THE NATIONAL HISPANIC UNIVERSITY

STRATEGIC PLAN
2003-2008

June 2003
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Since its founding in 1981, the National Hispanic University (NHU) has moved from a developing institution to an established one, with the purchase of 10.8 acres of land, a 65,000 square foot building project that will begin June 1, 2003 and accreditation from the Western Association of Schools and Colleges (WASC). In the past years, NHU has been able to educate in excess of a thousand students addressing the needs of Hispanic and other college students while identifying successful practices that meet the special requirements of first generation college students, working adults, women, and other non-traditional students. NHU’s enrollment has increased an impressive 350% between the fall of 1997 and the spring of 2003.

Dr. B. Roberto Cruz, the founding President of National Hispanic University passed away in September of 2002, but his legacy remains powerful at the University. Under his visionary leadership, NHU was able to accomplish huge milestones. NHU has accomplished this by staying focused on its mission of serving Hispanics, other minorities, women, and others in their quest to obtain an education and career in education, business, and technology. NHU is a Hispanic Serving Institution and holds the distinction of being one of three accredited institutions of higher learning in the nation that was created specifically to address the education needs of Hispanics.

During the past 22 years NHU initiated plans for institutional effectiveness, development, academic effectiveness and assessment. These plans served the institution well in its desire to build academic quality, financial capacity, and institutional effectiveness. It is vital at this juncture, however, that the NHU develop a single strategic plan that will guide academic development, financial planning, and institutional effectiveness over the next five years. In order to do this, NHU embarked on a strategic planning process that involved faculty, staff, students, and trustees. The Office of the Provost and the Office of Institutional Planning and Evaluation convened strategic planning sessions with these stakeholders to obtain their collective thinking on diverse issues key to the future of NHU. The following strategic plan is a result of this collective thinking.

The strategic vision of the National Hispanic University is to establish NHU as the premier higher education institution addressing the serious under-representation of Hispanics, other minorities, women, and others in higher education and the professions and to share effective practices that serve these populations with higher education institutions in the United States of America.
UNIVERSITY MISSION

The mission of the National Hispanic University is to enable Hispanics, other minorities, women, and others to acquire an undergraduate degree or certificate using a multicultural educational experience to obtain a professional career in business, education, and technology.

The National Hispanic University is dedicated to the challenge of meeting the unique requirements of its students. The purpose of providing the opportunity for a multicultural education to qualified individuals is expressed in all phases of the University’s operations, from the selection of professors to the design of the curriculum. The undergraduate academic programs give the students a background in general studies as well as specialized knowledge in a chosen field. While the National Hispanic University realizes the necessity of offering students a large quantity of available information, we believe that our primary task is to develop students’ abilities in critical thinking and discovery.

FUNDAMENTAL VALUES

We hold ourselves accountable for living these core values, which are critical for carrying out our mission in the pursuit of our vision:

- **La Familia**: We see NHU as a family where students, faculty and staff feel connected and where they share high expectations, feelings, and have a sense of belonging. Family members want the best for each other and provide support to overcome barriers that prevent achievement of goals. Family members seek the best from each other and expect every one to be responsible, hard working, and caring.

- **Sí Se Puede**: We believe in each person’s desire to obtain an education to define his or her future and in his or her ability to succeed. Despite obstacles or what others said cannot be done, NHU invests in each person and that person’s desire for learning and achievement. We value what the person brings to the University and their will to realize their dreams. We value the need for people to see others as role models, others that have common experiences and common desires. We are committed to providing the personal, academic, and nurturing support that students need in order to succeed.

- **Integrity**: The institution provides an atmosphere of integrity as it relates to its staff, faculty, and students. As administrators, teachers, students, scholars, and mentors we perform our roles with honesty and forthrightness encouraging in each other the highest ethics of communication, reliance on evidence, and relationships.

- **Language and Culture**: We celebrate the language and culture each student brings to the educational enterprise and view them as assets. For NHU, language and culture are at the core of being and the University recognizes being as essential to the future of every individual.
• *Student Centered Learning*: We honor students as the cornerstones of our activity. Student ideas, desires, and knowledge are the foundation of the University and we strive to acknowledge every student as an individual human being with an authentic experience.

• *Diversity*: NHU celebrates and wants all students to understand and effectively operate in a diverse society. We are not simply seeking to have a diverse student body, but a diverse, understanding, and serving student body that can go anywhere and meet anyone and be able to empathize, understand, and contribute.

• *Service Learning*: We want all of NHU graduates to serve their families, communities, and societies and to understand their greatest contribution to their fellow man is to reach out and try to help provide solutions to problems in the community.

• *Innovation*: NHU prides itself in tackling the most difficult social problems, meeting peoples needs and not being afraid to solve problems often deemed unsolvable by society. With this in mind, NHU is committed to ongoing inquiry and innovation that addresses obstacles prohibiting success for Hispanics and other minorities.

**STRATEGIC INITIATIVES**

There are three strategic initiatives NHU adopted to support and promote its mission, vision, and fundamental values. These three strategic initiatives are interrelated and complement each other. These strategic directions will guide NHU’s development over the next five years and will enhance financial health, academic excellence, and prestige. The strategic initiatives will be monitored and assessed through NHU’s Quality Assurance System that relies on current technology and data driven decision making to evaluate progress and initiate improvements.

**I. Sustain and Increase Enrollment**

NHU is poised to achieve major enrollment growth of national and international students over the next five years. The university is embarking on a building project of a 65,000 square foot, three-story facility that will accommodate 19 classrooms, administrative and faculty offices, the library and the Student Academic Assistance Center. With the new educational facility that can provide quality education to up to 1200 students, NHU is now able to obtain enrollments that will significantly increase tuition revenues and support a broader and more profound institutional foundation. NHU’s retention innovations continue to be successful in maintaining students and helping them complete their degrees.

NHU will sustain and increase student enrollment through achieving the following goals:

1. *Expand partnerships and articulation agreements*

   NHU will continue expanding its articulation agreements with San José State University and local neighboring community colleges, as well as establishing new agreements with other universities, colleges and school districts in the area.
2. **Implement the recruitment and outreach campaign**

NHU will engage in an aggressive recruitment and outreach campaign in order to achieve its enrollment goal of 1000 students by 2008. Among the actions that will take place to achieve this goal are:

- Development of an integrated contact management system that will help track accurately prospective students, and
- Establishment an innovative “buddy” system where currently enrolled students will meet with prospective students and share their experiences as NHU students.

3. **Maintain high retention rate**

Academic departments and the Student Academic Assistance Center will work together to identify students who need assistance to succeed in their University experience. Among the actions to achieve this are:

- Identify students with greater academic needs and provide them with access to tutoring and support services that will help them succeed in their academic endeavors;
- Identify students with financial needs or personal difficulties and refer them to the appropriate departments to ensure they receive the help they need to continue their studies;
- Develop new programs and initiatives in order to create a more holistic university experience—such as extracurricular activities or cultural events—for all the students and ensure their continuous enrollment.

4. **Build capacity**

NHU will build a solid financial capacity through the following actions:

- Sustaining high student enrollment and retention rates so that NHU can develop a solid financial capacity where the budget is tuition driven;
- Implementation of cost-effective policies for budget management that will enhance financial stability;
- Growth of NHU’s endowment to ensure academic excellence and provide for operational cost related to the new building;
- Campaign to increase donations from corporations and businesses;
- Continue with the capital campaign, of which half has already been raised, under the strong leadership of the Board of Trustees and supported by NHU’s administrative officers.
- Provide professional development to make sure that the newest practices in higher education are known and practiced at our institution. Thus,
  - Full-time and part-time faculty will be offered professional development in diverse areas of teaching, learning, online and distance education, and assessment in order to keep them up-to-date with current and new practices;
  - Full-time faculty will be encouraged and supported in their efforts to obtain advanced degrees;
iii. Administrators and staff will be offered professional development in areas such as management and supervision, admissions, recruitment, advising, and technology to help them provide quality services and make better use of resources available in the higher education community.

5. Increase presence and visibility
NHU will become a well-known higher education institution both at the local, state, and national level. The actions to be taken will increase NHU’s presence in the higher education community, making it more noticeable to prospective students. Among the actions to follow are:
   a. Maintenance of program quality;
   b. Sustaining and promoting higher enrollment;
   c. Increase of student and faculty visibility in state and nationwide arenas (i.e. conferences, presentations, university fairs).

6. Institutionalize and expand the Student Academic Assistance Center
The SAAC will continue developing its function as the key element to help increase retention and graduation rates through its advising and tutoring services. The SAAC will:
   a. Increase its use of technological resources and best practices in tutoring, instruction, and other teaching-learning activities; and
   b. Continue working in tandem with academic departments, financial aid and the library to ensure the success of NHU students.

7. Expand integrated student information system
The Academic Affairs and the Student Affairs Division will work together to develop a university-wide student information system that will
   a. Allow academic affairs and student affairs to have better access to students’ academic and administrative information; and
   b. Lead to better information management and better services for NHU students.

II. Advance Prestige and Sharing of Best Practices

With its accreditation and the exciting innovations in teaching and learning used by faculty, staff and students, NHU is able to share effective practices in the education of Hispanics and other students with higher education institutions across the country. The continued emergence of Hispanic students in the nation’s schools and colleges make the education of Hispanics and other first generation college students an imperative that policymakers cannot ignore. Sharing effective practices in the education of Hispanics is essential to the nation’s future.

The NHU will advance its prestige in the higher education community by achieving the following goals:

1. Promote faculty publications and sharing best practices
The Academic Affairs division will promote and support the publication of faculty research and practices in teaching and learning, and other topics of interest. Faculty publications will be presented at state, national and international conferences, and
submitted for publication to diverse national and international journals. Additionally, NHU will sponsor policy research activities to address Hispanic education research related to retention, access, graduation rates, testing, and career development through public forums and research publication.

2. **Encourage and value research**
   Faculty members will be encouraged and supported in their research efforts on topics such as teaching and learning, minority and non-traditional students, online instruction, assessment practices and other topics of their interest. Original research will allow NHU to share its successful practices on Hispanics, minorities and other students with the higher education community. NHU will sponsor policy research activities to address Hispanic education research related to retention, access, graduation rates, testing, career development and other education policy issues through public forums and research publications.

3. **Establish the Distinguished Speaker series**
   NHU will organize a series of presentations with known researchers and educators to address diverse topics on higher education, technology, and student assessment. NHU’s education partners from the Bay Area education community will be invited to these presentations to continue sharing practices and ideas on such important topics. These series will address the education issues facing Hispanics and help identify institutional strategies and solutions.

4. **Develop and maintain the Institutional Portfolio**
   An electronic institutional portfolio will be developed and made accessible to NHU’s stakeholders—Board of Trustees, President, Provost, students, faculty, administrators, staff, alumni—accrediting agencies, and the higher education community as a medium to:
   a. Document, communicate and disseminate NHU’s work, vision, and mission;
   b. Communicate and share NHU’s successful practices in Hispanic and other minorities education;
   c. Document and disseminate progress in the implementation of strategic plan;
   d. Help account for NHU’s academic effectiveness and institutional capacity.

5. **Foment alumni involvement**
   NHU alumni will have an important role in the advancement of the university’s prestige. Through their performance in the work force, their recollection of their university experience and their active participation in university activities, alumni will be one of the key elements to make NHU a well-known and recognized higher education institution.

6. **Develop a job placement program**
   The NHU will establish a career center where
   a. Enrolled students and graduating students will receive assistance to identify and secure jobs in their areas of study;
   b. Students will receive assistance in finding internships; and
   c. Students and alumni will receive other career services.
III. Integrate Inquiry into NHU’s Learning Communities.

NHU wants to integrate the culture of evidence into the practice and instruction of its learning communities. This integration benefits from the core values of the institution on student potential and academic support. NHU will promote efforts for integration of its undergraduate programs through pedagogies consistent with student success. Such activities, as conducting interdisciplinary thematic projects and the freshman experience, are examples of how the NHU will integrate inquiry into our learning communities. In order to achieve continued inquiry, promote academic excellence, and student success, the following goals have been established:

1. **Advance program quality and recognition**
   NHU faculty and the academic affairs professionals are devoted to develop new and innovative academic programs. The NHU will be known for its successful academic programs that allow Hispanics, women and other minorities get into the work force in the areas of business, education and technology. In order to continue with this practice and goals, the following actions will be taken:
   a. Schedule internal and external program reviews every three years;
   b. Develop curriculum enhancements to accommodate new practices, standards, and teaching and learning theories;
   c. Develop new courses to make sure program curriculum is up to date;
   d. Integrate technology in teaching and learning practices in all academic programs;
   e. Use new and varied student assessment methods to ensure high quality education;
   f. Study the feasibility of establishing advanced degree programs at NHU.

2. **Increase number of full-time and core adjunct faculty**
   Outstanding core full-time and adjunct faculty will be recruited to serve the steadily increasing student body. As the NHU student body expands in size and academic interests, the faculty will play a critical role in enhancing curriculum and instructional programs.

3. **Promote faculty/staff development**
   Faculty and staff will receive professional development to better understand how to continue developing learning communities and how to teach students to work and develop in such an environment.

4. **Establish a student learning results system**
   New and up-to-date student assessment practices will be disseminated among the faculty, tutors, and advisors in order to help students achieve their learning objectives and be able to demonstrate it through diverse assessment processes.

5. **Expand service learning**
   NHU will expand service learning opportunities with public and private organizations in order to enhance student learning and community service. In this way, students will be able to live and perform one of NHU’s core values.
6. **Develop and maintain student portfolios**
Student electronic portfolios will be kept for enrolled students. These portfolios will
a. Contain examples of students’ work, assessments, test results and other
   important work that will demonstrate students’ progress throughout their
   studies;
   
   b. Assist students in recognizing their accomplishments; and

   c. Help the university identify areas of future study and improvement.

7. **Advance academic initiatives**
In order to continue the momentum toward academic quality and educational support,
NHU's Academic Community has identified key academic initiatives over the next five
years:
   a. NHU seeks to support Latinos and others to become mathematics and science
      teachers and to develop pathways for Latinos and others to enter mathematics
      and science fields such as engineering, physics, and science research. NHU will
      initiate activities to support a 3+2 pre-engineering program whereby NHU
      students completing three years of intense mathematics, science, and
      undergraduate education will transfer to SJSU into engineering programs. In
      addition, the graduates of the LCPA (NHU’s charter high school) will be
      encouraged to become bilingual teachers in science and mathematics through
      NHU’s pre-teacher and teacher preparation programs.
   b. The Certificate in Special Education and the Single Subject Credential for the
      Teacher Education Department.
   c. Site for CISCO certification computer programs.
   d. Complete the CTC liberal studies program changes.
   e. Conduct program quality reviews every two years.

8. **Develop and maintain faculty portfolios**
Full-time and part-time faculty will improve and continue developing portfolios where
they will keep examples of their courses, assessments, class projects, and evaluations.
This portfolio will become part of their professional development plan that will help
them continue their enrichment and teaching careers.

9. **Strengthen role of library**
The library plays an important role in supporting all the academic initiatives for both
faculty and students. It will acquire more volumes and enrich the university’s access to
databases and journals. It will be the focal point for the teaching of information literacy
and help train faculty in the use of technology for teaching and learning.

10. **Partner with the Latino College Preparatory Academy**
The LCPA will become an important element in the education ladder to increase the
number of Hispanic students who pursue higher education in East San José. The high
school has been obtaining great success in the preparation of Hispanic students and will
promote students’ enrollment in NHU’s programs in liberal studies and business
administration. Empowerment, advise and support will be given to students interested
in computer science, science and science education to help increase Hispanics’ presence
in these areas.
Implementing the strategic vision and plan of the University must be done through an effective and efficient organizational model that promotes communication, collaboration, and problem solving. With a modest but efficient administrative and faculty leadership body, NHU achieves great accomplishments through hard work and commitment. Strategic management requires the following three components:

1. Quarterly reviews by the President's Cabinet;
2. Departmental action plans; and
3. A comprehensive quality assurance system to conduct inquiry, assessment, feedback, and improvement.

The President’s Cabinet will conduct quarterly reviews to assess departmental progress, review inquiry based data, and guide future action. The Provost, the Executive Director of Student Services, and the Academic Program Coordinators will provide the leadership in the development of action plans that address the strategic vision and goals of the University. These action plans will be assessed through the University’s Quality Assurance System coordinated by the Office of Institutional Planning and Evaluation, and will report results to the Faculty Senate, the University Planning Council, President’s Cabinet and university community.

There will be quarterly meetings of the University Planning Council to review progress of the strategic plan during the year. The University Planning Council is composed of key academic affairs and student affairs leadership on campus. The Director of the Office of Institutional Planning and Evaluation convenes the University Planning Council. The members of the University Planning Council are:

- President
- Provost/Vice President
- Development Director
- Academic Coordinators
- Chair, Academic Senate
- Director of Student Outreach and Student Services
- Library Director
- Director of Information Technology
- Chief Financial Officer

The purpose of the University Planning Council is to review key reports related to NHU’s strategic planning directions and goals. The University Planning Council will analyze these reports, discuss trends, and recommend actions to improve academic affairs and student services.

Every two years, in consultation, with the University community and subject to approval by the President and the Board of Trustees, the strategic plan will be reviewed and updated as needed. Each administrative division and academic department will also update its goals and operational plan in the context of the University’s strategic plan.
1. Use of technology in the implementation of the strategic plan

A key element in the implementation of NHU’s strategic plan is Technology. Both the academic and the administrative areas will use technology in order to achieve some of their goals and reach a more efficient and effective use of it. The information technology department in conjunction with the academic and administrative departments will engage in planning and implementation of technology-focused strategies to accomplish the following goals:

1. Update available technology as appropriate to the University for both academic and administrative use;
2. Offer training and instruction in the use of technology and information resources to improve teaching and learning practices;
3. Offer training in the use of technology to improve productivity, service quality and use of available data and information; and
4. Develop strategic alliances and partnerships to support and continue developing NHU’s technological infrastructure with state-of-the-art technology.

2. NHU’s Quality Assurance System

Another key element in the implementation of NHU’s strategic plan is the Quality Assurance System overseen by the Office of Institutional Planning and Evaluation (OIPE). The main focus of such a system is to provide information to different stakeholders in the university—President’s Cabinet, Office of the Provost, Student Services and Outreach and academic coordinators—to help implement a data-based decision making process. There are four major processes within this system:

5. Inquiry. Data will be collected from the different departments in relation to their implementation of the strategic plan. Information will include goal attainment and procedures followed in order to fulfill each department’s goals and objectives. Both quantitative and qualitative methods will be used to obtain this information.

6. Assessment. Data and information collected will be analyzed to assess status of plans and achievement of goals and objectives by department. Short summaries and analysis of the information will be produced as a result of this analysis, as well as a comprehensive document that will show the status of the strategic plan implementation.

7. Feedback. The analysis and results of the assessment will be shared with each department, the President’s Cabinet, Faculty Senate, and the office of the Provost to provide feedback on the development and implementation of the strategic plan. Areas of success and possible improvement will be identified by each department as a result of the analysis and feedback processes.

8. Improvement. Data-based decisions will be made in order to continue with the implementation of the strategic plan and new courses of action will be identified and implemented when necessary.
The Quality Assurance System is a continuous process that aims at helping the university and its various constituents to develop and implement the strategic plan, as well as achieve the goals and objectives set to make NHU’s strategic vision become a reality.
APPENDIX

STRATEGIC PLANNING PROCESS

The Strategic Planning process at The National Hispanic University was initiated by the members of the Board of Trustees on December 18, 2002 when they adopted and communicated to the President and Provost the three strategic initiatives—*increase enrollment, advance prestige, and expand learning communities*—that would guide NHU’s development over the next five years.

In January 2003, the Provost/Vice President for Academic Affairs and the Director of the Office of Institutional Planning and Evaluation (OIPE) began to elaborate the plan of action to develop the strategic plan. Wanting to involve all the NHU community—faculty, staff, students and alumni, they adopted a bottom up approach to obtain information that could be compiled into a single strategic plan.

As a first step, a series of meetings with individual academic and administrative departments were scheduled. During these meetings, participants were asked to develop a needs assessment survey where they specified their department goals and needs for the next one, three and five years. The Provost and the director of OIPE facilitated these meetings in order to help participants stay focused and develop their plans.

Once the departmental surveys were submitted, divisional meetings were scheduled. In the Academic Affairs division meeting, all the full-time faculty, academic coordinators, the library, and personnel from the Student Academic Assistance Center (SAAC) participated. In the Student Affairs division meeting, student outreach and student services, financial services, information technology and the SAAC participated. During these meetings, participants were presented with a summary of the information that each department had submitted. Based on this information, participants worked together to develop a vision for the division, and the goals, priorities and needs in order to achieve that vision.

While the division meetings were taking place, NHU students were invited to participate in focus groups with an independent consultant. During these focus groups, students were asked to think of NHU’s future and visualize what they would like to see happening at the university in terms of academics and student life. The President’s Cabinet also met and discussed a wide variety of themes and issues that had also been addressed during the previous meetings with the divisions and students, as well as topics of importance for the cabinet.

The information obtained during the division meetings, the student focus groups, and the President’s Cabinet retreat was compiled by the Provost and the director of OIPE. After analyzing the information provided by these groups, eight major key themes were identified: technology, student information system, student outcomes assessment, enrollment, institutional planning, financial system, professional development, and program quality.

These key themes were presented to the university community during a university-wide planning meeting at the beginning of April 2003. During this session, members of the Academic Affairs division and the Student Affairs division worked together in groups and provided
information on the areas in which they could work together and on how addressing the major key themes they could achieve their goals and make the university strategic initiatives happen. During this session, the Provost also presented ideas on the NHU’s core values and obtained feedback.

Once all the information was compiled, the Provost and the director of OIPE started working on the development of the strategic plan document. The information was organized and analyzed so that it would address the three strategic initiatives. A draft of the strategic plan was distributed among the University community, and once feedback was received, a final version was developed.

The strategic plan here presented aims at providing a general view of the plans that NHU has in order to achieve its Strategic Initiatives. Each department will develop an explicit action plan to proceed with the implementation of the strategic plan and the achievement of the goals they established.