



Northeastern State University

# Strategic Plan



# MISSION STATEMENT TASK FORCE

*Appointed March 2005*

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Ms. Kari Koster, student  
Dr. Mike Landry  
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Dr. Chuck Ziehr  
Walt Eilers, Consultant  
*from Horizons Stewardship*





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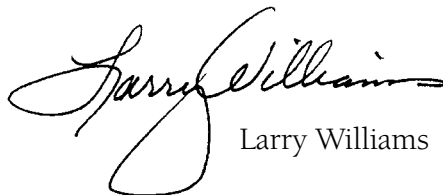


## FROM THE PRESIDENT



It is with great pleasure that I present Northeastern State University's 2007 Strategic Plan. This document represents the work of our campus community and incorporates the ideas, aspirations and expectations of all the university's constituent groups. This Strategic Plan includes the University's mission statement, vision statement, core values and the five main goals we expect to achieve.

It is my hope that this plan will be embraced by the entire campus community and will motivate us to reach for the things we want to achieve both as individuals and as a community of scholars. I offer my congratulations and sincere thank you to the Strategic Planning Committee for guiding our work and I hope you are as excited and energized by the Strategic Plan as I am. I encourage you to incorporate this plan into your daily activities and let it guide your actions and decisions as we continue to build Northeastern State University as Oklahoma's Premier Regional University.

  
Larry Williams



## MISSION\* STATEMENT

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



## VISION STATEMENT

As Oklahoma's premier regional university, Northeastern State University endeavors to prepare students to succeed as global citizens by providing exceptional undergraduate, graduate, and selected doctoral degree programs.



*\*defined in Glossary*



**Academic Quality and Veracity** – Northeastern State University is committed to the advancement of knowledge and educational excellence by ensuring the opportunity for equal access to programs and services in a community that respects critical inquiry and encourages intellectual freedom.

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

**Ethics and Academic Integrity** – Northeastern State University respects human dignity and values honesty, fairness, responsibility, and equal opportunity in all areas. NSU policies, practices, and behaviors reflect these values, and are applied equally with respect to all of our stakeholders\*. Our faculty, students, and staff practice academic and professional honesty.

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

**People** – Northeastern State University is a richly diverse community in which scholarship, caring, compassion, teamwork, and creativity flourish.

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

**University Advancement\*** – Northeastern State University values a culture in which all members of the University\* community share a collective responsibility to continually advance the institution.

*\*defined in Glossary*



## GOALS

To achieve the Mission and Vision Statements, Northeastern State University has established the following five goals. Executive officers of the University, in collaboration with the Strategic Planning\* Committee, will implement and monitor the NSU Strategic Plan\*. The Strategic Plan will be implemented in conjunction with the comprehensive Campus Master Plan.

- I Provide a quality curricular and co-curricular\* education in a flexible student-centered\* environment
- II Attract, develop, and retain highly-qualified people who will best serve the University community
- III Develop and expand mutually beneficial relationships with all University stakeholders including cross-university interactions, collaborative educational ventures, economic development initiatives and cultural enrichment
- IV Create and provide quality and effective programs, services, facilities and technological resources to advance the mission of the University
- V Increase available resources through coordinated, campus-wide advancement activities

*\*defined in Glossary*

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

GOAL

I

# NSU WILL:

## ● ● A Meet student needs and expectations by focusing on student learning, appropriate learning outcomes, and assessment methods.

1. Assess current methods for evaluating programs.
2. Plan and implement:
  - Refinements to the comprehensive assessment process, including academic support units, and use that data for institutional and curricular improvement;
  - Measurable student learning outcomes in each course and program;
  - A commitment to utilize assessment data and student feedback to drive decision-making within academic units;
  - An academic program review evaluating programs and courses at the bachelor's, master's and doctoral level to assure they are meeting the needs of students, the state and the region;
  - Strategies for utilizing educational resources that support a flexible and innovative learning environment.
3. Monitor progress annually toward meeting the goal and make modifications based on these results.

## ● ● B Enhance student engagement and personal development through a comprehensive co-curricular university experience.

1. Assess the current student engagement environment and personal development programs to establish baselines\* for a comprehensive co-curricular university experience.
2. Plan and implement:
  - The appropriate organizational structure to enhance and integrate student life experiences at each campus among all student populations;
  - Student leadership development opportunities through experiential activities, organizational involvement, competitive athletics and university work experiences;
  - The expansion of student enrichment opportunities by facilitating involvement in fraternities, sororities, clubs, and organizations;
  - The promotion of citizenship through community standards\*, volunteerism, service learning and campus involvement;
  - A campus environment that encourages and promotes an understanding and appreciation of diversity to prepare students for a global society;
  - A campus culture that encourages and promotes healthy living practices and personal well-being;
  - The enhancement of school spirit through intercollegiate academic activities and athletic competitions.
3. Monitor progress annually toward meeting the goal and make modifications based on these results.

\*defined in Glossary



## NSU WILL:

### ● ● ● **C Determine and prioritize the key educational opportunities at the University.**

1. Assess current educational offerings by college and major.
2. Plan and implement:
  - Programs to establish the academic priorities that give identity to NSU;
  - Processes for resource distribution to support the established priorities;
  - Means to communicate NSU's academic expertise and priorities;
  - A process to evaluate the resource viability of potential undergraduate, master's, and doctoral programs.
3. Monitor progress annually toward meeting the goal and make modifications based on these results.

### ● ● ● **D Enhance the scholarly activities and professional development of faculty, staff, and students.**

1. Assess current scholarly activities and professional development.
2. Plan and implement:
  - Incentives to encourage scholarly activities;
  - Increased support to enhance faculty development and scholarly activities;
  - An enhanced commitment to undergraduate, graduate, and professional student research;
  - Efforts to promote innovation and excellence in the scholarship of teaching and learning;
  - Expanded programs to bring external scholars and experts to NSU to enhance student learning.
3. Monitor progress annually toward meeting the goal and make modifications based on these results.



THE GOAL OF EDUCATION IS  
THE ADVANCEMENT OF KNOWLEDGE  
AND THE DISSEMINATION OF TRUTH.  
— JOHN F. KENNEDY

*\*defined in Glossary*

## NSU WILL:

- ● **E** **Maximize student achievement, success, and satisfaction.**
  1. Assess current levels of student achievement, success, and satisfaction.
  2. Plan and implement:
    - Effective student academic support services;
    - A comprehensive and effective student advisement process;
    - Optimal learning environments for NSU, its programs, and classes;
    - Efficient scheduling and sequencing of courses to ensure timely graduation.
  3. Monitor progress annually toward meeting these goal and make modifications based on these result.
  
- ● **F** **Enhance student learning through “best practices<sup>\*</sup>” as established by learned societies and accrediting bodies.**
  1. Assess current “best practices” in each academic discipline, report the results and determine areas of change.
  2. Plan and implement:
    - A comprehensive review of current University practices in light of state and national standards;
    - Participation in annual meetings of the Higher Learning Commission in preparation for the next institutional accreditation cycle;
    - Procedures to maintain professional accreditation in current programs and seek to add accreditation to other programs as appropriate;
    - Cross-disciplinary sharing of information related to student learning;
    - Documentation of student learning in academic programs through assessment.
  3. Monitor progress annually toward meeting the goal and make modifications based on these results.

<sup>\*</sup>defined in Glossary

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

GOAL



## NSU WILL:

### ● ● **A** **Recruit and retain a diverse faculty holding terminal degrees from a variety of colleges and universities.**

1. Assess current diversity, academic credentials, employment advertising, faculty development, sabbatical opportunities, and compensation to establish category baselines.
2. Plan and implement:
  - Strategies for national advertising of permanent faculty positions incorporating emerging media when appropriate;
  - Mechanisms that inform diversity-related groups within professional disciplines of employment opportunities;
  - Procedures to identify and nurture promising students of diverse backgrounds as potential NSU faculty;
  - A process to achieve competitive compensation;
  - A faculty mentoring process;
  - An enhanced professional development program;
  - A renewed effort to improve sabbatical opportunities;
  - A clearly defined faculty evaluation process;
  - An orientation process for new faculty;
  - Mechanisms to enhance job satisfaction.
3. Monitor progress annually toward meeting the goal and make modifications based on these results.

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

1. Assess current diversity, compensation, professional development opportunities, and job satisfaction to establish baselines.
2. Plan and implement:
  - Objective employment criteria and a hiring process that values diversity;
  - A process to engage staff in the NSU community;
  - Staff participation at appropriate levels of decision-making;
  - A process to achieve competitive compensation;
  - Enhanced professional development programs;
  - Mechanisms for enhancing job satisfaction;
  - Objective criteria for job performance reviews.
3. Monitor progress annually toward meeting the goal and make modifications based on these results.

*\*defined in Glossary*

## NSU WILL:

### ● ● ● **C** **Employ and retain administrators who embrace the mission, core values, vision, and goals of the University.**



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

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

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

STRONG REASONS MAKE  
STRONG ACTIONS.

— WILLIAM SHAKESPEARE

*\*defined in Glossary*





- ● ● Develop and expand mutually beneficial relationships with all University stakeholders including cross-university interactions, collaborative educational ventures, economic development initiatives, and cultural enrichment.

GOAL



## NSU WILL:

### ● ● A Promote communication and cooperation among faculty, administration, staff, and students.

1. Assess current communication channels and procedures to establish baselines.
2. Plan and implement:
  - Effective communication mechanisms between and among representative bodies\*, promoting appropriate information sharing among all campuses and constituencies;
  - Facilities, programs, support systems, and activities that foster interaction between and among constituent groups of the University community;
  - A plan for balanced representation on NSU committees.
3. Monitor progress annually toward meeting the goal and make modifications based on these results.

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

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

*\*defined in Glossary*

## NSU WILL:

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



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

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

2. Plan and implement:

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

3. Monitor progress annually toward meeting the goal and make modifications based on these results.

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

1. Assess relationships with public and private sector entities.

2. Plan and implement:

- Support programs that engage NSU services and expertise;
- Opportunities for lifelong learning through conferences, seminars, special events and activities, and continuing and professional education;
- A network which facilitates internships, fellowships, research projects, and service learning programs to optimize educational opportunities;
- Procedures to acquire feedback from employers about NSU programs, students, and graduates.

3. Monitor progress annually toward meeting the goal and make modifications based on these results.

*\*defined in Glossary*

## NSU WILL:

### ● ● E Promote and support regional economic development.

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

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

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

*\*defined in Glossary*



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

GOAL  
IV

## NSU WILL:

### ● ● A Create and maintain a campus environment that is distinctive and excellent in form, function and design.

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

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

1. Assess and inventory the types and quality of NSU services.
2. Develop University-wide standards exceptional customer service standards.
3. Plan and implement:
  - A review process to analyze student expectations of on-campus services;
  - Integrated employee training, evaluation, and recognition programs to reinforce NSU's exceptional customer service standards;
  - Mechanisms to acquire and utilize customer feedback;
  - Cost containment procedures to keep university services competitively priced.
4. Monitor progress annually toward meeting the goal and make modifications based on these results.

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



*\*defined in Glossary*

## NSU WILL:

- ● ● **C Acquire, integrate, and maintain the most appropriate resources, technologies, equipment, support, and training.**
  1. Identify, assess, and prioritize appropriate technologies, equipment, and support.
  2. Plan and implement:
    - Development, dissemination, and utilization of university-wide descriptive inventories of technologies, equipment, and support;
    - An input process by end-users for future acquisitions of technologies, equipment, and support;
    - A process to allocate funds to address prioritized needs;
    - Comprehensive and timely training and support programs.
  3. Monitor progress annually toward meeting the goal and make modifications based on these results.
  
- ● ● **D Establish a process to achieve internal efficiencies that result in targeted reallocation of existing resources and optimal use of new resources.**
  1. Assess current academic and administrative resource allocation procedures to establish baselines.
  2. Plan and implement:
    - A continuous review process to determine the effectiveness, efficiency, and viability of academic and support programs;
    - A method to prioritize the assignment of funds to academic and support programs;
    - A strategy to identify the optimal relationship among enrollment, program offerings, and tuition structure.
  3. Monitor progress annually toward meeting the goal and make modifications based on these results.

*\*defined in Glossary*



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



GOAL

*\*defined in Glossary*



## NSU WILL:

### ● ● A Present a compelling case for overall support.

1. Assess the ways NSU communicates its identity and value, how that identity and value is perceived, and NSU's position in the higher education marketplace.
2. Plan and implement:
  - Means to communicate the positive impact of higher education;
  - Strategies to build an enhanced appreciation for the role of regional universities;
  - Processes to communicate how additional resources will enhance NSU's unique contributions to the region's culture and economy;
  - Campaigns to strengthen the emotional connections to NSU with current students, employees, alumni, and friends;
  - Strategies to communicate the value of NSU activities, programs, and facilities in contributing to the vitality of the communities served.
3. Monitor progress annually toward meeting the goal and make modifications based on these results.

### ● ● B Pursue external grants, contracts, and develop partnering opportunities.

1. Assess and inventory grants, contracts, and partnering activities and opportunities.
2. Plan and implement:
  - Coordinated strategies to identify and acquire external grants and contracts;
  - Enhanced incentives, support resources, and services for extramural funding;
  - Processes to identify, build, and maintain collaborative relationships with partners and advocates who add value to NSU.
3. Monitor progress annually toward meeting the goal and make modifications based on these results.

*\*defined in Glossary*

## NSU WILL:

- ● ● **C Increase local, state, and federal government funding.**
  1. Assess current levels of funding and comparative needs.
  2. Document NSU's funding status relative to peer institutions.
  3. Plan and implement:
    - Participation in a variety of advocacy processes to increase government investment in higher education;
    - Coordinated strategies to appeal for increased funding from all levels of government;
    - A process to identify governmental funding for specific program support.
  4. Monitor progress annually toward meeting the goal and make modifications based on these results.

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

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



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

*\*defined in Glossary*

**Action Plan** — Action plan statements are listed under number 2 of each sub-goal and are broad overarching standards for the entire university. Each unit of the institution will develop specific action statements for their area of responsibility which defines their actions and timeframe to achieve these overarching institutional standards. Actions plans are the day-to-day manifestation of the institution's strategic plan.

**Alumni** — Those individuals who graduated from the institution or who formerly attended.

**Baseline** — The measurement taken to assess current status in order to determine the level of accomplishment at a later date.

**Best Practices** — Best practices are activities, processes, values, standards, or guidelines that contribute to the improvement of our programs. They represent practices which national, professional, learned society, and NSU recognize as providing the highest quality possible.

**Co-curricular Activities** — Complimenting, but not part of the regular curriculum (<http://www.thefreedictionary.com/cocurricular>). Co-curricular activities include, but are not limited to, participation in student organizations as well as university sponsored activities, events and programs designed to enhance a student's positive University and life experiences.

**Communities** — Related groups including internal university groups and external special interest groups, businesses, industries, towns, cities, or regions served by the University.

**Community Standards** — Behavior expectations established by the University and for enrolled students. Behavior expectations exist through University student rules and regulations, residential living guidelines, and other academic and co-curricular guidelines established in classroom syllabi, catalogs, and organization/activity governing documents.

**Core Values** — A concise set of shared guiding principles that impact how everyone in the organization thinks and acts. They guide actions and define the enduring character of an organization. (Collins & Porras. *Harvard Business Review*, Sept/Oct. 1996.)

**Customer** — Any person who asks for or receives goods or services from a department, employee or agent of Northeastern State University. Students within an instructional setting are not considered customers.

**Friend** — One who has a special interest in or affiliation with Northeastern State University and is not an alumnus of the University.

**Heritage** — The origin of Northeastern State University dates back to 1846 when the Cherokee National Council authorized establishment of a National Male Seminary and National Female Seminary to fulfill the stipulation in the Treaty of 1835 between the United States and the Cherokee Nation that public and higher education be provided for the Cherokees. On March 6, 1909, the State Legislature of Oklahoma passed an act providing for the creation and location of Northeastern State Normal School at Tahlequah, Oklahoma, and for the purchase from the Cherokee Tribal Government of the building, land, and equipment of the Cherokee Female Seminary.

**Mission** — The Mission Statement is a declaration of an organization’s central defining purpose and the foundation upon which the vision, core values and strategic plan rests. (Sevier, R.A. [www.universitybusiness.ccsct.com/page.ctm?p=292](http://www.universitybusiness.ccsct.com/page.ctm?p=292))

**NSU Foundation** — The NSU Foundation is a 501(c)(3) charitable organization created exclusively to benefit Northeastern State University. The purpose of the NSU Foundation is to acquire and manage charitable support for NSU.

**Representative Bodies** — Administrative or governing groups of the University, (e.g., Administrative Council, Academic Council, Faculty Council, Chairs Council, Deans’ Council and NSU Student Government).

**Stakeholders** — Those with a vested interest in Northeastern State University.

**Strategic Planning** — An ongoing process by which an institution envisions its future and develops strategies, goals, and action plans to assess, plan, implement, and monitor progress to realize that future.  
<http://www.asq.org/glossary/s.html>

**Strategic Plan** — A comprehensive document derived from an iterative process that defines and shapes operations, goals, and priorities within the University.

**Student-Centered** — A philosophy focused on student achievement with learning outcomes central to the educational process as defined by academic units.

**University** — When capitalized, “University” means Northeastern State University, including Tahlequah, Muskogee and Broken Arrow campuses.

**University Advancement** — The effort within each area of an educational institution designed to build rewarding, mutually beneficial, and long-term relationships with key constituencies of the University.

