

STRATEGIC PLANNING COUNCIL  
Minutes

September 15, 2006

9:00 – 10:00

Babbitt Administrative Center 206

Attending: John Haeger, Dina Barnese, Sarah Bickel, David Bousquet, David Camacho, Katie Desmond, Fred Estrella, Bruce Fox, Mary Blackett, Liz Grobsmith, Fred Hurst, Brad Nolan, Tom Paradis, David Patton, Karen Publiesi, Blase Scarnati, Kathe Shinham, Diane Verkest, Molly Williams, Marsha Yowell, Christy Arazan, Pat Haeuser

1. President Haeger highlighted key issues affecting the planning environment, updating the Council on issues such as the FY08 Budget Request, tuition, expanding health professions programming, capital projects, NAU-Yuma, enrollment, and issues for future planning such as embracing a public agenda, and increasing our focus on being accountable and affordable.
2. The Strategic Planning Council binder was paged through primarily to show new members the work of the 2005-06 Council through the June meetings.
3. The Council's action plan for the year was discussed.
  - a. The new Strategic Plan brochure will be ready for distribution to campus in October
  - b. The immediate task for the Council is to finalize the goals/strategies/ and initiatives that will be discussed with the campus this fall.
  - c. The October 4<sup>th</sup> meeting will break up into workgroups to try to finalize goals 1,2,3,and 6.
  - d. On October 27<sup>th</sup>, the Commission on Native Americans will consult with the Council on goal 5.

STRATEGIC PLANNING COUNCIL  
Minutes

October 6, 2006  
9:00 – 10:30

Babbitt Administrative Center 206

Attending: John Haeger, Beth Applebee, Dina Barnese, Sarah Bickel, Mary Blackett, David Bousquet, David Camacho, Katie Desmond, Fred Estrella, Bruce Fox, Bill Grabe, Liz Grobsmith, Fred Hurst, MJ McMahon, Brad Nolan, David Patton, Karen Pugliesi, Blase Scarnati, Kathe Shinham, Marsha Yowell, Pat Haeuser

1. President Haeger highlighted key issues affecting the planning environment updating the Council on issues such as where we are in the tuition deliberation process and the FY08 budget request process including how the legislative funds 22:1 enrollment growth.
2. Pat distributed this year's strategic plan titled "Pathways to Success." It will be distributed widely on and off campus. Members suggested the designer/s/ of the document should be complimented.
3. The Council broke up into to workgroups to work on goals 1, 2, 3, and 6. Attached is the composition of the workgroups.
4. Workgroups should be prepared to share their work-products at the October 27<sup>th</sup> meeting. Workgroups are encouraged to meet as much as they need to between now and the 27<sup>th</sup> to "finalize" the goal they are working on to the stage where it can be shared with the campus.
5. Next Meeting: Friday, October 27, 2006, BAC 206, 9:00-10:30. Commission on Native Americans will address on the Council on goal #5.

Workgroups  
Goal # 1 Student Centered University  
Karen Pugliesi - facilitator  
Marsha Yowell  
Katie Desmond  
Bill Grabe  
Sarah Bickel

Goal # 2 Regional and Global Stewardship  
Liz Grobsmith - facilitator  
Blase Scarnati  
David Patton  
Beth Applebee  
Kathe Shinham  
David Camacho

Goal # 3 Access, Learning, and  
Affordability  
David Bousquet - facilitator  
Fred Hurst  
Brad Nolan  
Molly Williams  
Bruce Fox  
MJ McMahon

Goal #6 Accountable, Innovative, and  
Sustainable Practice  
Fred Estrella - facilitator  
Mary Blackett  
Tom Paradis  
Dina Barnese  
Diane Verkest  
Marc Ford

STRATEGIC PLANNING COUNCIL  
Minutes

October 27, 2006  
9:00 – 10:30

Babbitt Administrative Center 206

Attending: Beth Applebee, Dina Barnese, Mary Blackett, David Camacho, Katie Desmond, Fred Estrella, Marcus Ford, Bruce Fox, Liz Grobsmith, Tom Paradis, David Patton, Karen Pugliesi, Blase Scarnati, Diane Verkest, Marsha Yowell, Pat Haeuser

1. Planning Environment. Pat distributed a handout showing FY07 budget allocations, and mentioned the series of meetings the president has held with students on setting the FY08 tuition levels.
2. Forum for the Long Range Plan Report. Marc reported that the president had proposed the Long Range Plan Report be discussed at the leadership retreat in January, and he thought that was a good idea. A later forum for the campus can also be planned.
3. Native American Goal Recommendations. Several representatives of the Commission for Native Americans attended the meeting including Octaviana Trujillo and Kathy Cruz-Urbe. Octaviana distributed the Commission's Strategic Plan 2007-2011 and discussed each of its goals and initiatives. She entertained questions and comments about the goals. The Council needs to review its draft goals in light of the Commission goals. A workgroup of Marsha, David Camacho (facilitator), Karen and Blase agreed to bring back a revision for the November 17<sup>th</sup> meeting.
4. Workgroup Progress. The Council reviewed the workgroup progress on each of the goals and made some revisions. Workgroup #2 did not think the revision adequately reflected their thoughts and Liz offered to facilitate their continued work on this goal.
5. Next Meeting: Friday, November 17, 2006, BAC 206, 9:00-10:30.



STRATEGIC PLANNING COUNCIL  
Minutes

November 17, 2006  
9:00 – 10:30

Babbitt Administrative Center 206

Attending: Beth Applebee, Dina Barnese, Mary Blackett, Katie Desmond, Fred Estrella, Liz Grobsmith, Bill Grabe, Tom Paradis, Diane Verkest, Pat Haeuser

1. Planning Environment. Liz identified accountability and international and study abroad as two key areas of national emphasis from the NASULGC conference. Other emerging agenda items identified in a handout she distributed include competitiveness (research, math/science, etc.) and reauthorization of the farm bill. Fred identified issues with data communication/privacy/patriot act provisions that are garnering considerable national attention.
2. Five Year ABOR/OSPB Strategic Plan. Pat provided background on the plan and its focus, and engaged members to contact her with specific edits or comments.
3. Finalize Goals. Members reviewed goals 2, 5 and 6 carefully and made many revisions to focus and clarify initiatives. After all revisions from this round are complete, Pat will distribute the plan for a final read-through by members.
4. Plan for Campus Input. Members discussed some interesting different ways to get increased student, staff and community input into the plan. Dina brought up the example of how New Orleans used focus groups around issues to gather input and Tom suggest perhaps a charrette process might be used. This led to a discussion that two or three strategies could be used focusing on how to get natural networks of people to provide feedback. Pat will try to develop these ideas for further discussion/refinement at the next meeting.
5. Next Meeting: Friday, December 8, 2006, BAC 206, 9:00-10:30.



STRATEGIC PLANNING COUNCIL  
Minutes

December 8, 2006

9:00 – 10:30

Babbitt Administrative Center 206

Attending: John Haeger, Beth Applebee, Dina Barnese, Sarah Bickel, Mary Blackett, David Camacho, Katie Desmond, Bruce Fox, William Grabe, Liz Grobsmith, MJ McMahon, Mark Neumayr, Tom Paradis, David Patton, Karen Pugliesi, Blase Scarnati, Diane Verkest, Molly Williams, Marsha Yowell, Pat Haeuser, Eva Hatchner

**1. Planning Environment**

President Haeger highlighted key issues affecting the planning environment, updating the Council on the outcomes of the recent ABOR's meeting including tuition rate increase (5% for in-state, 7% for out-of-state students) and Regents' request for more concise and specific strategic plans. ABOR withheld approval of the fees until January.

According to some sources the state revenue forecast is not as good as the original projections which will affect universities' funding and NAU may have to fund some of its priorities from tuition revenue.

In addition to the prop 301--Technology, Research, and Innovation Fund (TRIF) money (\$2.1 mil) allocated for the new health professions programming NAU is seeking additional \$4 million from the legislature. These funds will be allocated to expand existing programs and be used to hire new faculty members.

Pat Haeuser introduced Eva Hatchner as a new Planning and Policy Analyst, who then distributed documents including fall 06 student geo-distribution and Flagstaff area geo-demographic profile.

**2. Goals/Initiatives for Spring Roll-Out**

President Haeger pointed out that the wording of the *Regional and Global Stewardship* goal is not clear enough when standing on its own and further refinement is needed.

**3. Alternatives for Spring Roll-Out**

The Council discussed the alternatives and agreed to the Alternative #3— discussing the goals and strategies within individual colleges and vice presidential areas— and a cross-disciplinary forum allowing faculty, staff, students, and administration hear each other's point of views. Use of clickers as a technology enabling broader participation was encouraged. It was recommended that student workers are encouraged to participate in the discussions during their work hours. The council discussed distribution strategies for the final plan in fall 07. The Council agreed to engage external audiences including college advisory boards,

City Council, and others in the process. Pat Haeuser will be working with the smaller groups to finalize the roll-out plan.

**4. Revised format for Unit Plans**

The council agreed that the VP strategic plans should be consolidated using the new format. The final format template will be distributed by 12/15.

**5. Revised Graphic of Planning Process**

Pat Haeuser presented a new visual depicting university's strategic planning process. The Council recommended that the graphic is further revised to demonstrate both—the proactive and reactive nature of the process. A new graphic will be distributed to the council by 12/31.

STRATEGIC PLANNING COUNCIL  
Minutes

January 19, 2007

9:00 – 10:30

Babbitt Administrative Center 206

Attending: Dina Barnese, Sarah Bickel, Mary Blackett, David Bousquet, David Camacho, Katie Desmond, Marcus Ford, Bruce Fox, William Grabe, Liz Grobsmith, Tom Paradis, David Patton, Blase Scarnati, Diane Verkest, Marsha Yowell, Pat Haeuser, Renee Marie Engel, Eva Hatchner

**1. Planning Environment**

Pat Haeuser pointed out that, as reported in the InsideNAU newsletter, the budget recommendation from the governor's office is in sync with several of the university's requests. She also noted that

- the macro budgets are in and the retreat will be in February,
- the lease for the new Phoenix facility was signed,
- the new minimum wage rate went into effect, and
- although the future of the student fee for wireless campus is uncertain, the initiative will continue to be one of the university's priorities.

David Bousquet mentioned that the new target for the Fall 2007 freshman class enrollment as announced by Dr. Haeger is 2,800. Distance Learning area is charged to increase the enrollment by 250 students.

Liz Grobsmith updated the Council on NAU's international initiatives noting that:

- the ad for the CIE's director is posted in the Chronicle,
- 3 open position lines in the CIE have been filled,
- the university can expect additional 30-40 students from China in fall 07,
- the partnership with a community college in Hong Kong is expected to generate new HRM enrollments, and
- CCIE selected NAU for providing master's programs in TESL.

**2. Strategic Plan Feedback Sessions – Action Plan**

Eva Hatchner provided information about the new feedback web form, online bulletin boards, and updates on the feedback sessions that had been confirmed:

- COD meeting on 1/24
- Revolving door roundtables on 2/13 and 2/20
- ITS meeting on 2/21

Dina Barnese informed the Council about the feedback session during the SPAC meeting on 1/18. Some Council members including David Bousquet and Bruce Fox recommended that additional off-campus sessions involving parents, alumni, city and county officials should be considered. The council discussed the promotion of the sessions through InsideNAU and that during the next few months the newsletter should have a steady column devoted to strategic planning.

**3. Strategic Goals Evolution**

Eva Hatchner introduced a document outlining an evolution of the university's strategic goals since 1950s and asked the Council to review the chart and provide comments.

Marcus Ford noted that although the environment has changed, the liberal studies' requirements have not really changed. David Patton and Blase Scarnati pointed out that the explanation may be in today's more specialized education and a more evident cross-disciplinary approach.

**4. Array of NAU's plans and their interrelationship**

Pat Haeuser reviewed university's plans structure and how the individual plans ultimately feed into the university's strategic plan.

STRATEGIC PLANNING COUNCIL  
Minutes

February 2, 2007

9:00 – 10:30

Babbitt Administrative Center 206

Attending: John Haeger, Beth Applebee, Dina Barnese, Sarah Bickel, Mary Blackett, David Bousquet, Fred Estrella, Marcus Ford, William Grabe, Tom Paradis, David Patton, Blase Scarnati, Kathe Shinham, Diane Verkest, Pat Haeuser

**1. Planning Environment**

- a. Marc Ford has had an article accepted in a journal published by the Society for College and University Planning (SCUP). The journal *Planning for Higher Education* will feature his article in an upcoming issue. A copy of the article will be emailed to members of the Planning Council.
- b. President Haeger spoke about the importance of the University's public agenda, and how the State and Regents are focusing resources on this agenda. TRIF (proposition 301) monies were approved in late fall for expansion of health programs and the expansion of distance learning. Combined with the Governor's proposed FY08 budget, this has led to intense health professions action planning. One possible outcome may be the dissolution of the Consortium of Professional Colleges and Schools, and the creation of a new Nursing and Health Professions College.
- c. Pat Haeuser distributed some graphs presented by the Joint Legislative Budget Committee (JLBC) staff at hearings with the Senate and House Appropriations Committees. The graphs illustrate the new funding proposed by JLBC and the executive branches, and a history of university funding.

**2. Strategic Plan Feedback Sessions**

Pat Haeuser distributed a fuller schedule of the feedback sessions and the written comments from the first two sessions with the Service Professional Advisory Council (SPAC) and the Council of Deans, and from comments sent to the web. The feedback comments will be updated as sessions are held and are found at <http://www4.nau.edu/pair/UniversityPlanning/GetInvolved/GetInvolved.asp> Two of the web comments suggested wording changes that the Council agreed to change immediately.

Pat Haeuser encouraged Council members to try to get people to attend the sessions. Eva Hatchner will solicit advice from Council members on questions for the Bulletin Boards with community members.

**3. University Planning Priorities**

Pat Haeuser distributed a list of the current planning priorities. Marc pointed out that while the other priorities should be familiar to the campus, the emphasis on health professions is probably not well known across campus. Fortuitous events like the Regents in early December approving an additional \$10 million dollars over 5 years to be used for expanding health professions were announced, but probably not really noticed by most faculty and staff.

The Leadership retreat on February 16<sup>th</sup> will provide a forum for consideration of a new/revised list of FY08 planning priorities.

**4. NCA Progress Report**

Karen Pugliesi discussed progress on the North Central Accreditation self-study. Faculty, staff, and students will be invited to read and comment on a draft of the report beginning Wednesday, February 7. Following a comment period, the final self-study document will be developed. A series of presentations and events will be scheduled this spring and especially next fall as prelude to the campus visit on October 22-24, 2007. The self study and NCA visit will be linked very closely with the publication of the new strategic plan.

**5. Strategic Goals Evolution**

Members are encouraged to send any comments about the color coding or other planning documents from earlier decades to Pat Haeuser or Eva Hatchner. Tom Paradis suggested we might wish to think of other venues for this beyond the NCA document as an educational piece for campus.

STRATEGIC PLANNING COUNCIL  
Regular Meeting Minutes  
April 6, 2007, 9:00 am–10:30 am  
Blome Building, Pattea Conference Room

In Attendance:

Pat Haeuser, Beth Applebee, Mary Blackett, David Bousquet, David Camacho, Katie Desmond, Fred Estrella, Marcus Ford, Bruce Fox, Fred Hurst, Thomas Paradis, Karen Pugliesi, Sara Rinfret, Blase Scarnati, Kathe Shinham, Diane Verkest, Marsha Yowell, Renee-Marie Engel

### **1. Planning Environment**

- A. Pat Haeuser provided a one page handout containing three graphs, produced by the Planning and Institutional Research office for the 2007 Assessment Fair. The three graphs are:
1. Northern Arizona University, Total Educational Revenue Structure.
    - a. A 'Column Chart' illustrating the relationship between three major revenue sources received by the university from 1995-2006 (12 year span): 1. State Appropriations, 2. Tuition and Fees, 3. Other Revenue.
    - b. In 1995, the university received 49% of its revenue base from state appropriations and 30% from tuition and fees. However, in 2006 state appropriations accounted for only 41% of the university's revenue base, with tuition and fees around 27%. The difference was made up by the "other revenue" category, which includes items like grants and contracts.
  2. NAU Funding vs. Higher Education "Cost of Living"
    - a. A 'Line Chart' that takes a comparative look at the HEPI Index, Tuition, and State Support per FTE over a 12 year period (1993-2006).
    - b. In 2005, the HEPI index was 3.6% and increased to 5.0% in 2006 due primarily to the rising cost of utilities.
    - c. Significant tuition increases occurred in 1994 and 2004.
    - d. A significant decline in state support per FTE occurred in 2002 and 2003, which the university is still recovering from.
    - e. A question about the HEPI index was asked. HEPI stands for the Higher Education Price Index. It is an inflation index designed specifically for higher education, and is a more accurate indicator for colleges and universities than the CPI (Consumer Price Index).
  3. 2005/2006 Undergraduate Resident Tuition
    - a. A 'Bar Chart' illustrating 52 flagship universities across the country, ranked against a national average undergraduate resident tuition of \$6,223/yr.
    - b. The highest undergraduate resident tuition was \$11,508 (Pennsylvania State University, University Park). The lowest

tuition was approximately \$3,000/yr (University of Florida). In FY 2006, ABOR's approved tuition for NAU was \$4,393/yr.

- B. Arizona State Legislative Session, FY 2008 Proposed Budget Update:
  - 1. Health Professions Initiative: \$4M funding received a positive response in the Senate and is under consideration by the House.
  - 2. Potentially, the universities may receive some retention funding.

## **2. Feedback from Sessions – What Else Can We Learn?**

- A. Pat Haeuser distributed a one page handout entitled “Ideas from the Strategic Plan Feedback Session”. The 18 items listed were generated through feedback from the internal and external community. These may be ideas for divisional leaders to explore further, if they have not already.
- B. Council members provided the following feedback to the list:
  - 1. The “mug” program is already in place (EMSA).
  - 2. Vista training for faculty is already in place (Provost)
  - 3. Recycling e-waste is already in place (Joint effort by NAU Facilities and the City of Flagstaff).
  - 4. Clarification was requested on the following two ideas:
    - Test Preparation Center
    - Mandatory Research Methods Class
  - 5. One idea not on the list, but given as feedback at more than one of the internal community meetings, was increased tuition remission for Graduate Students. Pat Haeuser indicated that this was proposed as a budget priority for FY 2008.
- C. It was suggested that an ad or article be placed in the Lumberjack student newspaper, updating the internal community on what ideas are already in place and defining an implementation plan on the others.

## **3. Strategic Plan Final Approval**

- A. Updates suggested at the Monday, April 2, 2007 ‘Special’ Planning Council meeting were presented by Pat Haeuser. Additional changes proposed by Council members since Monday’s meeting were distributed and discussed. Additional changes were incorporated, and the final approval was granted by the Council.
- B. The final version will be sent to a professional editor and distributed next week. Pat Haeuser thanked everyone for their outstanding efforts over the last year. Now on to Performance Measures.

## **4. Strategic Plan Performance Assessment –First Draft**

- A. Now that the Strategic Plan is finalized, Pat Haeuser discussed the remaining steps and timelines in our planning process. Over the next two months, the Council will split up into smaller working groups to develop performance measures for each of the seven goals and strategies.

Subgroups will report back to the full Council with performance measure recommendations.

- B. To help facilitate metric development for our finalized Strategic Plan, Renee-Marie pulled together 8-10 possible measures for each of the seven goals, and 2-4 possible measures for each of the strategies. Performance measures for the 'Initiatives' will be completed at the Vice President level. Two handouts distributed and discussed were:
1. SUMMARY VIEW - Goal Performance Measures
    - This document contains a one page summary for each Goal. (7 pages total). Pat Haeuser recommended each subgroup start by focusing on Goal metrics. Once completed, move on to Strategy Metrics.
    - A column for "Key Metric Responsibility" was added.
  2. DETAIL VIEW – Goals & Strategy Performance Measures
    - This document is made up of 18 legal sized pages (one set), and contains not only performance measures and metric responsibilities for each goal but for each strategy.
    - A column containing the initiatives is provided for reference, and to ensure a complete planning document.
- C. Pat Haeuser asked that each Council member contact her within the next week, and indicate what Subgroups they would like to participate in. Renee-Marie will be facilitating the Subgroup meetings, so feel free to contact her if questions arise at 3-5857 or [reneemarie.engel@nau.edu](mailto:reneemarie.engel@nau.edu).

The meeting ended around 10:10 am.

STRATEGIC PLANNING COUNCIL  
Regular Meeting Minutes  
April 20, 2007, 9:00 am–10:30 am  
Blome Building, Pattea Conference Room

In Attendance:

Pat Haeuser, Beth Applebee, Dina Barnese, Sarah Bickel, Mary Blackett, David Bousquet, Bruce Fox, Liz Grobsmith, MJ McMahon, Thomas Paradis, Karen Pugliesi, Blase Scarnati, Diane Verkest, Eva Hatchner, Renee-Marie Engel

**1. Planning Environment**

- Pat Haeuser informed the Council about availability of our high research peer institutional data on the PAIR's web site.  
<http://www4.nau.edu/pair/PeerInstitutions/PeerInstitution.asp>
- Eva Hatchner provided two maps demonstrating geodistribution of both Flagstaff campus and Distance Learning students.
- ABOR's Solutions for Arizona Future is starting to meet and discuss various issues including financial aid, capital needs, funding formulas, and Arizona higher education marketing.
- The law suit filed by a student after the tuition hike in 2003 is still in court.
- David Bousquet noted that the recent Virginia Tech incident may have implications for NAU: as a smaller school we may attract more students; on the other hand, the Blacksburg community is similar to Flagstaff and that may negatively impact our enrollments.

**2. Performance Measures**

- Renee Marie distributed a meeting schedule for 7 subgroups charged with reviewing proposed performance measures and a draft of the goal measures and encouraged everybody to contact her with any questions regarding the documents.
- The council agreed to rephrase strategic goal #3 to read *Sustainability and Stewardship of Place*.
- An additional column identifying responsible divisions/units for key metrics would be useful to add to the goal measures draft.

**3. NCA Day**

- Karen Pugliesi shared an initial plan for the Celebrate NAU Day event and it was very well received. She encouraged the Council members to contact her if they want to participate in the further planning efforts.
- Pat Haeuser and Eva Hatchner shared an idea to promote the new strategic plan through a desktop tent-style 15-month calendar that could be distributed to all faculty and staff. The Council welcomed the idea and recommended to look into mouse pads and poster calendars as additional promotional items as well. Diane Verkest noted that we need to come up with an alternative giveaway for those employees who do not have a permanent desk and computer.

**4. Other Items**

- Pat Haeuser recommended that the SPC focuses on environmental scanning and longer range budget priorities planning in the next year strategic planning cycle. The decision theater can be a part of the environmental scan in November 2007. The Council suggested that the SPC members help facilitate strategic planning at the unit level. It will be important to find ways to integrate the Diversity Commission into the strategic planning efforts.
- A handout of the budget priorities presentation made by Dr. Haeger on 4/13 was distributed among the Council members.
- Four divisions have already submitted their strategic plans. Consolidating the plans should be significantly easier this time because the documents share the same structure and format.

The meeting adjourned around 10:00 am.