

NORTHERN STATE UNIVERSITY

2023 Strategic Plan





In 2021, President Schnoor introduced an iterative institution-wide approach to strategic planning necessary in a rapidly changing and competitive higher education environment. Grounded in fidelity to Northern State University's statutory and institutional mission, the approach focuses and aligns all campus and unit planning with five priorities.

Five priorities were vetted across the institution, NSU Foundation, and community, approved, and led to initial strategic planning.

1. **Building a growth strategy** led by the newly formed Enrollment Management Council— including Vice President Fraase, Vice President Bumpous, Dean Blackburn, AVPAA Fouberg, Executive Director of Student Success Britt Lorenz and IR Director Dr. Brenda Mammenga.
2. **Building an increasingly diverse, engaged, inclusive and welcoming culture to support all students, faculty and staff** will be led by the newly commissioned President's Campus Culture and Climate Taskforce—led by the steering committee including Provost Wanous, Dean Blackburn, Susan Bostian, and the Presidents/designees of Faculty Senate and Student Government.
3. **Building sustainable collaborative public/private partnerships** initially led by campus and NSU Foundation leaders joined by academic deans, faculty, and leaders of community organizations.
4. **Engaging the campus and community to ensure long-term fiscal sustainability** led by, President Schnoor, Vice President Paulson and Foundation President and CEO Zach Flakus.
5. **Experiential Learning** led by the Provost Wanous, the Faculty Senate, deans and faculty.

Through the iterative process five clear priorities have been finalized to guide all campus and unit planning.

1. Build a growth strategy to expand student access, success and educational attainment to increase students' socioeconomic mobility while serving the public good.
2. Build an increasingly diverse, engaged, inclusive, welcoming and supportive culture that nurtures achievement and success for all students, faculty and staff.
3. Build sustainable collaborative public/private partnerships to advance academic, cultural, health, recreational, and economic opportunities that serve the public good and produce value for NSU, Aberdeen and the region.
4. Engage the campus and community to ensure long-term fiscal sustainability.
5. Provide an outstanding regional, comprehensive liberal arts and professional studies college experience focused on experiential learning and supported by broad community cooperative opportunities.

Establishment and Authorization

Northern State University was established by the legislature (SDCL 13-59-1) and authorized by the Board of Regents to deliver graduate and undergraduate programs; promote excellence in teaching and learning; support research, scholarly and creative activities; provide service to the state of South Dakota, the region and the nation; and to place a special emphasis on E-learning in the university curriculum and service.

Mission

Northern State University will provide diverse academic, civic, social and cultural opportunities that prepare students through the liberal arts, professional education and E-learning for their future endeavors, while also enriching the local and regional community.

Vision

Northern State University will be regionally recognized as a student-centered, diverse community dedicated to excellence in teaching and learning, creativity, and civic and global awareness.

Values

Northern State University's students, faculty and staff are committed to the following values:

Community

- Building a culture of inclusion, belonging and collegiality that respects diversity in knowledge, culture and world view

Discovery

- Pursuing rigor and excellence in education, inquiry and engagement for the benefit of our students, state and region

Integrity

- Adhering to the highest standards of honesty, fairness and transparency with a commitment to responsible stewardship of resources

[South Dakota Board of Regents Statutory Mission \(PDF\)](#)



Strategic Plan and Themes

Institutional strategic priorities and actions will align with the university's authorization, mission, vision and values, and the university will be regionally recognized for:

- Distinctive Learning: experiential, innovative, interdisciplinary, relevant
- Distinctive Culture: diverse, engaged, inclusive, welcoming
- Distinctive Partnerships: collaborative, entrepreneurial, supportive, sustainable
- Distinctive Leadership: accountable, ethical, responsive, transparent

Strategic Planning Aligned with 5 Strategic Priorities

1. Build a growth strategy to expand student access, success and educational attainment to increase students' socioeconomic mobility while serving the public good.

Strategic Enrollment Management Plan (PDF)



2023 Strategic Enrollment Management Action Plan (PDF)



2. Build an increasingly diverse, engaged, inclusive, welcoming and supportive culture that nurtures achievement and success for all students, faculty and staff.

Student Affairs Strategic Plan 2021-2025 (PDF)



President's Campus Culture & Climate Taskforce Update (PDF)



3. Build sustainable collaborative public/private partnerships to advance academic, cultural, health, recreational, and economic opportunities that serve the public good and produce value for NSU, Aberdeen and the region.

Northern State University is engaged in several ongoing initiatives involving federal, state, and local agencies, grants and partnerships.

4. Engage the campus and community to ensure long-term fiscal sustainability.

Northern State University Foundation Plan (PDF)



5. Provide an outstanding regional, comprehensive liberal arts and professional studies college experience focused on experiential learning and supported by broad community cooperative opportunities.

Distinctive Learning Priority Outcomes and Timeline (PDF)



College of Arts and Sciences Strategic Plan 2021-2023 (PDF)



The Millicent Atkins School of Education Action Plan 2023 (PDF)



School of Fine Arts Strategic Plan 2024 (PDF)





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