



## *ACHIEVING VISION 2020*

# **2010–2020 BUSINESS PLAN**

**APRIL 2017**



George L. Hanbury II, Ph.D., NSU president and CEO, meets with students at the Don Taft University Center, which features a shark mural by marine artist, scientist, and ecologist Guy Harvey, Ph.D.



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# A Message from President George L. Hanbury II, Ph.D.

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Growth and innovation are nothing new for Nova Southeastern University, and we are growing our roots every day as we press forward toward achieving NSU's Vision 2020. Between our Fort Lauderdale/Davie Campus and our campuses throughout Florida and in San Juan, Puerto Rico, as well as our online course offerings, we help more than 21,000 students fulfill their educational dreams and ambitions. And as we expand our facilities, partnerships, and services, NSU is able to better serve the greater needs of our community.

In 2016, NSU created our new College of Allopathic Medicine, which complements our College of Osteopathic Medicine and helps meet the demand for physicians regionally and nationally. NSU is the only university in the Southeastern United States, and the first in Florida, to house both an osteopathic and an allopathic medical school.

Also in 2016, the first tenants took up residence in NSU's Center for Collaborative Research (CCR), located on our Fort Lauderdale/Davie Campus. This 215,000-square-foot facility is quickly becoming a focal point for research and discoveries with the potential to impact humanity. The CCR utilizes a network that fosters collaboration and partnerships in support of scientific research, education, and 21st-century economy initiatives.

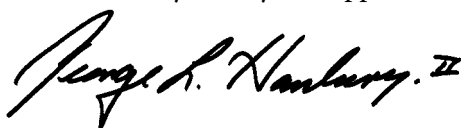
The freestanding emergency department built by Hospital Corporation of America (HCA) East Florida on NSU's campus in 2015 now serves as the cornerstone of a forthcoming HCA-owned and run hospital, which is being relocated to our campus from its current location in Plantation. The new, state-of-the-art hospital will focus on the community, technology, and treatment and will provide more research collaboration and teaching opportunities for NSU students and faculty members in a variety of disciplines.

I'm pleased to share with you that NSU has also kicked off the largest externally funded campaign in the university's history, with the goal of raising \$550 million by 2020. *Realizing Potential: The Campaign for Nova Southeastern University* is NSU's commitment to raise \$250 million through philanthropic gifts to support students, research/faculty members, and 21st-century education. The university will raise an additional \$300 million from externally funded research.

While we have our eyes focused on the future, we never lose sight of what's most important to us as a university—our students. Our core values and Vision 2020 are at the heart of everything we do for students. As you review this business plan, I am confident you will see that commitment reflected in the information provided. Every benchmark we establish and every goal we meet—or exceed—all have the NSU Mission, Vision 2020, and Core Values as part of the process.

Like all business plans, NSU's is a living document that must adapt to change, and as such, this publication has been updated biennially since its original publication in 2010. The dynamic nature of our plan allows us to make midcourse corrections to ensure we keep on target and remain focused where we need to be—on the success of our university, but most importantly, on the success we have in providing a world-class education for our students.

I want to thank you for your support of NSU. I am truly humbled and honored to lead this university.



George L. Hanbury II, Ph.D.

President and Chief Executive Officer

*“...a premier, private, not-for-profit university*



## Overview

In 2011, Nova Southeastern University inaugurated its sixth president and CEO, George L. Hanbury II, Ph.D. With the future of NSU in mind, the president began a series of meetings with university stakeholders in early 2010 to discuss the university’s common purpose and institutional values. This year-long process involved meetings with more than 4,000 university stakeholders from all areas within the internal and external community. From this intentional and broadly participatory series of discussions came a set of university core values that characterize the essence of Nova Southeastern University.

### Core Values

*Academic Excellence  
Student Centered*

*Integrity  
Innovation*

*Opportunity  
Scholarship/Research*

*Diversity  
Community*

Also emerging from this process was a new vision for the university, inspired by the core values and establishing a beacon for directing the course of NSU’s future.

### Vision 2020

*By 2020, through excellence and innovations in teaching, research, service, and learning, Nova Southeastern University will be recognized by accrediting agencies, the academic community, and the general public as a premier, private, not-for-profit university of quality and distinction that engages all students and produces alumni who serve with integrity in their lives, fields of study, and resulting careers.*

Emanating from Vision 2020, and emerging from the year-long, university-wide, integrated planning initiative was a newly articulated mission adopted by the Board of Trustees in March 2011.

### Mission

*The mission of Nova Southeastern University, a private, not-for-profit institution, is to offer a diverse array of innovative academic programs that complement on-campus educational opportunities and resources with accessible distance-learning programs to foster academic excellence, intellectual inquiry, leadership, research, and commitment to community through engagement of students and faculty members in a dynamic, life-long learning environment.*



*of quality and distinction...”*



With the university’s mission, vision, and core values in place, the president then led a set of intensive planning retreats for academic and administrative leaders who are members of the President’s Council. These collaborative retreats engaged university leaders in identifying the most compelling areas on which to focus NSU’s financial and human resources. Through an iterative process of collegial discussion and deliberation, consensus was reached on six strategic priorities.

Strategic Priority 1	<b>Enhance Student Performance/Engagement/Retention</b>
Strategic Priority 2	<b>Enhance Faculty Quality</b>
Strategic Priority 3	<b>Enhance Academic Program Quality</b>
Strategic Priority 4	<b>Increase Nontuition Funding</b>
Strategic Priority 5	<b>Improve Incoming Undergraduate Student Quality</b>
Strategic Priority 6	<b>Enhance Targeted Recruitment</b>

Following the retreats, President Hanbury directed the President’s Council leaders to identify specific, measurable action items that would be undertaken at the unit level relative to each Strategic Priority. The President’s Council was asked to pursue this initiative in the context of the newly adopted vision, mission, and core values. These unit plans formed the basis of the university’s Vision 2020 Plan that is presented herein. Each Strategic Priority is separately addressed in the plan. Selected performance measures are presented for each Strategic Priority, with identified baseline performance levels and targeted performance levels for 2019–2020. This update (April 2017) to the plan contains our quantitative progress to date along with accompanying narrative highlights of the university’s accomplishments toward each priority since 2010.

Above: A panoramic view of a portion of NSU’s Fort Lauderdale/Davie Campus showing from left to right the Alvin Sherman Library, Research, and Information Technology Center; the Carl DeSantis Building (housing the H. Wayne Huizenga College of Business and Entrepreneurship and the College of Engineering and Computing); the Shepard Broad College of Law in the Leo Goodwin Sr. Hall; the Horvitz Administration Building; and the Mailman-Hollywood Building, where many of the classes for the College of Arts, Humanities, and Social Sciences are taught.





NOVA SOUTHEASTERN





UNIVERSITY



## Strategic Priority 1

### **Enhance Student Performance/ Engagement/Retention**

As a Carnegie Community Engaged institution, NSU offers its students a wide variety of opportunities to become fully engaged in the college experience. In accord with this Carnegie Foundation classification, students are afforded opportunities to engage in collaborative teaching/learning/scholarship activities that enhance the well-being of the community and strengthen student civic commitment and academic learning. In this academically enriched environment, NSU's students, at all degree levels, continue to excel in a variety of capacities, including their performance on state and national licensing examinations, where applicable. The university is committed to enhancing student performance, expanding their engagement in the life of the university community, and retaining them through the successful completion of the course of study. Accordingly, students are offered a wide array of opportunities for social, cultural, and academic engagement.





## STUDENT PERFORMANCE/ENGAGEMENT/RETENTION PERFORMANCE MEASURES

Performance Measure	Baseline Performance <sup>1</sup>	2014 Update <sup>2</sup>	2016 Update <sup>3</sup>	2020 Target
GRADUATION RATES				
Six-year, FTIC, FT freshmen (ICUF baseline: 53%; SUS baseline: 62%) <sup>4</sup>	36%	46%	50%	65%
Three-year, transfer students from Florida state colleges (ICUF baseline: 65%) <sup>4</sup>	68%	67%	70%	75%
Five-year master's and specialist degree programs <sup>5</sup>	68%	69%	72%	75%
Eight-year doctoral degree programs <sup>5</sup>	54%	57%	58%	58%
Five-year professional degree programs <sup>5</sup>	91%	90%	92%	90%
LICENSURE/CERTIFICATION/NATIONAL BOARD PASSAGE RATES				
Percentage of applicable programs that meet or exceed their targets <sup>5</sup>	College and departmental baselines set and targets filed with the Office of Institutional Effectiveness as of the 2016 update.			80%
RETENTION RATES				
Percentage of FTIC freshmen retained per year <sup>6</sup>	69%	74%	75%	85%
STUDENT ENGAGEMENT <sup>7</sup>				
Percent of UG students participating in the Honors College <sup>8</sup>	4.0%	6.8%	8.8%	10.0%
Percent of unduplicated UG students who participate in NSU student organizations <sup>8</sup>	29.3%	42.4%	41.2%	50.0%

The small note numbers refer to the endnotes in Appendix A on page 32.

## STRATEGIC INITIATIVES TO ENHANCE STUDENT PERFORMANCE/ ENGAGEMENT/RETENTION HIGHLIGHTS SINCE 2010

### 2010

- The Razor's Edge Student Leadership Program begins combining leadership theory and practice for undergraduate students. This program receives more than 300 applications each year from prospective undergraduates across the country to fill just 25 slots.
- NSU is awarded the prestigious Community Engaged designation by the Carnegie Foundation for the Advancement of Teaching in the categories of Curricular Engagement and Outreach and Partnerships.

### 2011

- The President's 64, an elite body of student leaders, is established to strengthen NSU's relationship with the community. To date, this group of student leaders has represented the president and NSU at more than 225 university and community events and programs.
- NSU is rated as one of the top 20 Colleges Nationwide Committed to Community Service by *BestCollegesOnline*.
- The women's golf team wins the NCAA Division II National Championship for the third straight year.

### 2012

- NSU becomes a tobacco-free campus.
- The men's golf team wins the NCAA Division II National Championship.
- The women's golf team wins the NCAA Division II National Championship (making it four times in a row).

### 2013

- NSU hosts the NCAA South Regional Women's Basketball Tournament. The NSU women's basketball team reaches the NCAA Division II Championship and achieves Elite Eight recognition.
- The women's rowing team earns its first national championship.

- The College of Undergraduate Studies is created to centralize student services and provide personalized comprehensive services. It includes the Offices of Orientation and Commuter Involvement, Academic Advising, Undergraduate Student Success, Tutoring and Testing Services, Career Development, and Student Communication and Support.
- The university unveils its Shark Performance Management Program for all nonfaculty staff members. The new program defines expectations for application of the university's core values into behavioral outcomes.

### 2014

- NSU hosts the NCAA South Regional Women's Basketball Tournament. This year, the NSU women's basketball team competes in the NCAA's Championship Tournament and achieves Final Four recognition.
- In a student survey with a 19 percent participation rate, the libraries received the highest mean score for services provided. Also, 46 percent of students reported being active in a cocurricular activity.
- Admissions processes were streamlined and refined; Office of Undergraduate Admissions recruiters stay in touch with students they recruited through the process.
- NSU partners with Foundations of Excellence and completes a self-study to determine how effective NSU's first-college-year experience is for students.
- First-year and transitional programs are developed for undergraduate students to help with their first-year experience.
- The women's basketball team wins the Sunshine State Conference Championship Tournament and the NCAA Division II South Region Championship.
- The men's and women's swimming and diving teams receive Team Scholar All-American Awards by the College Swimming Coaches Association of America for having GPAs over 3.2.



### STRATEGIC INITIATIVES TO ENHANCE STUDENT PERFORMANCE/ ENGAGEMENT/RETENTION HIGHLIGHTS SINCE 2010 (CONTINUED)

- NSU expands its social media outreach substantially, utilizing Facebook, Twitter, YouTube, LinkedIn, Google, Instagram, Foursquare, Pinterest, Vine, and Flickr with a unified, university-wide social media strategy.
- NSU completes a year of self-study and research leading to the university's first-ever brand strategy to guide marketing and communication efforts moving forward.
- NSU Health Professions Division students excel on licensure exams. The Anesthesiologist Assistant—Tampa program, Audiology program, Cardiovascular Sonography program, and Physician Assistant programs in Fort Lauderdale and Orlando all achieved 100% first-time pass rate on national board exams.
- President Hanbury guarantees an internship for each first-time-in-college undergraduate student who continues at NSU through his or her junior year.
- NSU's six-year graduation rate increases 10 percentage points since 2010.
- The NSU undergraduate honors program has 320 students participating; an increase of almost 30 percent since 2010.
- NSU's student loan default rate remains among the lowest in the nation at approximately 3.5 percent.
- Fall 2013 to fall 2014 first-time-in-college undergraduate retention increases 5 percentage points since 2010 to an NSU record of 74 percent.
- President Hanbury announces NSU's College of Engineering and Computing. The new College of Engineering and Computing will combine the Ph.D. and master's degree programs formerly housed in the Graduate School of Computer and Information Sciences and the bachelor's degree programs in computer science, engineering, and information sciences from the Farquhar College of Arts and Sciences. The college will offer a new Bachelor of Science in General Engineering that will begin fall 2016.
- President Hanbury announces NSU's Farquhar Honors College. The undergraduate Farquhar Honors College will be composed of students who meet high academic standards, including those who are also part of certain highly competitive scholarship programs. Students who complete the Honors College programs will receive special acknowledgment on their diplomas and transcripts and at commencement ceremonies.
- NSU's online Master of Public Health Program at the College of Osteopathic Medicine was ranked among the 50 Most Affordable Online M.P.H. Programs by the Top Master's in Healthcare Administration website.
- NSU tied for 10th on *U.S. News & World Report's* Campus Ethnic Diversity rankings as one of the most diverse universities in the country for the 2014–2015 year.
- NSU's Shepard Broad College of Law was named the Don Taft University Center instead of at the BB&T Center.

# 2015

- Fall 2014 to winter 2015 retention for first-time-in-college students increases 8 percentage points since 2010 to an NSU record of 94 percent.
- Hillel of Broward and Palm Beach counties dedicates new space on the Fort Lauderdale/Davie Campus for student life programs.
- Plans are made for all NSU commencement ceremonies to be held on NSU's Fort

# 2016

- NSU's Mailman Segal Center for Human Development (MSC) received reaccreditation from the Association of Independent Schools of Florida (AISF). MSC received excellent results on both its self-study

## STRATEGIC INITIATIVES TO ENHANCE STUDENT PERFORMANCE/ ENGAGEMENT/RETENTION HIGHLIGHTS SINCE 2010 (CONTINUED)

process and the report from the AISF evaluation committee's site visit. During the current review, MSC was recognized for the following attributes: excellent student/teacher ratios, strong communication with parents, nurturing environment, quality family and community outreach programs, and high-quality curriculum.

- In the fall, 67 Nova Southeastern University student-athletes were named to the SSC Commissioner's Honor Roll. The Sharks ranked third among all Sunshine State Conference (SSC) schools in the total number of student-athletes honored. The athletics department posted a 3.26 cumulative grade point average for the fall 2016 semester, the highest semester GPA in program history. A total of 106 student-athletes carried a perfect 4.0 grade-point average for the fall semester.
- NSU College of Arts, Humanities, and Social Sciences (CAHSS) students won their first-ever Position Paper Award for their collective score at a model United Nations conference. The Nova International Relations Association (NIRA), the Model UN team at CAHSS, participated in the Southern Regional Model United Nations Conference. This was the fourth year that NIRA sent a delegation to the conference, which more than 35 colleges and universities participate in. NSU's NIRA students represented Spain in six different committees, including the UN Security Council and NATO.

- The College of Psychology hosted an induction ceremony for the Psi Chi international honor society, recognizing the academic accomplishments of psychology students at Nova Southeastern University. More than 130 outstanding undergraduate and graduate students from the NSU College of Psychology became Psi Chi members.
- Rho Rho, the NSU chapter of the National Biological Honor Society, welcomed 89 new members at its annual induction ceremony. The society is dedicated to improving the understanding and appreciation of biological study and extending boundaries of human knowledge through scientific research. To be eligible for membership, students must have a 3.2 GPA overall (3.0 GPA in the major) and have completed at least 45 credits toward their degree (including at least three biology courses).

### 2017

- The U.S. Department of Education has released its scorecard, and NSU ranked as the second-best college in South Florida in terms of highest-earning graduates. When looking at overall results across Florida, NSU ranked 11th in graduates' salaries after graduation.



## Strategic Priority 2

### Enhance Faculty Quality

NSU's highly credentialed faculty members support a broad academic perspective within their respective disciplines. Faculty research and scholarship, combined with depth of professional experience, enriches the classroom environment. NSU's small, average, undergraduate class section size of 14 students both facilitates and enhances the engagement of students in the learning process and the establishment of an academically enriched faculty member/student relationship. NSU's faculty "owns" the curriculum. Faculty member academic interests and pursuits ensure that the university offers programs exemplifying rigor, innovation, and responsiveness to disciplinary changes and needs. Faculty members at NSU are offered a wide variety of opportunities for professional development.



## FACULTY QUALITY PERFORMANCE MEASURES

Performance Measure	Baseline Performance <sup>1</sup>	2014 Update <sup>2</sup>	2016 Update <sup>3</sup>	2020 Target
UNDERGRADUATE STUDENT/FACULTY MEMBER RATIO				
FTE students: FTE faculty member	22:1	16:1	17:1	13:1
FULL-TIME FACULTY MEMBERS TEACHING UNDERGRADUATE COURSE SECTIONS				
Percentage of UG course sections taught by FT faculty members (ICUF baseline: 62%) <sup>4, 9</sup>	42%	58%	56%	70%
Percentage of UG general education course sections taught by FT faculty members in the first two years of study <sup>9</sup>	—	61%	67%	80%
FACULTY MEMBER SCHOLARSHIP AND RESEARCH PRODUCTIVITY <sup>10</sup>				
Annual number of grants/contract proposals processed	175	178	176	225
Annual number of external grants/contracts awarded	133	134	162	150
QUALITY OF PROGRAM FACULTY				
Percent of programs reviewed through NSU's Academic Program Review process that have demonstrated improvement or maintained adequate/excellent rating for program faculty <sup>11</sup>	—	62.5%	78.4%	85.0%



## STRATEGIC INITIATIVES TO ENHANCE FACULTY QUALITY HIGHLIGHTS SINCE 2010

### 2011

- President Hanbury hosts the university's first Faculty Symposium.

### 2012

- Nancy Klimas, M.D., leading researcher and clinician in chronic fatigue syndrome/myalgic encephalomyelitis, a debilitating immune disorder that affects more than one million Americans, joins NSU's College of Osteopathic Medicine faculty.
- Sandra Winkler, Ph.D., OTR/L, assistant professor of occupational therapy in the College of Health Care Sciences, is the first named inventor on U.S. Patent and Trademark Office Patent No. 8244655, titled, "Force-Sensing Orthotic Electric Device Controller," issued August 14, 2012.
- Bud Mace, Ph.D., receives two NIH research awards, as well as a contract from the Kennedy Krieger Institute to develop pilot research for a behavior management protocol for ASD dental patients—a collaborative effort between the Center for Psychological Studies, the Mailman Segal Center, and the College of Dental Medicine.
- The NSU College of Pharmacy celebrates 25 years of academic excellence.

### 2013

- Gordon Broderick, Ph.D., P.Eng., and Mariana Morris, Ph.D., both cutting-edge researchers in their specific fields, join the NSU faculty as professors at the Center for Psychological Studies and the College of Medicine, respectively.
- Mary Ann Fletcher, Ph.D., was appointed as the first Schemel Professor for Neuro-Immune Medicine at the College of Osteopathic Medicine's Institute for Neuro-Immune Medicine. The Schemel Professorship was established in 2013 through a \$2 million endowment from the Schemel Family Foundation.

- The work of NSU's faculty members receives national recognition on CNN; in the *Washington Post*, *U.S. News & World Report*, the *Miami Herald*, and the *Sun Sentinel*; through the Associated Press and UPI; and at New York's Times Square, to name a few.

### 2014

- Appu Rathinavelu, Ph.D., was selected to receive the J. William Fulbright Foreign Scholarship Award from the Council for International Exchange of Scholars (CIES) of the United States of America, giving him the opportunity to go to India and conduct cancer research. He will be collaborating with the VRR Institute of Biomedical Sciences and other institutions that are affiliated with the University of Madras in Chennai of South India. As part of this U.S. scholar exchange program, Rathinavelu is expected to offer research training to graduate students and junior faculty members in India and also teach in the areas of cancer biology, genomics, and biotechnology. This scholarship award and the related visit are expected to bring newer opportunities of collaboration between the two institutions.
- The NSU men's golf coach wins the NCAA Division II Spring Coach of the Year Award.

### 2015

- The Torrey Pines Institute for Molecular Studies welcomes Appu Rathinavelu, Ph.D., as one of the newest collaborators to the Florida Drug Discovery Acceleration Program.
- Barry Nierenberg, Ph.D., ABPP, associate professor, was honored with the American Psychological Association Division 22 Rehabilitation Psychology Mentor Award. This national award is given to a rehabilitation psychologist who has displayed excellence in mentoring clinical, counseling, or rehabilitation psychology graduate students, interns, postdoctoral fellows, and junior faculty members.

## STRATEGIC INITIATIVES TO ENHANCE FACULTY QUALITY HIGHLIGHTS SINCE 2010 (CONTINUED)

- President Hanbury announced the appointment of H. Thomas Temple, M.D., as senior vice president of translational research and economic development for NSU. This new position was created to support the university's innovative faculty members within its colleges, centers, and institutes in the development of their ideas, discoveries, and technologies. In his role, Temple is responsible for building the connections, resources, and entrepreneurial energy for the commercialization of NSU's research activities.
- Barry Bleidt, Ph.D., Pharm.D., R.Ph., professor in the Sociobehavioral and Administrative Pharmacy Department at NSU's College of Pharmacy, was among a select group of five pharmaceutical researchers elected as a fellow of the American Pharmacists Association's Academy of Pharmaceutical Research and Science (APhA-APRS) at the organization's 2015 Annual Meeting and Exposition in San Diego, California.

### 2016

- President Hanbury announced the appointment of Johannes W. Vieweg, M.D., FACS, as founding dean of NSU's College of Allopathic Medicine.
- The American Association of Women Dentists (AAWD) bestowed NSU's Sharon Crane Siegel, D.D.S., M.S., M.B.A., with the prestigious 2015 Lucy Hobbs Taylor Award.

Siegel is professor and chair of the Department of Prosthodontics at NSU's College of Dental Medicine. The Lucy Hobbs Taylor Award is AAWD's highest honor and recognizes significant service to dentistry on the basis of achievement in civic, cultural, humanitarian, and academic areas.

- NSU researcher and faculty member Nancy Klimas, M.D., was named the World Class Faculty Award recipient by the Greater Fort Lauderdale Alliance at its 2016 Mid-Year Luncheon.
- Faculty members and researchers at NSU are conducting multiple studies to learn more about and ultimately help veterans facing Gulf War illness. Two NSU research teams received grants from the U.S. Army Medical Research Acquisition Activity totaling \$1,830,389 to fund three studies.
- The American Academy of Optometry (AAO) announced NSU professor Rachel A. "Stacey" Coulter, O.D., M.S.Ed., FAAO, FCOVD, as the recipient of the prestigious 2016 William Feinbloom Award. Coulter was recognized at the Academy 2016 Anaheim Awards Ceremony. Each year the AAO recognizes distinguished individuals who have made countless contributions to advancing the profession of optometry.



## Strategic Priority 3

### Enhance Academic Program Quality

NSU maintains a rigorous academic program review process based on internal expectations established by the faculty. Program expectations are in accord with, or exceed, those established by the Southern Association of Colleges and Schools, through which NSU maintains regional accreditation; the standards of the specialized accrediting bodies, through which 39 of NSU's academic programs are accredited; the standards of the Southern Regional Education Board, through which 83 of the university's online programs are certified; the various regulations of the state and international education authorities that license, certify, and/or approve NSU's programs to operate in other jurisdictions; and the requirements associated with the university's Carnegie Classifications. The level of research activity at NSU is classified by the Carnegie Foundation as Research University—High. NSU's extensive community engagement activities are recognized by the Carnegie Foundation by the following designation: Curricular Engagement/Outreach/Partnerships.<sup>12</sup> NSU academic programs are complemented by an array of academic enrichment opportunities. In addition to traditional honors and dual admission programs, all of the university's academic units participate in the Quality Enhancement Program, which is designed to improve student writing in all disciplines and at all degree levels.

#### SELECTED ACADEMIC PROGRAM QUALITY PERFORMANCE MEASURES

Performance Measure	Baseline Performance <sup>1</sup>	2014 Update <sup>2</sup>	2016 Update <sup>3</sup>	2020 Target
NSU ACADEMIC PROGRAM REVIEW <sup>9</sup>				
Percent of programs reviewed through NSU's Academic Program Review process that have demonstrated improvement or maintained adequate/excellent rating for program curriculum <sup>11</sup>	—	31.3%	51.0%	60.0%
SPECIALIZED ACCREDITATION <sup>13</sup>				
Number of professional programs that are eligible for specialized accreditation that are accredited	21	38	39	45
Number of accredited program profession accrediting bodies through which NSU has accreditation	18	19	20	22

## STRATEGIC INITIATIVES TO ENHANCE ACADEMIC PROGRAM QUALITY HIGHLIGHTS SINCE 2010

### 2010

- NSU's H. Wayne Huizenga School of Business and Entrepreneurship launches a sales program with Sandler Training® and unveils the Huizenga Sales Institute.

### 2011

- NSU's Palm Beach Campus relocates to a new location. The expanded space has larger classrooms, Mac labs, and student life areas and offers programs in fields including business, education, nursing, and pharmacy, among others. It will also host Florida's only Bachelor of Science in Respiratory Therapy program.
- The Huizenga Business School announces a new corporate partnership with HEICO Aerospace.
- The College of Osteopathic Medicine attains a full, seven-year accreditation from the American Osteopathic Association Commission on Osteopathic College Accreditation.

### 2012

- Recognizing the growth of the university's undergraduate nursing program to approximately 1,500 students, the College of Nursing is established as a stand-alone academic unit within the Health Professions Division.
- Accreditation without qualification is granted to the Abraham S. Fischler School of Education by the National Council for Accreditation of Teacher Education (NCATE).
- The Clinical Psychology Ph.D. Program at the Center for Psychological Studies receives a full, seven-year accreditation by the Commission on Accreditation of the American Psychological Association.
- The NSU College of Osteopathic Medicine launches a critical care fellowship at Palmetto General Hospital.
- The NSU Oceanographic Center celebrates the grand opening of the Center of Excellence for Coral Reef Ecosystems Research, which will provide 86,000 square feet of

multidisciplinary laboratories to address national and international priorities in coral reef research.

### 2013

- NSU's College of Osteopathic Medicine opens the Institute for Neuro-Immune Medicine, a unique program integrating patient care, teaching, basic research, and clinical trials.
- Telepresence capabilities arrive at NSU with connectivity between all NSU locations and telepresence rooms at the main and Orlando campuses.
- Construction is completed on a new engineering circuits laboratory in the Parker Building.

### 2014

- NSU's Audiology program students achieve a 100 percent licensure exam pass rate.
- NSU's Master of Science in Nursing—A.P.R.N. program graduates achieved a 100 percent pass rate for the Family Nurse Practitioner certification examination and the most recent Generic Entry-Level graduates are at a 95 percent pass rate for the National Council Licensure Examination (NCLEX).
- NSU's College of Optometry students achieve 94 percent pass rates on National Boards. This is 4 percent higher than national averages.
- *U.S. News & World Report* includes online graduate criminal justice programs in its annual review of the top educational programs in America. NSU's program is ranked 22nd.
- *U.S. News & World Report* includes NSU's online nursing program in its annual review of the top educational programs in America. The program is ranked 77th.
- NSU's Shepard Broad Law Center is ranked by *Hispanic Business* among the Best Law Schools for Diversity Practices.



## STRATEGIC INITIATIVES TO ENHANCE ACADEMIC PROGRAM QUALITY HIGHLIGHTS SINCE 2010 (CONTINUED)

- NSU's College of Osteopathic Medicine's online public health program is ranked No. 17 out of the top 50 in the United States by *Public Health Online* in a list of the Best Online Master of Public Health (M.P.H.) Programs for 2014–2015.
- NSU launches Florida's only Bachelor of Science in Respiratory Therapy Program at its Palm Beach Campus.
- NSU receives an IBM supercomputer from Centarus Energy, which will be housed in the Center for Collaborative Research.
- For the third year in a row, students at NSU's Physician Assistant—Orlando Program achieve a 100 percent first-time pass rate on the Physician Assistant National Certifying Exam.
- NSU's Puerto Rico Regional Campus is relocated to San Juan. The 37,000-square-foot facility is equipped with state-of-the-art technology, computer labs, videoconferencing capabilities, and classrooms. It houses the College of Pharmacy and the Abraham S. Fischler School of Education.
- Construction on NSU's Center for Collaborative Research begins and is to be completed in 2016. This facility will provide wet labs for many of NSU's innovative researchers, as well as a general clinical research center—an outpatient facility that will provide a centralized clinical research infrastructure to benefit investigators in multiple disciplines. The Center for Collaborative Research will also house NSU's Institute for Neuro-Immune Medicine; the Rumbaugh-Goodwin Institute for Cancer Research; the Emil Buehler Research Center for Engineering, Science, and Mathematics; and the U.S. Geological Survey (USGS).
- Construction on an emergency room at University Park Plaza begins and is expected to be completed in mid-2015.
- Student survey results demonstrate that students feel their clinical experiences and work applications are a part of learning at NSU

and that their education at NSU significantly increases their chances for a better job.

- Student survey results show that students feel as though they are treated with respect by the NSU faculty and staff.

### 2015

- According to *The Princeton Review*, NSU's Shepard Broad Law Center is one of the nation's most outstanding law schools. The education services company features the school in the new 2015 edition of its annual book, *The Best 169 Law Schools*.
- President Hanbury announces NSU's College of Allopathic Medicine. The new college will help meet the growing need for osteopathic (D.O.) and allopathic (M.D.) physicians nationally and regionally. It also will complement the education currently offered in NSU's College of Osteopathic Medicine, along with the rest of the university's extensive health professions degree program offerings. NSU will be the only university in the Southeastern United States, and the first in Florida, to house both osteopathic and allopathic medical schools.
- NSU's online Master of Public Health Program at the College of Osteopathic Medicine was ranked among the 50 Most Affordable Online M.P.H. Programs by the Top Master's in Healthcare Administration website.
- The Biomedical Informatics Program at the NSU College of Osteopathic Medicine was ranked 6 out of the top 25 in the United States and the highest in Florida by *BestMedicalDegrees.com*. The independent online publication that provides information for prospective students considering a career in medicine published the list of the Best Value Online Master's in Health Informatics and Health Information Management programs for 2015. In developing the list, *BestMedicalDegrees.com*, considered factors such as cost, length of program, and curriculum.

## STRATEGIC INITIATIVES TO ENHANCE ACADEMIC PROGRAM QUALITY HIGHLIGHTS SINCE 2010 (CONTINUED)

- NSU was recognized for providing students with one of the nation's top online academic programs. *U.S. News & World Report* released its rankings of top online graduate programs for veterans, and NSU's Criminal Justice program was ranked in a tie for 21st.
- NSU's College of Osteopathic Medicine launched a Master of Science in Nutrition degree program. The program is the first in Florida to offer this degree in a primarily online course format. The degree will prepare students for a variety of in-demand career options, including health/lifestyle coach, health center nutritionist, corporate/employee wellness consultant, private health consultant, college instructor, and research nutritionist. The degree could also provide a necessary background for graduates to pursue clinical training to become a registered dietitian with additional coursework and required clinical hours.
- The Master of Science in Nursing (M.S.N.) Program at Nova Southeastern University's College of Nursing was ranked in the Top 50 Best Value Online M.S.N. Programs of 2015 by *Value Colleges*. The independent online publication, which provides information for prospective students considering the best value for their education, ranked NSU No. 44 out of the top 50 in the United States and the second highest in Florida.
- Florida Education Commissioner Pam Stewart released an annual report on teacher preparation programs in the state. NSU's Abraham S. Fischler College of Education's Reading Education programs summative rating scores and subscores ranked second in approved teacher preparation programs in the state of Florida. Additionally, NSU's Elementary Education/ESOL ranked 13 in the state of Florida for the Analysis of Program Performance Measures and Scores Report.

## 2016

- *U.S. News & World Report* released an annual report on the best online educational programs available in the United States. The following NSU programs were recognized: the criminal justice graduate degree program ranked 24th, the master's degree program in nursing ranked 49th, the graduate degree program in business (non-M.B.A.) ranked 78th, and the graduate degree program in education ranked 95th. These rankings consider student engagement, faculty credentials and training, student services, technology, admissions sensitivity, and peer reputation.
- The College of Psychology's doctoral program in school psychology (Psy.D.) earned accreditation by the Commission on Accreditation of the American Psychological Association (APA). Accreditation demonstrates that the program meets the standards of quality set forth by the APA, which is recognized by the U.S. Department of Education and the Council for Higher Education Accreditation as the national accrediting authority of doctoral-level educational and training programs in professional psychology.
- NSU is now offering its bachelor's degree program in criminal justice fully online. The new delivery method will reach an even wider potential group of students looking for a challenging career in this field.
- NSU developed a new cybersecurity law concentration for its four online Master of Science degree programs for non-lawyers.
- The Commission on Accreditation for Marriage and Family Therapy Education (COAMFTE) has renewed the doctoral program's accreditation for the maximum allowable time (six years) with no stipulations. NSU's program is in the Department of Family Therapy and is one of only two doctoral programs accredited by COAMFTE in Florida.

## STRATEGIC INITIATIVES TO ENHANCE ACADEMIC PROGRAM QUALITY HIGHLIGHTS SINCE 2010 (CONTINUED)

- NSU responded to the increasing demand for primary health care providers by adding a Family Nurse Practitioner program to the clinical Advanced Practice Registered Nurse Master of Science in Nursing (M.S.N.) degree on NSU's Tampa Campus. This new option for nurses looking to advance their careers comes at a time when the demand for advanced practice nurses (APN) is expected to rise by 31 percent through 2024. The median salary of an APN is \$102,650, according to the U.S. Bureau of Labor Statistics.

### 2017

- NSU established ExEL (Experiential Education and Learning) for all undergraduate students. This initiative unites

and supports NSU's existing hands-on, real-world learning opportunities for students, while reflecting nationally recognized teaching and learning best practices. First-time-in-college students will accrue 6 ExEL units of credit or noncredit bearing units prior to graduation.

- The rankings by *U.S. News & World Report* of college and university online programs honored three of NSU's online programs. The Criminal Justice graduate program was ranked 26th out of 41 programs; the Education graduate program was 84th out of approximately 200 (up 11 spots from 2016); and the Nursing graduate program was 47th out of more than 100 ranked programs (up two spots from 2016.)





## Strategic Priority 4

### Increase Nontuition Funding

Like many universities without a substantial endowment, NSU relies heavily upon tuition and fees from educational programs as the primary source of university income. The tuition dependency rate was 80 percent for FY2008–09, and currently, is at 83 percent, with income from nontuition/fee sources, therefore, at 17 percent of total revenue. A concerted, university-wide effort is underway to identify new sources of nontuition revenue to enhance and increase existing sources, and to increase operational efficiencies.

#### NONTUITION FUNDING PERFORMANCE MEASURES

Performance Measure	Baseline Performance <sup>1</sup>	2014 Update <sup>2</sup>	2016 Update <sup>3</sup>	2020 Target
CONTRIBUTIONS				
Cumulative gift commitments <sup>14</sup>	\$10.8M	\$114M	\$144.5M	\$250M
TOTAL EXTERNAL FUNDING				
Cumulative grants/contracts awarded <sup>15</sup>	\$13.6M	\$108M	\$179.2M	\$300M
ALUMNI GIVING RATE				
Total annual alumni giving rate <sup>13</sup>	1.7%	2.0%	1.5%	3.0%
EMPLOYEE GIVING RATE <sup>5</sup>				
Total annual employee giving rate	8.6%	16.3%	27.4%	30%
ENDOWMENT				
Total endowed market value at year end	\$46.0M	\$86.1M	\$86.9M	\$125M

## STRATEGIC INITIATIVES TO INCREASE NONTUITION FUNDING HIGHLIGHTS SINCE 2010

### 2011

- The NSU Ambassadors Board is established. Today, more than 160 members attend monthly breakfast meetings and major events to increase awareness of, and to foster friend-raising for, the university.
- The Fellows Society is established to recognize donors whose cumulative giving exceeds \$50,000.

### 2012

- NSU is recognized by Moody's, revising its credit rating outlook from Stable to Positive. Similarly, New York rating agency Fitch upgrades NSU's credit rating from BBB to BBB+.
- NSU breaks its own institutional record for externally funded research with more than \$82 million dollars received from more than 100 agencies and organizations.
- NSU's College of Osteopathic Medicine is recognized by the *Journal of the American Osteopathic Association* as the number one private osteopathic medical school in NIH funding.

### 2013

- NSU's annual Celebration of Excellence event is brought back on campus with a new award introduced: The President's Award for Community Service.
- Bonnie Clearwater is named director and chief curator of NSU's Museum of Art | Fort Lauderdale and receives a \$1.5 million Challenge Grant.
- Fellows' Way is dedicated as an outdoor plaza on the south side of the DeSantis Building with a special, shark-themed monument that recognizes donors who support the university through philanthropy of \$50,000 and higher. Alongside Fellows' Way, a Robert St. Croix bronze statue of H. Wayne Huizenga is installed in honor of the NSU trustee emeritus.

- The Distinguished Alumni event is established to recognize alumni from each college for their accomplishments.
- An NSU research team led by Mariana Morris, Ph.D., and Nancy Klimas, M.D., was selected by the U.S. Department of Defense (DoD) as one of two DoD Gulf War Illness Research Program Consortium awardees. The award includes a \$4.1 million grant to fund an NSU research project titled, Understanding Gulf War Illness: An Integrative Modeling Approach. The research will be housed in the Institute for Neuro-Immune Medicine, part of NSU's College of Osteopathic Medicine.
- In an effort to prevent unnecessary injuries and deaths, the executive director for Health Professions Division research developed a model used to help predict the effect of medication and dosage on injurious falling, receiving a U.S. patent for an algorithm he developed called the "Statistical Model for Predicting Falling in Humans," also known as the Fall Model.

### 2014

- NSU's Celebration of Excellence is again held on campus. Reformatted as a black tie, annual, fund-raising event, it raises more than \$100,000 for student scholarships and is the culmination of the university's 50th anniversary celebration.
- Guy Harvey, Ph.D., provides a generous gift to NSU. This gift allows students and faculty and staff members at NSU's Oceanographic Center to enhance their research and academic programs and will provide scholarships to undergraduate and graduate students studying marine science. In gratitude, the building housing the Center of Excellence for Coral Reef Ecosystems is renamed the NSU Guy Harvey Oceanographic Center building.

## STRATEGIC INITIATIVES TO INCREASE NONTUITION FUNDING HIGHLIGHTS SINCE 2010 (CONTINUED)

- NSU's Oceanographic Center receives approximately \$8.5 million from the Gulf of Mexico Research Initiative. The university is 1 of 12 organizations selected to receive part of \$140 million for continued research in the area of oil spills and responses to them.
  - The university receives two Title V grants, totaling approximately \$7 million, to help increase the number of Hispanic and other minority students pursuing degrees in the science, technology, engineering, and mathematics (STEM) fields and prepare them for careers in these growing sectors and for coursework leading to postbaccalaureate computer science-related degrees.
  - The Agency for Healthcare Administration issues its approval for HCA East Florida's application to relocate Plantation General Hospital to NSU's main campus. The hospital will be the anchor tenant in the Academic Village.
  - NSU faculty and staff members submit nearly 1,500 grant proposals over the last 10 years; grants and contracts awarded have doubled since 2010.
  - The NSU Endowment is valued at \$86.1 million. This exceeds the 2016 target two years early.
  - NSU is recognized by the New York ratings agency Moody's as an institution poised well for the future of higher education.
  - An NSU professor of prosthodontics and a team of researchers from RTI International in Durham, North Carolina, secure a U.S. patent for developing a surface modification technology to promote chemical bonding among high-performance ceramic materials (like alumina and zirconia), biological materials (like tooth structures), and synthetic materials (like dentures and crowns).
  - Appu Rathinavelu, Ph.D., College of Pharmacy associate dean and executive director of NSU's Rumbaugh-Goodwin Institute for Cancer Research, receives a Japanese patent for developing a novel cancer treatment.
  - NSU's research and technology transfer program has produced seven patents, including one international patent.
  - Joseph Harbaugh, LL.M., professor of law and dean emeritus of the NSU Shepard Broad Law Center, receives a U.S. patent for developing a computer-based system called AAMPLE®, the Alternative Admissions Model Program in Legal Education. The program reviews students' outcomes in a small number of classes to predict their likelihood of excelling in law school and passing the state bar exam.
  - As part of the 50th anniversary, the first mailing to all known NSU alumni is conducted asking for stories and inviting them to the 50th anniversary events. The first annual fund appeal to all alumni is mailed as part of the 50th anniversary.
  - NSU's Capital Campaign plan is completed and determines a public launch when approximately \$125 million is raised.
  - The 1964 Society is established to recognize donors who have made NSU a part of their estate plans.
- ### 2015
- Faculty/staff giving to NSU increases 5 percent; annual fund donors increase 2 percent; more than 23,000 individuals donate annually to NSU.
  - Cumulative gift commitments to NSU since 2010 reach the \$113 million mark raised under President Hanbury's term.
  - Five million-dollar-plus gifts supporting scholarships and research activity are made to the university.
- ### 2016
- NSU initiated the largest externally funded campaign in the university's history, with the goal of raising \$550 million by 2020. *Realizing Potential: The Campaign for Nova Southeastern University* is NSU's commitment to raise \$250 million



## STRATEGIC INITIATIVES TO INCREASE NONTUITION FUNDING HIGHLIGHTS SINCE 2010 (CONTINUED)

through philanthropic gifts to support students, research/faculty, and 21st-century education. The university will raise an additional \$300 million from externally funded research.

- Community leaders and NSU donors Mike and Alice Jackson pledged to join NSU researchers in the fight against cancer with a \$1-million legacy gift. Mike Jackson, who is chairman, CEO, and president of AutoNation, Inc., as well as an NSU Board of Trustees member, and his wife, Alice—a cancer survivor, businesswoman, and philanthropist—have made it their mission, and that of the firm’s philanthropic arm, to help find better treatments and cures for breast and other types of cancer.
- The fight against cancer was reinforced by a gift from AutoNation, Inc., in support of the NSU AutoNation Institute for Breast and Solid Tumor Cancer Research, located within the Center for Collaborative Research. The institute is focused on developing and advancing improved methods of prevention and treatment to ultimately eradicate cancer. The gift in support of the NSU AutoNation Institute brought the company’s cumulative giving to NSU to more than \$10 million.
- In honor of the late NSU supporter and Shark Circle member, Don Taft, the Taft Foundation gifted the NSU Shepard Broad College of Law with a \$1-million grant to establish a program to address the legal needs of adults with intellectual and developmental disabilities (AIDD) and their families. The NSU AIDD Law Clinic will focus on public benefits, housing, educational rights, and community outreach regarding issues facing the affected population.
- NSU donors Albert and Beatriz Miniaci continued their family’s rich tradition of philanthropy at NSU. They supported the Razor’s Edge Scholarship, which awards \$10,000 to each qualifying member of NSU’s Razor’s Edge Leadership Development Program. This program gives students a curricular and cocurricular experience that helps them gain the knowledge, skills, experience, and attitudes needed to become 21st-century leaders.
- NSU donor and Board of Trustee member J. Kenneth (Kenny) Tate and his wife, Sandy, recently joined NSU’s Shark Circle through the establishment of the Tate Endowed Scholarship Fund and Tate Family Renewal Scholarship Fund—both of which provide scholarships for undergraduate students with financial need.
- The Walgreens Company answered the call for support with \$300,000 in endowed scholarship funds, as well as a supplemental spendable gift, so NSU students can immediately benefit from the company’s contribution. The gifts—named the Walgreens Richard Ashworth Endowed Community Scholarship Fund, Walgreens Roy Ripak and Georgia Lehoczky Endowed Community Scholarship Fund, and the Walgreens Nivia Santiago and Georgia Lehoczky Endowed Community Scholarship Fund—support NSU graduate pharmacy students seeking to work in community pharmacies.
- Longtime NSU supporters Susie and Alan B. Levan once again proved their support of NSU’s mission. Their 2016 gift was dedicated to establishing the Susie and Alan B. Levan Endowed Scholarship Fund for students in NSU’s H. Wayne Huizenga College of Business and Entrepreneurship who are pursuing bachelor’s degrees in finance or master’s degrees in real estate development.
- When George L. Hanbury II, Ph.D., became president and CEO of NSU, he and his wife, Jana, established a scholarship to support undergraduate students. With the university focused on leveraging NSU’s nationally recognized graduate and professional programs to attract the brightest undergraduates, the Hanburys redoubled their efforts by making a new, \$116,000 legacy gift that will provide an endowed scholarship and support the university’s strategic

## STRATEGIC INITIATIVES TO INCREASE NONTUITION FUNDING HIGHLIGHTS SINCE 2010 (CONTINUED)

initiatives. This gift, which underscores the Hanburys' dedication to NSU's most-valued resources—its students—elevated the couple to the Fellows Silver Society.

- Donor and NSU Chancellor Ray Ferrero, Jr., J.D., has a long and celebrated history of supporting the students, core values, and advancement of the university. In 2011, he was recognized for establishing the Chancellor's Fellows Endowment. In 2016, Ferrero underscored his commitment to NSU with a \$100,000 legacy gift to support the Chancellor Ferrero Scholarship, which he designated for qualifying master's and doctoral degree students.
- NSU faculty members and donors Robert Uchin, D.D.S.; William Marquardt, M.A., P.A., DFAAPA; and Paul Hersey, Ph.D., (through his widow Suzanne), elected to give back to NSU by dedicating their gifts to support faculty members in the colleges where they taught or still teach. Faculty development funds are becoming increasingly popular among NSU donors as a way to help the university attract and retain a talented faculty, one of the three main priorities of the Realizing Potential campaign.
- Donors and art advocates David Horvitz and his wife, Francie Bishop, who are also Shark Circle members, channeled their passion into a \$1-million challenge grant aimed at incentivizing others to support NSU Art Museum Fort Lauderdale. This gift—established by the David and Francie Horvitz Family Foundation—will support Art at the Core through museum exhibitions, programming, and operations and will match new donations of \$10,000 to \$50,000 per donor, per year, through June 30, 2019.
- NSU's Huizenga College of Business Entrepreneur Hall of Fame inductee Steven Hudson and his wife, Jeannie, are passionate about supporting the arts. They answered the challenge grant call with a generous gift of \$150,000 toward the NSU Art Museum's operating expenses.
- A research team led by Raymond L. Ownby, M.D., Ph.D., M.B.A., professor and chair in NSU's College of Osteopathic Medicine's Department of Psychiatry and Behavioral Medicine, received an R01 grant totaling \$2,756,300 over five years from the National Institutes of Health to combat the major challenge of developing a user-friendly computer app to help educate people on a variety of chronic health concerns at a level appropriate for them.
- As a researcher at NSU's Halmos College of Natural Sciences and Oceanography, Nicole Fogarty, Ph.D., and her collaborators at Penn State University, received nearly \$1.1 million via a three-year grant from the National Science Foundation.
- NSU received a \$2.6-million award from the U.S. Department of Education to expand baccalaureate educational opportunities in STEM programs for Hispanic/Latino students and those from ethnically diverse populations. These grant funds will support the development of numerous new and enhanced strategies to support the success of engineering and computing students, including early outreach, faculty involvement in academic and career advising, undergraduate research and internship opportunities, and peer and faculty mentoring.

## Strategic Priority 5

### Improve Incoming Undergraduate Student Quality

NSU seeks continuous improvement in the academic preparation of incoming undergraduate students to participate in a competitive academic environment at the university and complete their program of study successfully. Reflecting this effort, the mean weighted high school grade point average (GPA) of incoming, first-time-in-college (FTIC) freshmen enrolled full time was 3.2 in 1995, had increased to 3.4 by 2001, had risen two more percentage points to 3.6 by 2009, and is currently at 4.0. Similarly reflective of NSU's enhanced admission selection efforts, the mean combined SAT score for entering FTIC freshmen enrolled full time in 2004 was 998; for 2009, the combined score for this group had risen to 1038. As of the update, the mean combined SAT score is 1110.

#### INCOMING STUDENT QUALITY PERFORMANCE MEASURES

Performance Measure	Baseline Performance <sup>1</sup>	2014 Update <sup>2</sup>	2016 Update <sup>3</sup>	2020 Target
INCOMING SAT AVERAGE				
Average SAT total score for FTIC freshmen enrolled full time	1038	1129	1110	1200
TRANSFER STUDENT GPA				
Transfer GPA for students who enrolled full time	2.8	3.2	3.0	3.0



## STRATEGIC INITIATIVES TO IMPROVE INCOMING UNDERGRADUATE STUDENT QUALITY HIGHLIGHTS SINCE 2010

### 2013

- NSU is named to the President's Higher Education Community Service Honor Roll by the Corporation for National and Community Service (CNCS), a reflection of commitment to service and civic engagement by the university's student body, faculty, and staff.
- The fall semester incoming, first-time-in-college student average SAT score rises 24 points to 1078.

### 2014

- The university celebrates its 50th anniversary and raises its minimum undergraduate entrance criteria to 3.0 GPA and 1000 SAT for all students.
- NSU has 91 student-athletes placed on the Sunshine State Conference Spring Commissioner's Honor Roll.

### 2015

- Fall 2014 enrollment is an NSU record-setting, academically qualified undergraduate class with an average SAT of 1129. This is a 91 point increase over 2009. The percentage of first-time-in-college students choosing NSU from out of the tricounty area increases for the third straight year.
- President Hanbury announces NSU's Farquhar Honors College. The undergraduate Farquhar Honors College will be composed of students who meet high academic standards, including those who are also part of certain highly competitive scholarship programs. Students who complete the Honors College programs will receive special acknowledgement on their diplomas and transcripts and at commencement ceremonies.

- Brad A. Williams, Ed.D., vice president for student affairs and dean of the College of Undergraduate Studies at NSU announced the appointment of Deanna 'Dee' Voss as dean of undergraduate admissions. Prior to joining NSU, Voss led the University of Miami to three record years in a row of increasing undergraduate applications while raising the academic quality and profile of the incoming class each year. The increased academic profile contributed to significant improvements in first-year retention and overall four- and six-year graduation rates.

- NSU initiated Shark Preview, which introduces admitted, high-achieving prospective undergraduate students to the university's premier academic and cocurricular programs.

### 2016

- NSU implemented the use of the Common Application to make it faster and simpler for undergraduate students to apply to the university.

### 2017

- The university began offering more scholarship opportunities to high-achieving undergraduate students.
- Leveraging the relationships that are regularly established between NSU faculty members and their undergraduate students, select faculty members and department chairs began communicating directly with accepted (but nonenrolled) undergraduate students in an effort to initiate early mentoring relationships with them.

## Strategic Priority 6

### Enhance Targeted Recruitment

NSU has experienced substantial enrollment growth since the university was established in 1964 and enrolled an initial class of 17 students in 1967. As the university pursues achievement of Vision 2020, targeted recruitment efforts will be focused on shifting the balance in representation among major cohort groups. In particular, the university seeks a number of strategic shifts in enrollment that will impact enrollment at the NSU regional campuses, enrollment of students living in campus housing, enrollment of international students, and enrollment of students in dual admission programs.

RECRUITMENT PERFORMANCE MEASURES				
Performance Measure	Baseline Performance <sup>1</sup>	2014 Update <sup>2</sup>	2016 Update <sup>3</sup>	2020 Target
STUDENT ENROLLMENT <sup>13, 16</sup>				
Total undergraduate student enrollment	6,174	4,699	4,295	5,700
<i>Entering traditional students<sup>5</sup></i>	1,349	1,115	1,145	2,020
<i>Entering nontraditional students<sup>5</sup></i>	695	237	87	100
<i>Continuing traditional students<sup>5</sup></i>	2,238	2,450	2,620	3,180
<i>Continuing nontraditional students<sup>5</sup></i>	1,892	897	443	400
Professional/graduate student enrollment	22,567	19,449	17,330	16,300
Total university enrollment	28,741	24,148	21,625	22,000
STUDENTS LIVING IN CAMPUS HOUSING				
Student housing occupancy rate	81%	88%	95%	90%
Percent of all entering undergraduate students residing on campus <sup>16</sup>	28%	42%	55%	60%

## RECRUITMENT PERFORMANCE MEASURES (CONTINUED)

Performance Measure	Baseline Performance <sup>1</sup>	2014 Update <sup>2</sup>	2016 Update <sup>3</sup>	2020 Target
FIRST-TIME-IN-COLLEGE STUDENTS				
Percent of all entering undergraduates that are first-time-in-college students <sup>17</sup>	46%	57%	68%	75%
DUAL ADMISSION PROGRAMS				
Number of undergraduate students participating in the Dual Admission Program	341	347	450	360
INTERNATIONAL STUDENTS				
Number of international students at the undergraduate level	430	302	267	550
Number of international students at the graduate level	1,035	1,264	852	1,100
Number of international students at the professional level	232	389	263	240
REGIONAL CAMPUS STUDENTS <sup>5</sup>				
Number of students taking courses at the regional campuses	2,769	2,666	3,029	3,272
Number of online students within the regional campus service areas	4,180	3,815	2,913	3,147
Total	6,949	6,481	5,942	6,419



## STRATEGIC INITIATIVES 2012–2015 TO ENHANCE TARGETED RECRUITMENT HIGHLIGHTS SINCE 2010

### 2012

- After a comprehensive RFP process, Fahlgren Mortine is selected as NSU's new marketing and communications agency of record. With Fahlgren's assistance, the university significantly increases its presence in the digital world of advertising.
- NSU unveils its first-ever smartphone app, providing the opportunity for prospective students to see NSU through a new and growing media mix.

### 2013

- The university's website is redesigned to attract both undergraduate and graduate students with a new, full-page format and mobile-responsive technology.
- Recognizing the opportunity to increase support to its population of student-veterans, NSU dedicates a veterans center in the Rosenthal Building.

### 2014

- Visits to the NSU website rise 25 percent; the length of time viewers stay on a page goes up 22 percent.
- NSU contracts with the national higher education consulting firm, Noel Levitz, to create a targeted, optimization model for scholarship awards.

- Due to a combination of efforts, including top-of-funnel marketing and advertising, pure inquiries to the university by undergraduate prospects increase to nearly 88,000, going up from 50,000 in 2011.
- The NSU Welcome Center is established to create a "one-stop" solution for student services. It includes financial aid, career development, undergraduate admissions, enrollment, and more.

### 2015

- President Hanbury announces the realignment of academic programs at NSU to leverage the university's, graduate and professional programs and attract the best and brightest undergraduates.
- NSU's Office of Undergraduate Admissions raised the quality standards of the university's student searches for prospective leads.
- NSU's Office of Undergraduate Admissions increased recruitment efforts at select premier high schools locally and around the country.

### 2017

- NSU's Office of Undergraduate Admissions enhanced recruitment efforts in targeted regions and states in the United States.

# Appendix A

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## Endnotes

<sup>1</sup> Baseline data are for 2009–2010, unless otherwise indicated.

<sup>2</sup> Updated data for 2014 represent either fall 2014 or FY2014.

<sup>3</sup> Updated data for 2016 represent either fall 2016 or FY2016.

<sup>4</sup> ICUF refers to the Independent Colleges and Universities of Florida. SUS refers to the State University System.

<sup>5</sup> This measure was added in the 2017 update.

<sup>6</sup> The 2020 target was increased in the Addendum to the Strategic Plan approved by the Board of Trustees, November 17, 2014.

<sup>7</sup> Previous iterations of the Strategic Business Plan included the number of unduplicated undergraduate students who participate in registered community activities. Further scrutiny of this measure indicated that graduate students were likely included in some counts and tracking of student participation in voluntary activities may not be accurate. Therefore, it has been removed.

<sup>8</sup> Measures were converted from raw numbers to percent of undergraduate enrollment to account for enrollment changes. The National Collegiate Honors Council has established a “best practice” that an honors community (program or college) should serve 10 percent of the undergraduate enrollment at that institution. This marker represents work with a student population that is clearly high performing within each institution, yet also assures a large enough community to reflect the breadth, diversity, and values of the entire institution. NSU has adopted this 10 percent benchmark for 2020.

<sup>9</sup> Targets were increased, baseline was adjusted, and a new measure was added in the Addendum to the Strategic Plan approved by the Board of Trustees, November 17, 2014.

<sup>10</sup> Funding levels are addressed under Strategic Priority 4: Increase Nontuition Funding.

<sup>11</sup> Academic Program Review encompasses a set of systematic, integrated review and assessment processes for facilitating and ensuring academic program quality. These measures were revised to focus on program improvement in the 2017 update.

<sup>12</sup> Carnegie Classifications are derived from institutional characteristics and activities from such sources as the National Center for Education Statistics, the National Science Foundation, and the College Board. The Community Engagement classification reflects an institution engaged in mutually beneficial and collaborative teaching/learning/scholarship activities addressing “community-identified needs, deepening students’ civic and academic learning, enhancing community well-being, and enriching the scholarship of the institution.” (Carnegie Foundation for the Advancement of Teaching).

# Appendix A

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## Endnotes

<sup>13</sup> These targets were updated in 2017.

<sup>14</sup> Baseline is 2008–2009. The 2014 update is as of March 2015. Please note that the 2020 target for this measure refers to December 31, 2020.

<sup>15</sup> The originally published baseline for the amount of grants/contracts awarded has been amended to represent the total number of new grants/contracts awarded during FY2009. Please note that the 2020 target for this measure refers to December 31, 2020.

<sup>16</sup> Student enrollment has declined from the baseline in 2010 due to increases in undergraduate admissions standards, as well as market challenges in several programs. At the time of the 2017 update, the 2020 targets were revised to reflect more realistic aspirational enrollment based on statistical projections and market knowledge from the deans.

<sup>17</sup> The measures added in the Updated Strategic Plans Research, Undergraduate Recruitment and Retention, and Development was approved by the NSU Board of Trustees, November 17, 2014.











