



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 University

## II. PLANNING ELEMENTS

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

Mission: To deliver accessible world-class student experiences by providing quality programs and services that ensure student success through meaningful learning.

Vision: To be an inclusive and innovative university serving life-long learners who contribute to the positive transformation of society.

Values

Our ability to create the ultimate student experience hinges upon the capacity to truly know our students as learners through both instructor-based personalized learning approaches and ever more sophisticated assessments and data utilization.

NU Values include Quality, Innovation, Collaboration, Diversity and Access.

National University is a California nonprofit public benefit corporation, not organized for the private gain of any person, and operated exclusively for charitable purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code and the California Revenue and Taxation Code, Section 23701d.

**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.

National University (NU), founded in 1971, is one of the largest private, nonprofit institutions of higher learning in California. NU received accreditation from the Senior College and University Commission of the Western Association of Schools and Colleges (WSCUC) in 1977. The faculty specifically designs programs to meet the needs of diverse learners seeking to reach their educational goals, including working adults, traditional students, active-duty military personnel, and many others. A primary motivation for adult learners to enroll is the ability to meet their educational goals in an accelerated format at times convenient to fully-employed professionals, a format that NU has offered for nearly 50 years. NU has been offering online programs for two decades and mainly informs people about NU through advertising in a variety of ways including: website, social media, television, various streaming services, and events. Competitors include Arizona State, Western Governors, and other institutions operating at scale online. Competitive differentiators include being an acknowledged military/veteran-friendly school, accelerated format, program variety, and tuition.

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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.

Dr. Mark Milliron was appointed President of National University in August 2022 by the National University Board of Trustees. The President is the Chief Executive Officer of the university, reporting directly to the Board of Trustees. The President has several direct reports including the Provost, EVP Student Success Services, EVP Communications, Chief Marketing Officer, Chief of Staff, Chief Financial Officer, EVP Cause Research Institute, General Counsel, EVP of Workforce Educational Solutions. The Provost has several direct reports including the Deans from each of seven schools/colleges. The leadership team is equipped with substantial multi-institution experience and functions collectively to provide leadership, to administer, and to position the institution for viability within the rapidly changing ecology of higher education. Advisory boards are used extensively at NU for environmental scanning, maintaining program currency in the marketplace, and for providing performance feedback. For example, the MPH program uses its advisory board for community needs assessment, suggestions for new curricular concentrations, and feedback on alumni performance.

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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.

**Strengths:** 25% of students affiliated with US military; one of the largest private Hispanic Serving Institutions (HSI) in the US, two-thirds of our students and graduates are racially diverse; largest conferrer of graduate degrees to diverse students in the US—with over 50% women—and the #2 conferrer of doctoral degrees overall; Social and emotional learning program impacted 15 million K-12 students across 50 states and 20 countries

**Opportunities:** Increasing demand for life-long learning from adult learners; delivering whole human support to the right students at the right time; partnerships with businesses and community colleges; new technologies and delivery modalities

**Weaknesses:** Time required for regulatory compliance; rising costs/diversification of revenue sources

**Threats:** State/Federal regulation changes; economic recession; loss of access to technology/data; decline of social support in higher education

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

Goals (related to both strengths/opportunities as well as weaknesses/threats):

1. Next Gen Education: NU will, through people, practice, programs, place, and technology, help more and more diverse students be more successful on education pathways than ever before. Evidenced by our ability to reinvest in student success as a fully sustainable organization and become the most transfer and matriculation friendly and skills enabled university.
2. Whole Human Education: NU will provide a frictionless experience for any adult learner from any background to complete the education they need in pursuit of career and other educational opportunities. Evidenced by our ability to deliver on student career and life goal attainment, well-being and provide a competitive cost of attendance.
3. Value-Rich Education: NU will allow students superior ways to achieve their education and career goals by providing on- and off-ramps that better allow adults the ability to curate their education flexibly through paths that fit with their life and career goals. NU students will turn to NU as a lifelong learning partner instead of simply an institution that awards degrees. Evidenced by degree programs with high densities of credentials and co-curriculars, student financial wellness, and a measurable return on educational experience.

Note: all goals and objectives have defined projects in place with defined timelines, KPIs, milestones, results, budgets, and expected impact.

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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.

National University's mission is to deliver accessible world-class student experiences by providing quality programs & services that ensure student success through meaningful learning. We will do this by applying Next Generation Education wrapped in Whole Human Education and pointing at Value-Rich Education. Next-Generation Education begins with the core belief that the art and science of teaching and leading in education must continually evolve, becoming better and better with each subsequent generation. While anchored in a deep understanding and appreciation of the rich traditions, research, and history in education, next-generation education embraces the constant pursuit of advancement in our work. Whole Human Education wraps our students with the personalized care and resources that will help them get the most out of their educational experience at NU. Value-Rich Education provides students with an education experience stacked with value from start to finish in credentials, connections, and experiences.

The pillars of Next Gen Education, Whole Human Education, and Value-Rich Education are supported by a foundation of Social Justice Equity and Diversity, a strong infrastructure of data, systems, and facilities, and our Cause Research Institute focused on enriching the student experience, broadening research and scholarship opportunities for faculty and students, and creating new pathways to impact society through strategic partnerships.

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**III. SUBMISSION**

***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:

*Chris Russo*

Chris Russo (Sep 19, 2023 13:41 PDT)

Print or Type Name and Title of Authorized School Official:

Christopher Russo, EVP, Chief of Staff

Date:

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# INSTITUTIONAL SYSTEMS

