



Vibrant Thriving Campuses

Strategic Plan | 2018-2023



Northern Vermont
UNIVERSITY

Vision

Northern Vermont University will be recognized for its innovation and creativity, preparing students for success in a global economy. Our students will advance knowledge and positive change in a wide range of liberal arts disciplines and professional programs. As a public, regional university, Northern Vermont University will be the preferred choice for students who seek transformative professional and liberal arts education.

Building on the historical strengths of each campus, our faculty and staff will collaborate to facilitate conversations across disciplines, not only across like disciplines such as the social sciences but across disparate disciplines such as sciences and the humanities, arts and business, social sciences and health sciences, liberal arts and professional disciplines. It is only within this context that students will experience the necessary openness and curiosity for experimentation and inquiry needed to solve today's complex problems.

Students will have the opportunity to learn on our campuses through experiential methods, high-impact practices, and innovative uses of technology. Extracurricular activities will support growth of the "whole person," including athletic programs that will capitalize on our unique position as a university and eclectic center for learning in the northern tier. Our graduates will continue to be sought after by employers as accomplished experts in their professions and leaders of their local, state, regional, national, and global communities.

Northern Vermont University will contribute to the economic, educational, environmental and cultural well-being of Vermont. Widely known as a leader in multi-disciplinary approaches to solve social, technical, environmental, and health-related challenges, Northern Vermont University will receive strong public and private support, earning a loyal following of its alumni.



Mission

Northern Vermont University (NVU) fosters the intellectual, creative, and personal growth of every student in a community committed to diversity and inclusion. We provide innovative professional and liberal arts educational experiences that prepare students to be critical thinkers and engaged global citizens.



NVU-Johnson

We express this belief by providing high-impact interdisciplinary learning experiences that cross academic and experiential boundaries; by creating opportunities for students to extend their classroom learning to the field, the laboratory, the studio, the community, and the local and wider world, by recognizing and supporting the diverse starting points, backgrounds, and goals of students, and by sustaining high standards, active participation, vigorous debate, and mutual respect.

NVU-Lyndon

Experience is the hallmark of a Lyndon education, linking theory and practice in and out of the classroom for students of varying ethnic, cultural, and socioeconomic backgrounds. Our academic experience develops creative and critical thinking for success in today's global society. We encourage personal, social, and civic responsibility, honesty, collaboration, and respect for diversity in a supportive environment.



Four pillars—strategic priorities—will guide Northern Vermont University’s work through these formative years.



Vibrant Thriving Campuses

Goal 1



Create a dynamic fiscal environment that fosters student engagement, development, and success

- Identify academic and non-academic programs that are positioned for growth and help distinguish NVU from competing institutions
- Expand and develop the current distance learning framework to support sustainable growth.
- Create an innovation team tasked with identifying viable alternative revenue streams
- Expand revenue generated through development activities
- Develop a multi-year marketing and branding plan that aligns with the strategic plan
- Optimize the cost of delivering academic and non-academic programs
- Develop a recruitment strategy that expands to select regions around the country
- Ensure off-site instructional locations (e.g., Northern Essex Community College, Vermont Woodworking School) are adequately resourced to be successful

Goal 2



Celebrate and promote the achievements and contributions of NVU

- Develop a comprehensive communications plan for NVU
- Enhance the physical presence of NVU that includes our new brand
- Showcase student, faculty, and staff creative, professional, and scholarly work in an annual symposium
- Engage alumni as NVU ambassadors and as mentors for students
- Strengthen the NVU community through common events and experiences
- Design and deliver cultural and arts programs and events across all NVU instructional locations and for our community

Goal 3



Cultivate a culture of trust and understanding that celebrates differences and ensures mutual respect and safety for all members of the NVU community

- Engage in inclusive hiring practices
- Provide social justice training for staff, administration, and faculty
- Assure non-academic processes and programs are relevant to social justice, diversity, and inclusion
- Retain students of underrepresented groups comparable to the overall NVU student retention rate



Transformative Student Experience

Goal 1

Strengthen pathways for student academic, professional, and personal success

- Understand why matriculated students persist and are successful at NVU and build on those strengths
- Examine and recommend changes to the NVU admissions standards
- Establish student-centered, positive accountability with all university departments
- Enhance student awareness of the credentials and skills needed for careers at all levels
- Identify opportunities for non-credit bearing credentials to strengthen existing degree pathways
- Enhance degree pathway flexibility by increasing the number of courses taught through alternative delivery modes

Goal 2

Expand high-impact academic, extracurricular, and social opportunities for all students

- Evaluate and expand programs, services, and staffing to support a more diverse student population
- Determine how existing academic programs and courses may be made available to students on another NVU home campus
- Empower students to lead inclusive campus programming
- Provide opportunities that connect small groups of first-year students to full-time faculty through proven high-impact educational practices
- Engage student athletes in leadership roles both on campus and in our community

Goal 3

Develop operational infrastructure to promote student success

- Create an Office of Institutional Research to support data-driven decision making, faculty research, and institutional grants
- Simplify and streamline IT-related processes to enhance the student experience from inquiry to commencement
- Develop accurate and reliable pathways to completion
- Improve data-driven decision making to evaluate academic progress and student support
- Ensure compliance with ADA guidelines
- Provide professional development opportunities to enhance technical and systems expertise and efficiency

Innovative Professional and Liberal Arts Education



Goal 1

Goal 2



Improve student-centered learning experiences by advancing the pedagogical, technological, and professional practices of NVU faculty and staff

- Elevate teaching and learning at NVU by providing faculty with training in relevant pedagogy and requisite technological tools
 - I. Develop and staff a Center for Teaching and Learning
 - II. Implement technology required to pursue innovative pedagogy
- Develop faculty knowledge of and experience with student support best practices
- Assess curriculum with a social justice, diversity, and inclusion lens



Expand the pursuit of inquiry and discovery among faculty, staff, and students through research, professional activity, and creative work

- Incentivize faculty to engage in high-impact experiences with students

Exceptional Community Leadership



Goal 1



Expand and enhance NVU's community relationships through outreach, civic engagement, and partnerships

- Expand internship infrastructure and develop programs connecting employers, faculty, and students to proactively address known workforce needs
- Create an NVU Office of External Relations responsible for enhancing student civic engagement, coordinating regional economic development efforts, serving area businesses, and supporting entrepreneurs

Goal 2



Position NVU as a leader in community economic development

- Play a leadership role in identifying and meeting regional workforce needs by establishing partnerships with area industry
- Increase community awareness and use of NVU physical resources
- Develop relationships with local K-12 schools to increase the continuation rate of high-school students on to postsecondary education
- Improve access to credit-bearing and non-credit bearing credentials for non-traditional students in the region

Strategic Planning Steering Committee

Executive Team

Elaine C. Collins, *President*
Nolan Atkins, *Provost*
Sharron Scott, *Dean of Administration*
Jonathan Davis, *Dean of Students*

Economic viability of NVU

NVU-Johnson

Toby Stewart
Bobbi Jo Carter
Henrique Cezar
Sharron Scott

NVU-Lyndon

Jenny Harris
Stephanie Giese
Wayne Hamilton (community member)
Bill Morison

Student engagement, retention, persistence, and completion

NVU-Johnson

Karen Madden
Matthew Allen (student)
Leslie Johnson
Sara Kinerson
Mary Martin
Kate McCarthy
Margo Warden
Michele Whitmore

NVU-Lyndon

Kate Gold
Deb Bailin
David Johnston
Peter Kvietkauskas (student)
Erin Rossetti

Innovative pedagogy, scholarly and creative activity, innovative technology

NVU-Johnson

Liz Dolci
Bobbi Jo Carter
Robert Gervais
Ellen Hill
Ken Leslie
Gina Mireault
Sharon Twigg

NVU-Lyndon

Aimee Pascale
Sam Boss
Jason Kaiser
Ben Luce
Donna Smith

Relationships, collaborations, and partnerships, with local, state, national, and global communities

NVU-Johnson

Jim Black
Barb Flathers
Tyrone Shaw
Jeff Simone

NVU-Lyndon

Ann Nygard
Jen Botzjoorns (community member)
Kristin Hunt
Amy Wright

Enhanced image and reputation

NVU-Johnson

Les Kanat
Isaac Eddy
Brad Moskowitz
Justin Rito

NVU-Lyndon

Sylvia Plumb
Tim Egan
Janel Hanrahan
Ben Mirkin

Diversity and inclusion

NVU-Johnson

Jamey Ventura
Brittney Malik (student)
Rob Schultz
Beth Walsh

NVU-Lyndon

Pat Shine
Sam Boss
Kristi Castleberry
Mary Etter
Sierra Hargrave (student)

Nolan Atkins, NVU Provost, led the strategic planning process. **Boldface** indicates colead for each working group.