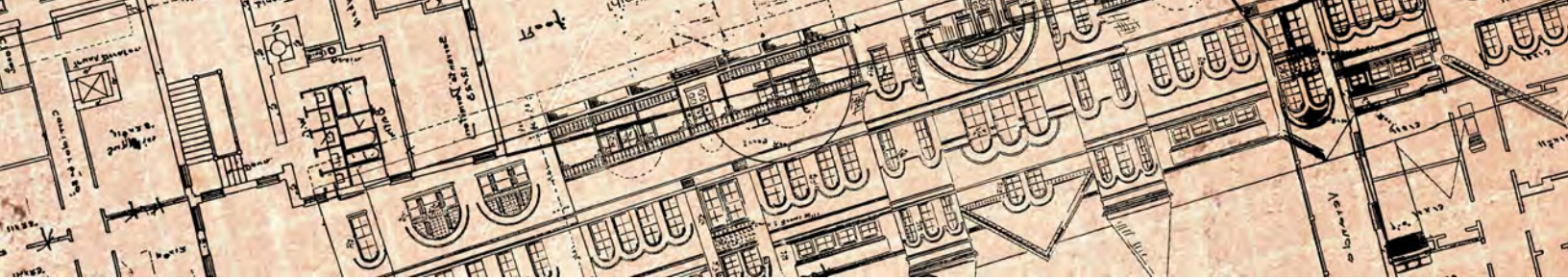
Tim Foutch, Chair
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Denise Deason-Toyne

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.



Priority 1: Upgrade technology resources

Action 1: Review IT as part of comprehensive needs assessment

Action 2: Identify, purchase and install ERP system



