

NAROPA UNIVERSITY

**Strategic Plan
As Voted On By Naropa's Board of Trustees**

"Deliver Distinction With Excellence"

September 19, 2008

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IN SERVICE OF ITS MISSION⁽¹⁾, NAROPA SEEKS TO FULFILL SEVERAL ADDITIONAL OBJECTIVES

Provide an intimate educational experience for students with small class sizes and close relationships between students and teachers

Provide students with skills that will enhance their effectiveness in the broader world

Make a Naropa education accessible to students of all economic means

Compensate faculty and staff at a level comparable to peers at similar institutions

Provide a strong community experience that nurtures and develops all participants

Model a socially, economicly and ecologically sustainable working and learning environment through its facilities and its practices

Enrich the broader world

(1) See Mission Statement included in the appendix for reference

THE STRATEGIC FRAMEWORK WAS BUILT AROUND A FEW FUNDAMENTAL PRINCIPLES

The view that Naropa needs to be a larger institution without being more fragmented and that it needs to realize a higher net revenue from its donors and students

That the above steps are needed to create sustainability for the university, its faculty, and its staff and that sustainability is critical for Naropa to continue to fulfill its mission and to expand its impact

Finally, to be able to grow and gain a higher net revenue from donors and students, Naropa needs to develop and deliver a clearer story of distinctiveness

This framework has remained essentially the same since May

- **Shown on the following pages, italics indicate any changes since May**

DELIVER DISTINCTION WITH EXCELLENCE

Strategic Framework (1 of 4)

Naropa will pursue a strategic position which builds upon and enhances its distinctiveness

- **Clearly define Naropa's distinctiveness and what it delivers**
- **Find and enroll more students who are truly seeking what Naropa offers**
- **Deliver distinction with excellence**

Note: Differences from the May framework are indicated by italics

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DELIVER DISTINCTION WITH EXCELLENCE

Strategic Framework (2 of 4)

To deliver distinction with excellence, Naropa will:

- **Strengthen the educational experience**
 - Clarify and enhance Naropa’s approach to contemplative education
 - Broaden Naropa’s foundational undergraduate curriculum
 - Replace academic facilities at Arapahoe, upgrade academic facilities at other campuses
 - Integrate a greater diversity of perspectives and cultures
 - Provide enhanced support for students and others in the community facing Naropa’s introspective challenge
 - Be more intentional in preparing graduates to thrive and make a difference
- **Create mechanisms to build community**
 - Invest to create community on all campuses – including a new community and learning center
 - Acquire additional student housing
- **Invest in faculty and staff**
 - Raise faculty and staff salaries over five years, towards a target of the 50th percentile of peer institutions
 - Invest in training and development
- **Grow the institution**
 - Grow residential enrollment to fill the current capacity of Naropa’s facilities
 - Grow online low residency programs
 - Make major facilities and infrastructure investments to support growth

Note: Differences from the May framework are indicated by italics; “Grow the institution” used to read “Grow the institution in two phases” and the supporting dashpoints had indicators of order (first, second); The alteration was made to accommodate all of the facilities investments under the third dashpoint and also to include infrastructure in the third dashpoint to recognize the need to plan for technology investments at Naropa

DELIVER DISTINCTION WITH EXCELLENCE

Strategic Framework (3 of 4)

Pursue a balanced portfolio of measures to make the university financially sustainable:

- **Raise net tuition by a combination of maintaining Naropa's tuition rate growth just above inflation, and decreasing the undergraduate discount rate by several percentage points**
- **Increase the average class size by 10% by department or program**
- **Pursue creative restructuring of ranked faculty teaching responsibilities in order to gain a 10% increase**
 - **Possibilities might include reducing the number of class preparations per faculty member while increasing the unit value of courses; restructuring the calendar; or allowing faculty variable course loads over multiple years**
- **Restructure extended studies to achieve financial success, better serve the greater community, and work collaboratively with Advancement to meet the fundraising goals of the university**
- **Use clarity of purpose and specific initiatives defined through Naropa's strategic plan to boost net fundraising revenue**
- **Building on past work, establish a small cross-constituent team that will explore innovative ideas for Naropa's future – with the goal of enhancing Naropa's distinction and delivery of excellence**
 - **Part of this group's charter will be to look for strategic alliances with other institutions to achieve Naropa's mission**

- **Financial measures must be reassessed each year to reflect current economic conditions**
- **The overall strategic plan should undergo a major review and reassessment after 5 years**

Note: Differences from the May framework are indicated by italics

DELIVER DISTINCTION WITH EXCELLENCE

Strategic Framework (4 of 4)

To jumpstart this strategy, Naropa will utilize, as necessary, \$1-2M of cash from:

- **Proceeds from the sale of Sangha House**
- **Unused bond proceeds in place for the Nalanda campus**
- **Recent bequests and other segregated funds**

Note: Differences from the May framework are indicated by italics

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RESTORING THE DISCOUNT RATE

The Naropa Board recognizes that any reduction in undergraduate financial aid is a temporary measure and intends to restore it in future years as finances allow