

# INSTITUTIONAL PLANNING

EAP Form 1.10 (Rev. 11/18)



STATE OF WISCONSIN  
EDUCATIONAL APPROVAL PROGRAM  
P.O. Box 8366  
MADISON, WISCONSIN 53708-8366  
(608) 266-1996

The Educational Approval Program (EAP) is a postsecondary education agency that employs a regulatory model focused not only on compliance, but also institutional effectiveness. To facilitate an environment in which schools seek to be effective organizations that improve over time, the EAP requires schools to submit evidence that appropriate planning has been conducted. Although similar to a strategic or business plan, this information will enable the EAP and school officials to engage in a dialogue over time about the effectiveness and future of the school.

Schools that already have some type of strategic or business plan (e.g., schools that have either a corporate or accreditation plan) must adapt these documents to the following requirements and focus on Wisconsin operations and students. The EAP does not expect any school to divulge any sensitive, proprietary business information. The information must address the five elements identified below and provide the information requested.

## I. SCHOOL INFORMATION

Name of School:

National Louis University

## II. PLANNING ELEMENTS

**A. MISSION.** Describe your school's mission and vision, which identifies its purpose and its core values.

The mission statement for National Louis University is as follows:

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

NLU has nine values including Excellence, Respect, Access, Collaboration, Passion, Inquiry, Innovation, and Engagement. For a detailed description of the values please visit the following webpage in which the mission and values are publicly shared:

<https://www.nl.edu/about/missionandvalues/>

**B. MARKET.** Discuss the nature of your school and the business in which it is engaged. Describe who your existing and/or potential customers are and what motivates them to enroll in your school. Explain how you let these customers know you are in business. Finally, identify who your competitors are and how you are different from them.

NLU is one of the oldest and most progressive universities in Chicago offering more than 60 UG and GR degree programs through four colleges: the National College of Education, the College of Professional Studies and Advancement, the Kendall College of Culinary Arts and Hospitality Management and the Undergraduate College. We are one of the most diverse universities in the Midwest, helping students of all ages and backgrounds achieve their personal and professional goals. Marketing, Enrollment and Outreach, and Institutional Advancement all play a part in serving prospective student needs. All marketing for NLU locations are managed centrally by the marketing department and certain initiatives apply to all NLU locations, such as brand positioning, overall website development, and general marketing collateral. Currently, there are no marketing campaigns for residents of Wisconsin and no analysis of competitors has been completed since NLU's decision to close its WI locations. As such, NLU is not actively recruiting students in WI but does accept enrollment of WI resident students for online programs through our membership in SARA.

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**C. MANAGEMENT.** Describe your management team and how it functions to lead, administer and position the school. If your school has advisory boards, describe how the school uses them for program and school improvement.

The affairs of the University are managed by its Board of Trustees, whose primary functions are policy making and the responsibility for sound resource management. The Board of Trustees appoints the President to delegate day-to-day management of the institution and the Provost oversees academic matters. The NLU Faculty Governance structure is comprised of the Faculty Association, the principal agent of faculty governance, and the Faculty Senate which has the legislative jurisdiction of the Faculty Association. The Faculty Senate supports setting and maintaining academic standards through their jurisdiction to formulate policy governing the facilitation of teaching and research; faculty standards; faculty appointments, retention, ranking, tenure, sabbaticals and promotion; freedom of expression and academic freedom; student life as it relates directly to academic affairs; academic services; and curriculum and program review. The Senate also has oversight of student standards including admission, graduation, honors, and academic appeals. The Faculty Senate functions with committees to conduct the work with standing charges and specific charges assigned by the Senate Executive Committee and Provost each year.

Management of locations and online education is centralized and the above described groups of leadership use data-driven evidence to guide program and school improvement decisions. Any management specific to WI operations was absorbed and folded into the university processes after the closing of the Milwaukee campus.

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**D. SWOT ANALYSIS.** Identify your school's strengths, weaknesses, opportunities and threats (SWOT). Based on the results of this SWOT analysis, provide the following:

- 3 to 5 goals for strengths/weaknesses and how they will be addressed by your school.
- 3 to 5 goals for opportunities/threats and how they will be addressed by your school.

The goals should have specific objectives, defined results, a timeline for completion and metrics (some type of evaluation or measurement) by which the institution can evaluate/measure their success. In developing its goals, the school may wish to refer to the Elements of Effective Institutions graphic that is included on the back page of this form.

**SWOT ANALYSIS:**

**Strengths**

SARA state and institution

Partnership with Helix (OPM)

Authority and ability to offer EAP approved programs in WI

**Weaknesses**

Several institutional changes/initiatives

Low interest/enrollment

**Opportunities**

Increase online program portfolio

**Threats**

Fully online universities

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**D. SWOT ANALYSIS** *(continued)*

National Louis University's strategy and goals related to WI programs shifted with a decline in WI enrollment, competing initiatives and the need to allocate resources to other growth strategies. NLU decided to lessen its footprint in Wisconsin, evidenced by teaching out students since 2016, and to expand online and blended delivery methods instead which are supported by membership and participation in NC-SARA. [During academic year 2018-19 two doctorate students are enrolled in dissertation completion courses with Student 1's anticipated term of completion Fall 2019 and the Student 2's Fall 2020.]

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**E. FUTURE VISION.** Describe your school 5 years from now. What will it look like and how will it be positioned in the marketplace.

The university's long-term plans are to reduce, not expand, the number of approved locations it maintains. NLU's initial locations approach was a function of the institution's commitment to better serving its primarily adult student population. This commitment is upheld by the expansion of more effective and efficient delivery methods, such as online and blended delivery.

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**III. SUBMISSION**

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***I hereby certify that the information contained on this form and any attachments to the form is true and correct to the best of my knowledge.***

Signature of Authorized School Official:

Print or Type Name and Title of Authorized School Official:  
Joseph D. Levy, Exec. Dir. of Assessment & Accreditation

Date:  
9-14-18

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## INSTITUTIONAL SYSTEMS

