



# NORTHERN ARIZONA UNIVERSITY

## **NORTHERN ARIZONA UNIVERSITY** **STRATEGIC PLANNING COUNCIL**

Regular Meeting Minutes

September 21, 2007, 9:00 - 10:30 A.M.

Babbitt Administrative Center (BAC) 206

### **In Attendance:**

Pat Haeuser, Dina Barnese, Mary Blackett, David Bousquet, Katy Culley, Lee Drickamer, Bruce Fox, Rich Lei, Tom Paradis, Karen Pugliesi, Krista Rodin, Blase Scarnati, Michael Stevenson, Diane Verkest, ReneeMarie Engel

1. **Welcome & Introductions:** First Meeting of Academic Year
2. **Strategic Plan Publication:** Passport to Global Learning, Discovery, and Engagement, Northern Arizona University, September 2007.
3. **Planning Binder:** New three ring binders were distributed, and reviewed for the benefit of new members.
4. **Divisional Strategic Plan Publication:** PAIR Staff are summarizing the Divisional Strategic Plans, and will distribute in October 2007.
5. **Planning Environment:**
  - A. Pat Haeuser distributed a one page summary of NAU's FY 2009 Proposed Budget Request, which includes:
    1. Core Needs Budget Request = \$14.7M, including \$6.6M for enrollment growth.
    2. Strategic Investments Request = \$14.2M, including a \$2.5M faculty salary competitiveness match proposal.
    3. Capital Funds Request = \$11.8M, including \$10.4M for FY 2009 Building Renewal.
    4. Annual Personnel Report Competitive Salary Request = \$23.9M
  - B. Pat Haeuser highlighted a document within binder titled: Strategic Directions and Performance Indicators Macros Level, Arizona University System 2020 Strategic Plan, dated September 14, 2007. This document was produced by the Arizona Board of Regents, and proposes four Goals and accompanying indicators:
    1. Educational Excellence (Access, Attainment, Alignment)
    2. Research Excellence
    3. Workforce and Community Engagement
    4. Productive Use of Resources.
  - C. Pat Haeuser discussed another document within the binder titled: Proposed University System Performance Measure. Reporting on the metrics detailed is required by the Governor's Office of Strategic Planning & Budgeting (OSPB).

- D. Another document highlighted was the 10 page colored summary from Accountability University. The document is a template for Universities to consider if they choose to participate in the Voluntary System of Accountability (VSA).
  - E. David Bousquet raised two planning environment items:
    - 1. Today's Arizona Republic newspaper had an article about the state's budget shortfall, and how this may affect the \$470M budget proposal to fund a new biotech campus before the Arizona Board of Regents (ABOR) next week.
    - 2. Today's AZDailySun newspaper had an article detailing concerns by Arizona lawmakers regarding ABOR's policy on Regent Set Aside (RSA) need based financial aid.
- 6. Self-Study Mission & Integrity; Preparing for Future Sections; Planning for the NCA Visit on October 22, 23, and 24<sup>th</sup>, 2007.**
- A. Karen Pugliesi discussed upcoming North Central Association (NCA) site visit on October 22, 23, and 24<sup>th</sup>. Ten members will be visiting the Northern Arizona University campus, but only two will meet with the Strategic Planning Council (SPC). Karen anticipates the meeting to occur on Monday, October 22<sup>nd</sup>, from 1:30 to 2:30 pm. *The two team members meeting with the Council will likely ask about our strategic planning process and plans for extending planning further into the organization.*
  - B. By the October 12<sup>th</sup> Strategic Planning Council (SPC) meeting, members were asked to read the following chapters, in preparation for NCA team questions:
    - 1. Introduction (page 1-24)
    - 2. Criterion One: Mission and Integrity (page 25-60)
    - 3. Criterion Two: Planning for the Future (page 61-88)
    - 4. Review summaries of the sections for each criterion, which highlight directions for the future.
  - C. Further site visit preparation will occur at the October 12<sup>th</sup> and 19<sup>th</sup> meetings, so please bring your questions.
- 7. Performance Assessment; Accountability Measures & Publications**
- A. Pat Haeuser discussed documents within the September tab of the binder:
    - 1. Strategic Plan, Goal Performance Measures, DRAFT July 30, 2007, 4 pages. This document was also distributed to Council members in July 2007.
    - 2. FY 2007 Strategic Plan, Performance Measure Assessment, DRAFT September 21, 2007, 2 pages. This document is a work in progress, and currently in draft form. The document will be distributed with data rationale at the next Council meeting, for discussion and approval. The color coded LEGEND for the draft is:
      - a) **Green** signifies Outcome is at a Satisfactory Level or Improving.

- b) **Yellow** signifies the need to watch and try to improve the outcome.
  - c) **Red** signifies a major disconnect from Strategic Plan metrics.
  - d) **White** signifies that not enough data currently exists to determine metric outcome.
3. Pat Haeuser distributed a new handout titled “DRAFT - Strategic Plan Accountability Report, September 2007, Goal 1 Accountability”. This 3 page draft handout includes a colored summary assessment of the nine measures for Goal One, and a proposed metric. For example: Goal One’s first measure is the National Survey of Student Engagement senior measures for: level of academic challenge, active & collaborative learning, student-faculty interaction, enriching educational experience, and supportive campus environment. A data table is presented, with PEER comparisons, and a brief narrative summary.
- a) Drafts for all seven goals will be completed and distributed at the next Council meeting.
  - b) Members asked that each measure clarify if data is for Flagstaff campus only, or for all NAU campuses.
  - c) Members asked that we consider creating an electronic portfolio for the data, so drill down can occur from statewide, to campus specific, and down to college specific if possible.
  - d) Multiple audiences exist for this final report: from internal campus & administration, external community, ABOR, and NCA team members.
8. **FY 2008 – FY 2010 Planning Budget Assumptions**
- A. Pat Haeuser discussed the final 3 document included within the binder’s September tab:
- 1. Budget and Planning Timeline and Processes, 9/29/07,
  - 2. DRAFT Northern Arizona University Resource Principles, 9/20/07,
  - 3. FY 2008-2010 Budget Planning Assumptions.
- B. Pat asked for additions/edits to the FY 2008-2010 Budget Planning Assumption list.
- 1. Members suggested deleting the word “problems” from the “traffic, parking, and dealing with growth” assumption.
  - 2. Members suggested the Council look at the goal to increase enrollment by 500-1,000 students, by examining enrollment limits for the Mountain campus site, and class size.
  - 3. At a future Council meeting, David Bousquet will discuss the assumption on block & fixed tuition for entering Flagstaff students.

**Other: Next Council Meeting is Friday, October 12, 2007, from 9-10:30 AM in the Babbitt Administrative Center (BAC) 206.**



# NORTHERN ARIZONA UNIVERSITY

## STRATEGIC PLANNING COUNCIL

Regular Meeting Minutes

October 12, 2007, 9:00 - 10:30 A.M.

Babbitt Administrative Center (BAC) 206

### **In Attendance:**

President John Haeger, Pat Haeuser, Beth Applebee, Dina Barnese, Sarah Bickel, Mary Blackett, David Camacho, Lee Drickamer, Fred Estrella, Bruce Fox, Rich Lei, Tom Paradis, Karen Pugliesi, Krista Rodin, Blase Scarnati, Michael Stevenson, Diane Verkest, Molly Williams, ReneeMarie Engel, Eva Hatchner

### **1. Planning Environment:**

- A. Dr. Haeger updated the Council on the State's reduced revenues, and how this may impact Northern Arizona University's approved FY 2008 budget, and proposed FY 2009 Budget. The Governor has not asked the Universities for FY 2008 budget cuts, but may be discussed at upcoming legislative session.
- B. Dr. Haeger discussed a recent report by the National Center for Higher Education Management Systems (NCHEMS). This report was submitted to the Governor's P-20 Council on October 1, 2007, and will be electronically distributed to Council next week. One surprising finding was that younger adults in Arizona are much less likely to have attained a college degree than older members of the work force, and those about to leave the work force are more highly educated than recent entrants to the workforce.
- C. ABOR Staff are looking into various funding formula models which may be a problem for NAU.
- D. Dr. Haeger/Pat Haeuser distributed a 10 page document initiating the annual divisional planning and budget process. Macro budget plans are due to Dr. Haeger and Pat Haeuser on Friday, December 14, 2007. Similar to last year, a Leadership Retreat is planned for January or February 2008 to discuss budget requests. Updated Divisional Strategic Plans are due on March 31, 2008, including performance measures showing evidence of prior year's plan implementation.
- E. The University expects to propose a block tuition program, for new freshmen and transfer students on the Flagstaff campus. If approved, this pilot would begin in Fall 2008. Sarah Bickel also updated the Council on a study to build a new combined Student Recreation, Health, and Wellness Center for the Flagstaff campus. NAU students and administrators recently visited various Campus Recreation and Wellness Centers at other universities around the country. The university is surveying students and parents, and will provide additional updates in the future. For additional information, please visit [www.nau.edu/wellness](http://www.nau.edu/wellness).

### **2. Divisional Strategic Plan – Comments & Distribution:**

- A. Only 250 copies available, although Divisional Plan is available electronically. Distribution recommendations requested. Please forward your requests to Eva Hatchner, [eva.hatchner@nau.edu](mailto:eva.hatchner@nau.edu).
- B. Molly Williams clarified that FY 2007 Accomplishments (2006-2007 academic year) included in this document are actually FY 2006 (2005-2006 academic year) Accomplishments.

**3. NCA Self-Study Discussion:**

- A. Karen Pugliesi discussed the upcoming North Central Association (NCA) site visit on October 22<sup>nd</sup>, 23<sup>rd</sup>, and 24<sup>th</sup>. Two NCA team members will meet with the Strategic Planning Council on October 22<sup>nd</sup>, from 1:30 to 2:30 pm, BAC 206. In preparation, Pat Haeuser and Karen Pugliesi prepared Self-Study discussion questions for today's meeting.
- B. NCA Introduction:
  - 1. The introduction outlines significant changes at the institution since the 1997 NCA visit. The Council discussed those major changes.
  - 2. The introduction identifies responses to the 1997 Comprehensive Review and the 2002 Focused Visit. The Council discussed areas of focus and concern, and what NAU did to address them.
- C. NCA Criterion One: Mission & Integrity. Organization operates with integrity to ensure the fulfillment of its mission through structures and processes that involve the board, administration, faculty, staff, and students.
  - 1. Council discussed evidence to fulfill criterion.
- D. Council will continue the Criterion One discussion, and start the Criterion Two discussion, at next Friday's meeting (October 19<sup>th</sup>, 2007).

**4. Performance Assessment / Accountability Publication:**

- A. An updated 20 page Performance Accountability Measures document was distributed. The only significant change was the addition of Page 20, Data Sources.
- B. The Council liked the Performance Measure Dashboard Summary at the beginning of each goal's section, and asked for symbols to be incorporated. It was recommended that the wording for "Red=major disconnect from strategic plan metrics" be changed so that a measure may possibly qualify for a red designation. Also, it was suggested that the yellow highlights in chart 1.1 be removed so that it is not confused with the dashboard summary yellow.
- C. A template will be distributed at next week's meeting, for members to individually review & record their evaluation of data & charts (green, yellow, red, or white). Please bring completed template to the November 16, 2007 Council meeting.

**5. Strategic Planning Council Outreach Plan for 2007-2008:** Due to a shortage of time, this agenda item was re-scheduled to the next Council Meeting.

**6. Other: Next Council Meeting is Friday, October 19 2007, from 9-10:30 AM in the Babbitt Administrative Center, Room 206.**

STRATEGIC PLANNING COUNCIL  
Minutes

October 19, 2007  
9:00 – 10:30

Babbitt Administrative Center 206

Attending: John Haeger, Beth Applebee, Sarah Bickel, Mary Blackett, David Bousquet, Cici Cruz-Uribe, Lee Drickamer, Fred Estrella, Bruce Fox, Fred Hurst, Rich Lei, Karen Pugliesi, Krista Rodin, Blase Scarnati, Michael Stevenson, Diane Verkest, Molly Williams, Pat Haeuser, Eva Hatchner

**1. Planning Environment**

- NCA consultants arrive on Sunday; the university is well prepared for the 10-year review
- Joint Conference of Colleges (JCC) focuses on the issues of access and affordability of baccalaureate degrees and will be very likely influential in the spring legislative session
- 3 new economic development boards—City of Flagstaff’s Board focused locally, Arizona Economic Resource Organization (AERO) focused on the state economic agenda, Arizona Global Network (AZGN) focused on the international arena
- New TV commercial to influence public awareness of connection between higher education and the economic prosperity of state and the nation—collaboration of the three universities
- Arizona’s recent economic growth mainly due to growth in volatile sectors (real estate, construction); AZ is 36<sup>th</sup> and 39<sup>th</sup> in the nation when it comes to per capita real GDP and per capita personal income, respectively
- ABOR’s university system planning session on 10/18—4 focus areas educational excellence, research excellence, workforce and community engagement, productive use of resources; system measures for each focus area; target measures for each university—still to be refined and further discussed but the measures are very ambitious
- Block tuition feedback session on 10/18—only 6 attended and expressed interest in the proposed tuition program

**2. Self Study Criterion 2 Discussion**

- Planning for the future – aligning budgeting and strategic planning processes; engaging campus community; embedding planning deep within the institution
- Ensuring ability to thrive – connecting students with the broader community through internships (real living-learning community regardless of students’ residence); dynamic planning process; active with legislature; marketing activities; investments in advancement
- Strategic plan’s goals and strategies are fairly stable; initiatives and priorities change more frequently

### **3. Documents**

- University priorities 2007-2008
- University priorities 2008-2009 Communication plan proposal
  - Feedback:
    - provide in-depth information about each priority and historical reference; provide explanation of the strategic planning process and how priorities fit within the process
    - add a local Yuma session; include Yuma Advisory Board
    - more feedback to be provided via email; finalize the plan by the end of November
- Performance measures
  - Matrix—to be completed by the SPC members by the end of November



# NORTHERN ARIZONA UNIVERSITY

## STRATEGIC PLANNING COUNCIL

Regular Meeting Minutes

November 16, 2007, 9:00 - 10:30 A.M.

Babbitt Administrative Center (BAC) 206

### **In Attendance:**

Beth Applebee, Sarah Bickel, Mary Blackett, David Bousquet, David Camacho, Cici Cruz-Uribe, Katy Culley, Lee Drickamer, Bruce Fox, Liz Grobsmith, Pat Haeuser, Tom Paradis, Karen Pugliesi, Krista Rodin, Blase Scarnati, Kathe Shinham, Michael Stevenson, Diane Verkest, Susan Schroeder, ReneeMarie Engel, Eva Hatchner

### **1. Planning Environment:**

- A. The FY 2008 revenue shortfall has created problems for the FY 2008 and FY 2009 budgets and the state is looking at various options to cut expenditures. Pat Haeuser distributed JLBC's memorandum outlining budget shortfall options.
- B. Sarah Bickel reports that NAU students (survey, focus groups) support the proposed \$250 per semester wellness center fee.
- C. The university strategic plan prepared for the OSPB was submitted to ABOR for comments. The final document is due to the state on 1/1/2008.

### **2. Performance Measures – Comments:**

- A. Measure 1.7
  - It's part of ABOR's RAM;
  - In the future, report this measure by campus, potentially even by college
  - It would be interesting to review peer data for meaningful comparisons and goal-setting
  - The council agreed on "yellow" designation
- B. Measure 1.9
  - It's essential to the Board as it measures outcome
  - A new funding proposal suggests 25% of funding to be based on degrees and 75% on enrollment
  - The council agreed on "yellow" designation
- C. Measure 2.7
  - David Bousquet noted that most students who qualify for need-based aid receive merit-based aid; he added that when students leave the university it's mostly because of personal and/or financial reasons
  - The council agreed on "green" designation
- D. Measure 3.5
  - ABOR is working on setting the STEM degree award goals for all three universities

- Karen Pugliesi mentioned that secondary ed. enrollment in the STEM disciplines is very low
- Leak factor: 40% of STEM graduates (teachers?) leave the state
- The council agreed on “yellow” designation
- E. Measure 3.7
  - This measure should be dissected by campus
  - The council agreed on “yellow” designation
- F. Measure 3.9
  - The council agreed on “yellow” designation
- G. Measure 4.5
  - The council agreed on “yellow” designation
- H. Measure 5.1
  - Remove international faculty from the graph
  - In the future report by college
  - The council agreed on “yellow” designation
- I. Measure 5.4
  - Change scale
  - Needs perspective: what is acceptable percentage of diverse students? What is the percentage of diverse population eligible to be admitted to the university?
  - The council agreed on “yellow” designation
- J. Measure 5.5
  - Add SCH in diversity courses
  - The council agreed on “green” designation
- K. Measure 5.6
  - The council agreed on “yellow” designation
- L. Measure 7.2
  - The council agreed on “red” designation
- M. Measure 7.3
  - The list is 4-years old
  - What is an acceptable rate of maintenance?
  - The council agreed on “yellow” designation
- N. Measure 7.5
  - The council agreed on “yellow” designation
- O. Measure 7.8
  - The council agreed on “yellow” designation

**3. Others:**

- A. Assessment and Accountability webcast reminder.
- B. Climate Change conference reminder
- C. Communication plan for priorities
  - Encourage discussion about “other” priorities that are not necessary included in the 2009-2013 OSPB plan
  - Change CSAC session to 2/13



# NORTHERN ARIZONA UNIVERSITY

## STRATEGIC PLANNING COUNCIL

Regular Meeting Minutes

February 1, 2008, 9:00 - 10:30 A.M.

Babbitt Administrative Center (BAC) 206

### **In Attendance:**

John Haeger, Beth Applebee, Dina Barnese, Sarah Bickel, David Camacho, Cici Cruz-Uribe, Katy Culley, Fred Estrella, Marcus Ford, Rich Lei, MJ McMahon, Ramona Mellott, Tom Paradis, Karen Pugliesi, Blase Scarnati, Kathe Shinham, Susan Schroeder, Michael Stevenson, Bill Wiist, Eva Hatchner

### **1. Planning Environment:**

- A. State Budget: Deficit likely to be more than \$1 billion. Chairmen proposing a 10% across the board cut—unlikely that NAU will have to cut \$16 million in FY08; more realistic to expect \$5-8 million cut.
- B. NAU is in good financial standing. Important to deliver clear message to the campus:
  - Budget issues are a 3-year problem
  - Governor has no intention to cut education budget
  - Priorities are not changing but the progress we can achieve may be limited.
- C. Draft NAU budget principles handed out to the Council.
- D. Looking at the budget (and potential cuts) strategically:
  - Renovations for HRM—potential interest from an investor to provide 50% of the renovation capital; public/private partnerships enable university to stretch the available funds
  - Yuma building (\$4.5 million)—restricted funding from the original research bill; cutting this priority wouldn't make funds available for anything else
- E. Enormous push to provide greater access to bachelor's degrees
  - 2 new "rural" regents
  - City of Prescott interested to build a building for a joint use by YCC and NAU
  - Coordinating board for community colleges potentially established this year; one of the regents proposes a "super-board" combining the governance of universities and community colleges under one umbrella
  - Community colleges—critical in the pipeline; AWC has a lot of students but the transfer rate is very low
- F. Addressing athletics facilities needs—cannot use state funds (auxiliary enterprise); only fundraising and community partnerships
- G. Enrollment trends:

- University enrollments are increasing
- Community college enrollment are going down
- High school graduation rates are low → pipeline issue
- Parents to understand importance of college education
- Importance of teacher preparation and community perception (socio-economic factors)
- Privately funded initiative in VA—new college graduates serve as counselors. Embedded within the most disadvantaged school districts they guide high school students through the college application process and “hold” their hands to enroll at the universities/colleges.

**2. Strategic Priorities:**

- A. Part-time faculty salaries are not mentioned in the strategic priorities document
- B. Yuma strategic priorities discussion is planned for 2/28. Interested Strategic Planning Council members to contact Eva.
- C. Discussion about the ground rules during the campus discussions
  - Keep the discussion moving—facilitator’s responsibility
  - Use the “experts” available at the sessions to clarify issues/problems
  - Questions requiring extensive answers to be addressed after the sessions—on the PAIR’s web site. Collect all questions unanswered during the sessions.
- D. Eva to provide a visual depiction of how university strategic plan, OSPB plan, and near-term priorities relate.



# NORTHERN ARIZONA UNIVERSITY

## STRATEGIC PLANNING COUNCIL

Regular Meeting Minutes

March 14, 2008, 9:00 - 10:30 A.M.

Babbitt Administrative Center (BAC) 206

### **In Attendance:**

Beth Applebee, Sarah Bickel, Mary Blackett, David Bousquet, David Camacho, Cici Cruz-Uribe, Fred Estrella, Pat Haeuser, Liz Grobsmith, Rich Lei, MJ McMahon, Ramona Mellott, Tom Paradis, Karen Pugliesi, Blase Scarnati, Susan Schroeder, Michael Stevenson, Diane Verkest, Bill Wiist, Eva Hatchner

### **1. Planning Environment:**

- A. Handout of the funded FY 2008 priorities based on the 2007 leadership day input
- B. Handout of FY 2009 macro-budget request as a result of the 2008 leadership day input.
  - Pat reviewed the outcome of the 2008 leadership day noting that increased maintenance funding, faculty/staff salaries, library acquisitions, and graduate assistant waivers were collectively identified as the top priorities to be funded in the FY 2009.
- C. Governor vetoed HB2857 that would result in \$25 million cut in FY 2008 for all three universities.
- D. HB2043 introduces hiring freeze for state agencies affecting the universities as well with an exemption of justifiable critical positions—special monthly reporting would be needed. (Note: this bill was vetoed by the Governor on 3/14.)
- E. In Arizona college participation of students from low-income families has been declining; with 16.1 %, Arizona is currently 49<sup>th</sup> in the nation.

### **2. Strategic Planning Council Spring 2008 Outreach:**

- A. Eva summarized the outreach activities in which the Strategic Planning Council has been involved in February and March. Some of the repeated themes mentioned during the feedback sessions included:
  - Appreciation for the opportunity to comment on the university priorities
  - Importance of faculty/staff housing and on-campus child care
  - Concerns with internal equity as a result of hiring new staff
  - Recommendations to explore more collaborative partnerships with private sector in Flagstaff and statewide

### **3. Student Learning:**

- A. Handout of Overview of Liberal Studies at Northern Arizona University
  - Karen summarized the LS program and what they were working on
- B. Handout of LEAP's College Learning for the New Global Century

- Karen discussed this report and asked the Council to review the results from the Employer's Survey included in this document that addressed areas where employers say colleges and universities should place more emphasis.
- A thoughtful, participatory discussion followed which touched on the purpose of education, pressure to increase the number of students graduating, ability to maintain academic standards, challenges the university faces in student learning in different parts of AZ (Yuma), and other complexities of liberal education.