

2030 Strategic Plan

September 15, 2020



Executive Summary (1 of 2)

- NLU underwent an 18 month inclusive planning process which sought input from external and internal stakeholders to fully understand the evolving higher education landscape.
 - The University Leadership Council (President's Cabinet, faculty representatives, Staff Council representatives) were tasked with helping shape the mission, vision, core values, and strategies to guide the next 5-10 years.
 - Student focus groups and surveys were facilitated to ensure student voice was reflected in the plan.
 - Community sessions were held to gather additional input for the plan and help keep the university updated on progress.
 - External experts provided input on higher education.
- The planning process was extended with the emergence of the COVID19 epidemic and subsequent social unrest due to the growing recognition of centuries of racial inequity and systemic racism.

We utilized additional time to both address immediate issues facing the institution and to reflect on the university's response to the seismic influence of current events on the future.



Executive Summary (2 of 2)

- Through our collaborative process, we modified the mission statement and core values to reflect our contemporary institution.
- We established Five Pillars for Impact to help organize our work and highlight the key areas we believe are most critical for continuing to thrive as an institution.
- Within each of the Five Pillars, strategies and activities were developed, resources were aligned, and the outcomes were articulated.
- 12 strategies were prioritized for the first three years of the plan that represent our focus on building a strong comprehensive institution, our commitment to equity, students, and building reputation.
 - Leads have been assigned for each priority strategy. Leads are currently working with cross-functional work teams to develop Action Plans to manage to key milestones for each priority strategy.
- A dashboard with five and ten year goals was developed to help monitor progress.

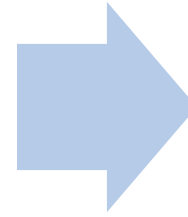
The plan is being presented for approval.



Mission Statement Update

Current Mission Statement

National Louis University provides access to quality higher education that nurtures opportunity for students through innovative teaching, scholarship, community engagement, and service excellence.



New Mission Statement

National Louis University is an inclusive, innovative community providing educational opportunities that inspire and empower all learners as they prepare for and advance in meaningful lives and productive careers.



Expanded Core Values

Innovation

As we work to understand and address urgent educational challenges in a diverse and dynamic global era, we refuse to be bound by existing structures or traditional thinking. We apply research and evidence to create forward-looking, sustainable solutions to these challenges.

Access

From its founding, NLU has strived to expand access to higher education, especially for those who have historically encountered barriers due to geography, marginality, or economic status. We embrace and build upon the strength that comes from a diverse student body, faculty and staff.

Excellence

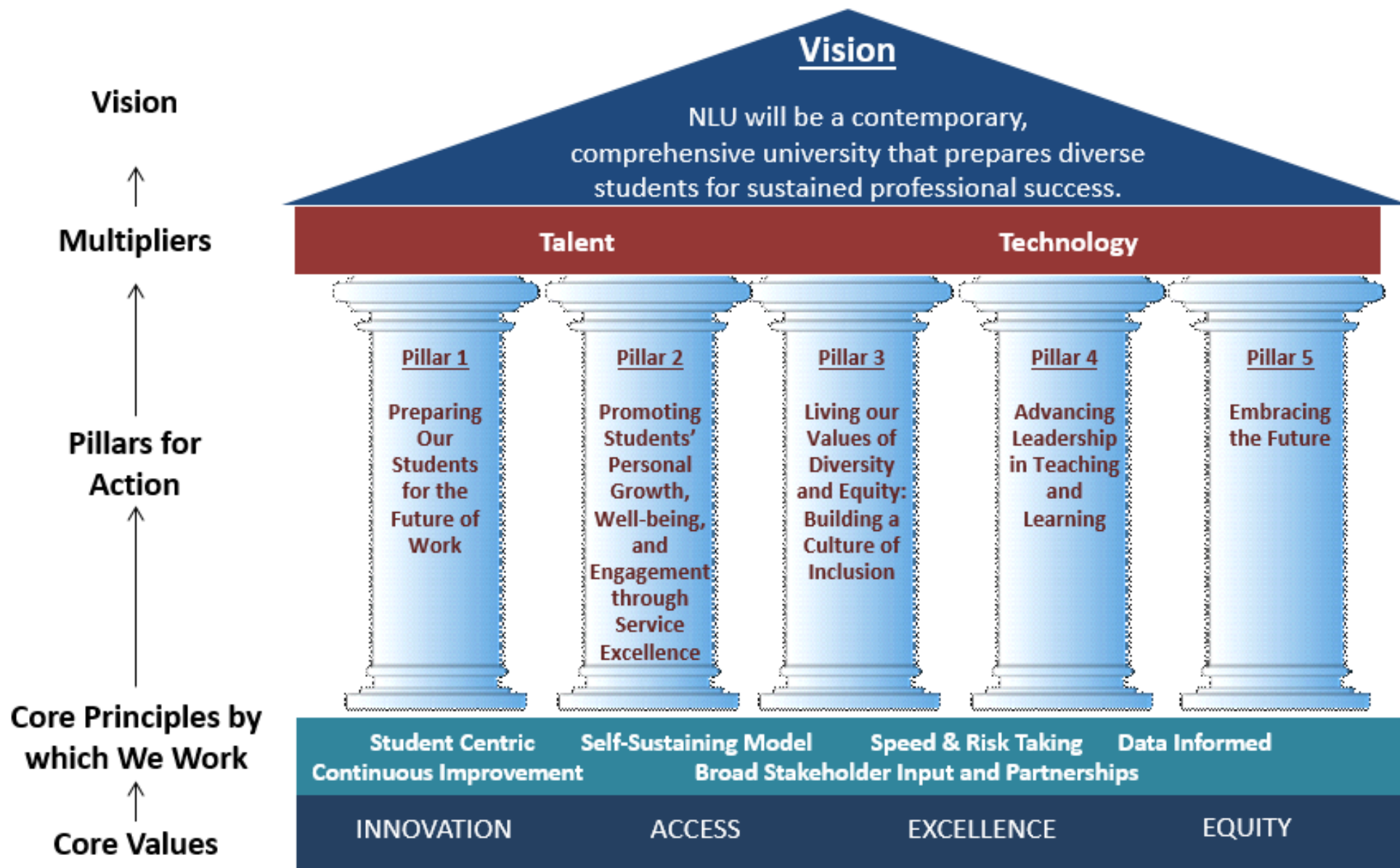
At NLU, we hold ourselves accountable to bringing each student to a high level of academic achievement and career success. This means we are committed to providing the highest quality academic experience and support services to each student. We continuously work to improve our processes and outcomes.

Equity

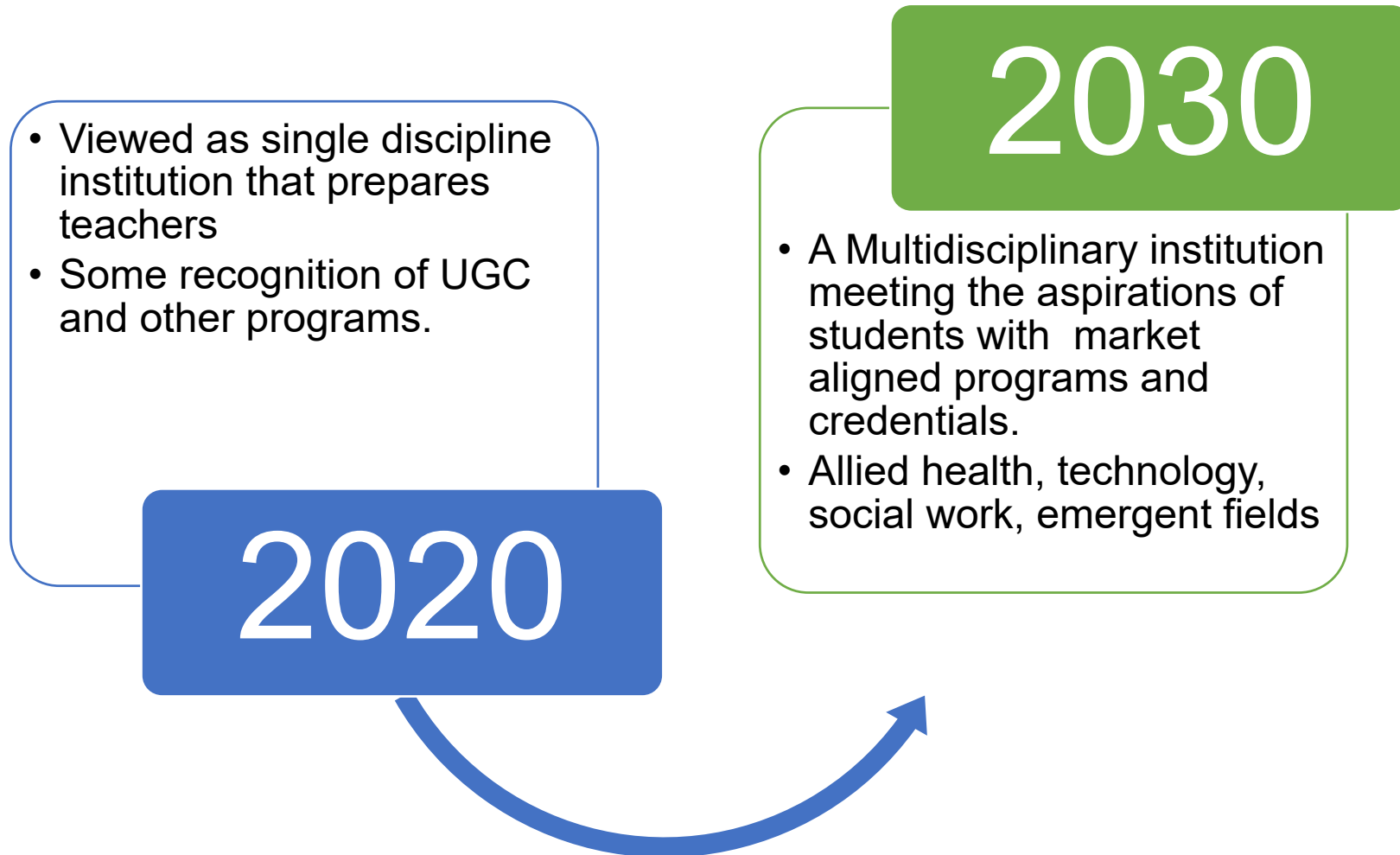
We believe everyone should have a fair and equal chance at succeeding. Therefore, we provide supports to ensure all of our students have the opportunity to achieve their professional goals and aspirations.



2030 Strategic Plan Framework

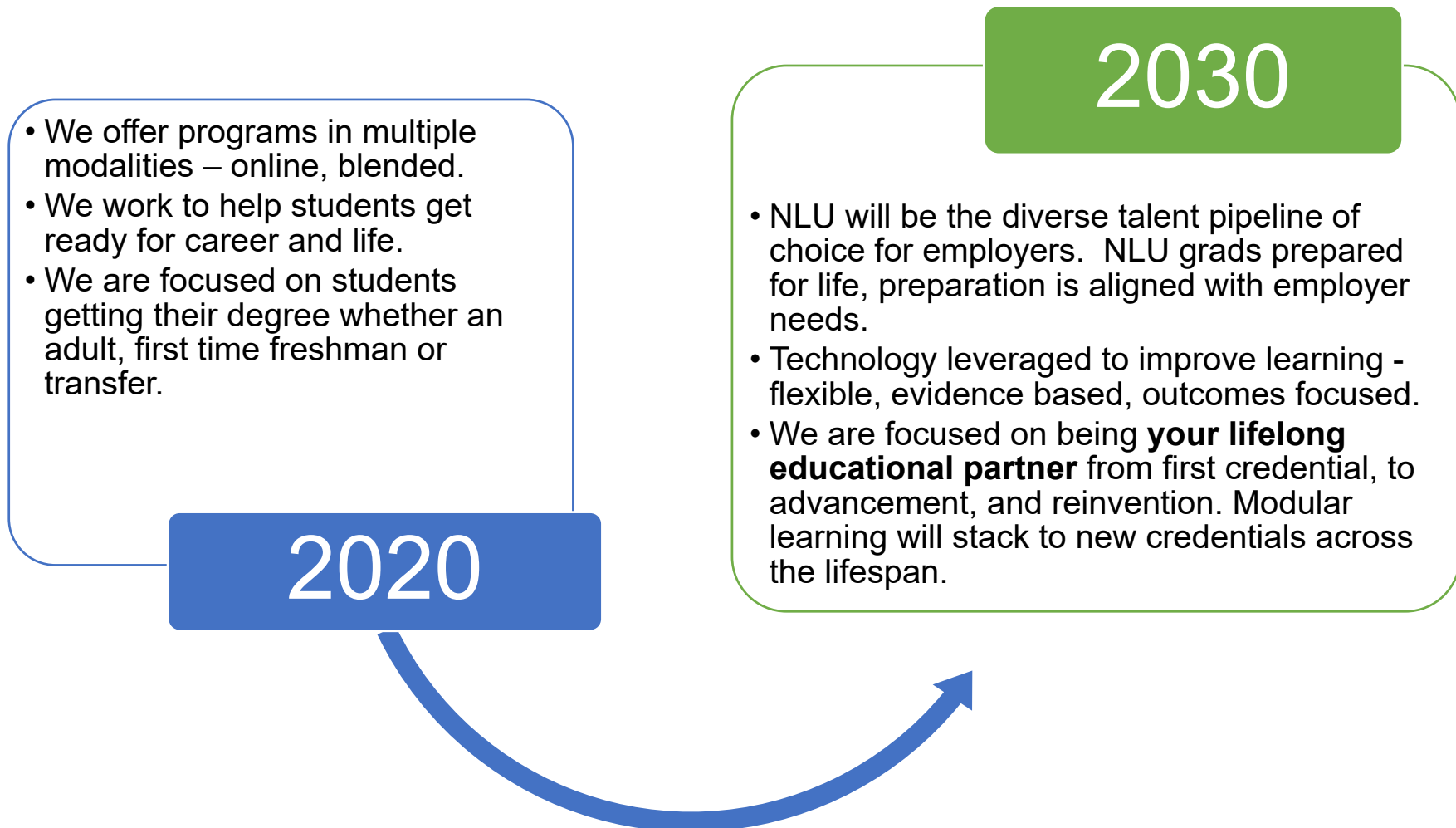


Vision: In 2030 NLU will be a comprehensive contemporary university where diverse students will be prepared for sustained success



Pillar 1: Preparing Our Students for the Future of Work

Globalization and automation are transforming the very nature of work. NLU is committed to **preparing all of our students for successful careers and supporting them throughout their work lives**. To accomplish this, we will ensure that our curricula are **market aligned** and that our **instructional delivery approaches are continuously adapting** to meet the evolving needs of our student populations.



Pillar 2: Promoting Students' Personal Growth, Engagement, and Well-being through Service Excellence - We will provide students with the **supports** they need to ensure they can focus on their **academic and career success**. Students will receive **seamless and timely services, from enrollment through employment**, building a culture of service excellence. We will address the various needs of our diverse student body effectively and efficiently and provide programming that engages students **fostering leadership, civic engagement, and other personal growth opportunities**.

- Student friendly and caring where we are forgiven for service misalignment.
- Student activities and scattered student engagement opportunities.

2020

2030

- Student centered and focused with student needs at the core of decisions and designed for service and outcomes excellence with clear SLA's across service disciplines. Automating to improve outcomes.
- Comprehensive student engagement that fosters leadership, respect for diversity and inclusion, and civic mindedness.

Pillar 2: Promoting Students' Personal Growth, Engagement, and Well-being through Service Excellence - We will provide students with the **supports** they need to ensure they can focus on their **academic and career success**. Students will receive **seamless and timely services, from enrollment through employment**, building a culture of service excellence. We will address the various needs of our diverse student body effectively and efficiently and provide programming that engages students **fostering leadership, civic engagement, and other personal growth opportunities**.

- Focus on career development primarily for undergraduates.

2020

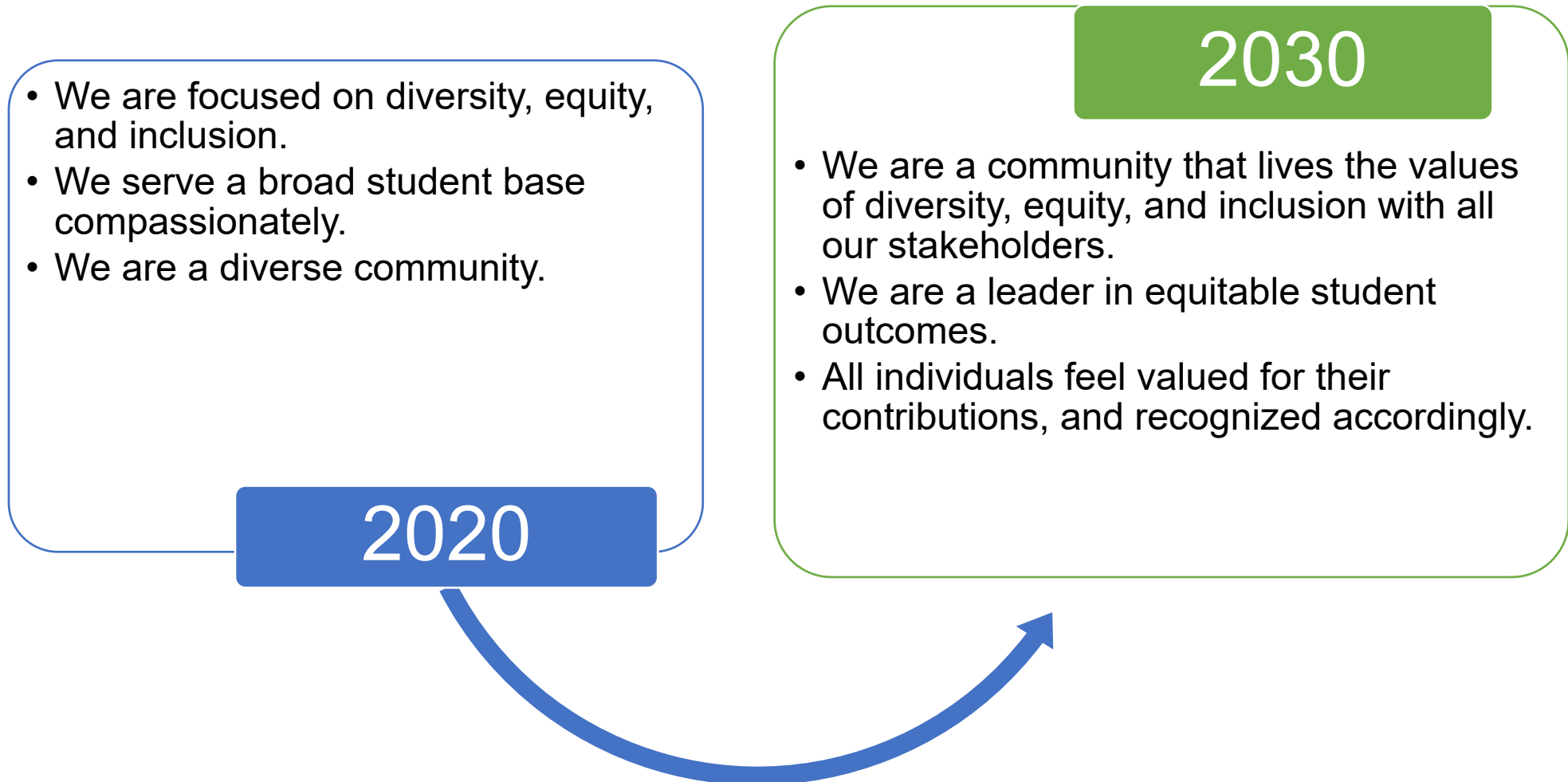
2030

- Focus on career employment for all students with customized support across the curriculum to ensure professional and career readiness, employment, and economic mobility.



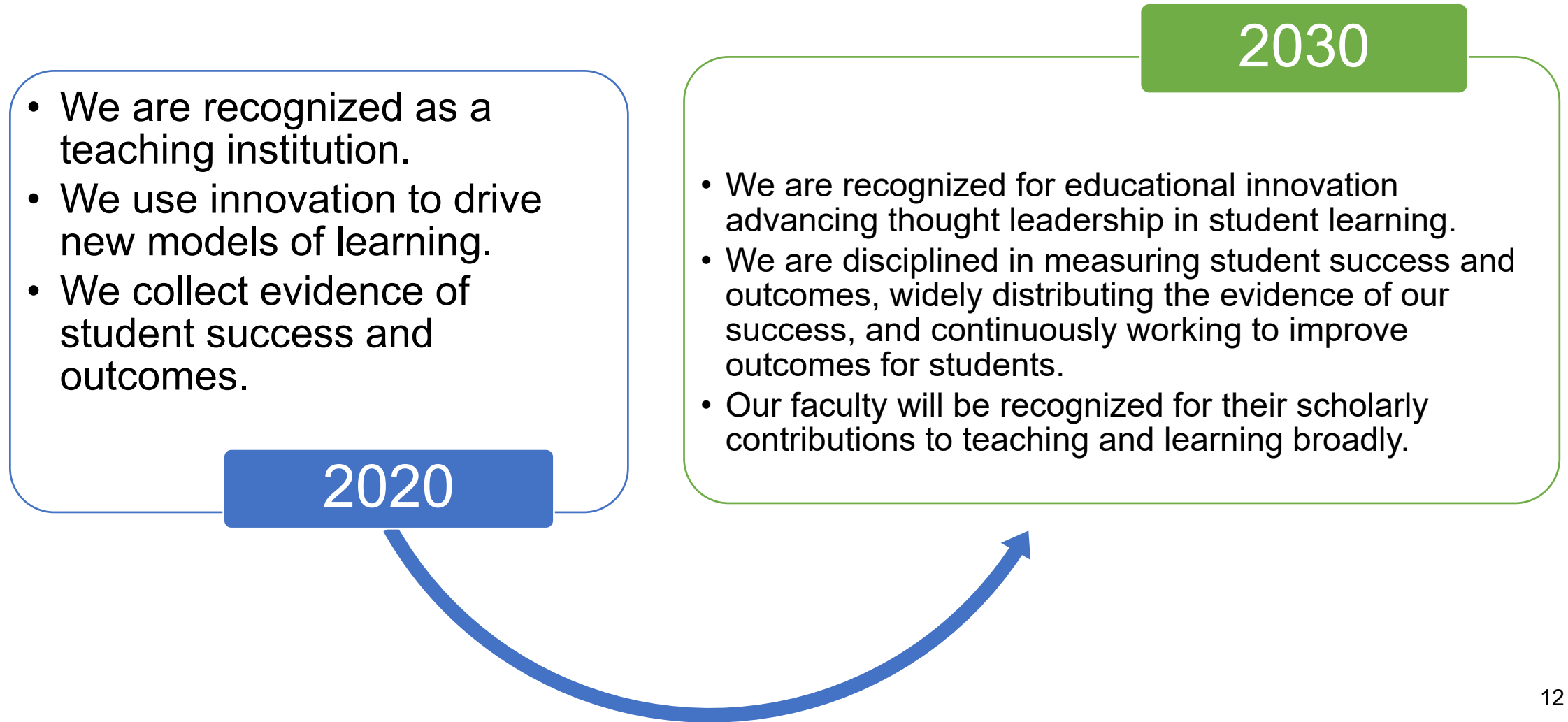
Pillar 3: Living Our Values of Diversity and Equity; Building a Culture of Inclusion

We will work to ensure that everyone in our community is welcomed, valued, respected, and supported to fully realize their potential. By doing so, we will secure for NLU and its graduates the benefits of diverse views, talents and creativity. To achieve this, we will hold each other accountable for creating a culture of inclusion, engaging with and challenging our biases, and achieving specific diversity and equity goals for our students and our professional community.

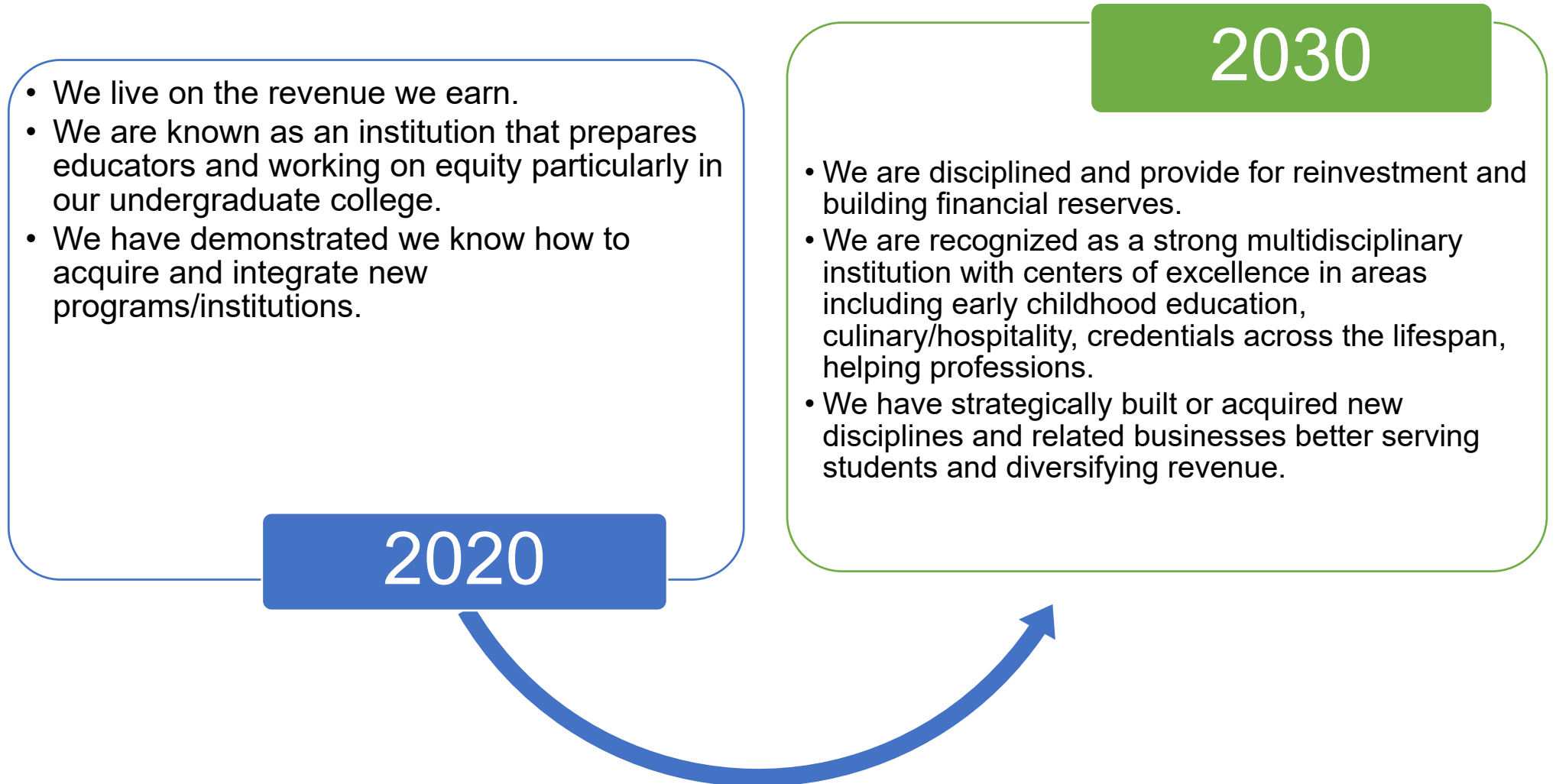


Pillar 4: Advancing Leadership in Teaching and Learning

Building upon our strong foundation as a teaching institution we will be thought leaders in teaching and learning, modeling and disseminating scholarship on emergent practices and technologies that support learners and promote their success. Through a talented faculty and a commitment to thoughtful evaluation of new practices, we will lead the way in advancing new models of learning.



Pillar 5: Embracing the Future: Higher education faces a complex and challenging future. We will **maintain our relevance and competitiveness** by investing in **new business models** and creating solutions to the challenges we and our students face. Simultaneously, we will work to ensure **the financial strength** of our institution through prudent **fiscal management**, by building **external financial support**, and advancing our **brand**.



Institutional Strategies For the Next 5-10 Years

Pillar 1

Preparing Our Students for the World of Work

1A. Build Market & Employer Driven Portfolio System

1B. Create System of Stackable Credentials to Broaden Impact

1C. Innovate Contemporary Instructional Models

Pillar 2

Promoting Students' Personal Growth, Well-Being, & Engagement Through Service Excellence

2A. Build Comprehensive Career Services Model with National Reputation

2B. Continuously Improve Student Facing Services from Inquiry to Employment

2C. Provide Intentional and Embedded Academic Support

2D. Provide Exemplary Wrap-Around Personal Support

Pillar 3

Living Our Values of Diversity & Equity: Building a Culture of Inclusion

3A. Achieve Targets for Hiring Diverse Employees

3B. Drive Retention, Satisfaction, & Advancement of Diverse Employees

3C. Ensure Students from All Backgrounds Are Satisfied, Engaged, & Feel Included

3D. Prioritize & Monitor Equitable Student Outcomes

3E. Strengthen & Spotlight Our Community Impact

Pillar 4

Advancing Leadership in Teaching & Learning

4A. Grow & Reward Faculty Capacity in Teaching & Learning

4B. Advance the Institution to Disseminate & Build Reputation

4C. Create Curricular Supports for Pipeline of Diverse Students

Pillar 5

Embracing Our Future

5A. Maintain a Disciplined Financial Operating Model

5B. Grow & Diversify Sources of Revenue

5C. Grow Fundraising

5D. Build Brand Recognition

5E. Pursue Selective Merger and Acquisition Strategy

