

ACHIEVING EXCELLENCE
NORTHERN ARIZONA UNIVERSITY
THE NEXT FIVE YEARS

The following major strategies are intended to open discussion with the Regents regarding Northern Arizona University's future goals. These strategies can help mark the path for increasing academic and institutional excellence within the next five years. These strategies implement the goals that have appeared in NAU's Strategic Plan, in Proposition 301, and in efforts related to learner centered education. I see this conversation as the first of many with the Arizona Board of Regents as NAU outlines its mission for the future.

1. *Establish Administrative Stability and Recruit Key Leaders to Achieve Excellence*
 - a. Establish a new administrative team that follows a single vision, understand core values of the institutions, and works collaboratively with the Arizona Board of Regents and ABOR staff
 - b. Conduct critical searches for four deanships, two vice presidencies (institutional advancement & administration and finance), and an executive vice president or senior associate to the president
 - c. Consider establishing a vice presidency for student affairs
 - d. Establish effective protocols to facilitate relationships of senior leadership with ABOR, the legislature, the community and the corporate world

2. *Improve Campus Morale* – Issues related to faculty, staff, diversity, presidential style, distance learning and the student environment
 - a. Insure diversity in searches for new deans and vice presidents
 - b. Build a more diverse curriculum for undergraduates
 - c. Develop an open and collegial presidential style with an entrepreneurial ethic that motivates the campus culture
 - d. Instill learner centered approach to students and student services with new advising center and emphasis on retention
 - e. Develop a learner centered approach to faculty development with a new faculty development center to be opened in the fall 2002
 - f. Develop a plan to achieve equity with peers in faculty and staff salaries

3. *Community Outreach*—Issues related to reestablishing strong ties between NAU and its stakeholders including the Flagstaff community and alumni

- a. President and spouse will devote considerable time to service activities related to the community of Flagstaff through the Chamber of Commerce, cultural organizations, and community service groups
 - b. Leverage Proposition 301 money to conduct applied research related to economic development in Flagstaff and throughout the state. NAU is ready, for example, to cooperate with the Greater Flagstaff Economic Council to house a business incubator group in a new applied research building.
 - c. The President will ensure that Athletic events and cultural performance are accessible in terms of price and connected to community and student groups in terms of programs and social interaction.
 - d. President will work closely with the NAU Foundation to insure successful completion of the capital campaign with a goal to raise \$100 million.
4. *Enrollment Management* -- Improve diversity, quality, and number of students with the consequent increase in tuition revenue through increased attention to the recruitment of Arizona, out of state, and international students.
- a. Increase Mountain Campus Enrollment by 750 to 1000 students by 2006
 - b. Increase Statewide enrollments by 1000 headcount by 2006
 - c. Increase the diversity of the student body concentrating resources on enrolling more African American, Native American, and Hispanic students
 - d. Increase international student enrollment to 1000 students by 2006
 - e. Expand the programs and students served through the Yuma center
5. *Technology* –Issues related to statewide mission, use of IITV and WEB, student computer requirement, and technology across the curriculum
- a. Reorganize and create new incentives for the distributed learning functions to allay faculty concerns about quality and direction and to maximize its enrollment and financial potential
 - b. Establish the Center for Technology Development, Research, and Assessment. This Center will assist in the development of new programs, conduct research on hardware and software for potential technology transfer, and assess the quality of the learning experience
 - c. Expand our efforts in technology across the curriculum with requirements for entry level computing skills as well as exit requirements in the major
6. *Research and Graduate Programming*
- a. Expand NAU’s research infrastructure through careful use of Proposition 301 money in bioscience, biotechnology, environmental science, and environmental technology. Goal is to secure a total of \$50 million in external funding by 2006 placing NAU among the top five Doctoral Extensive institutions in the country.

- b. Establish an infrastructure for traditional graduate education by establishing graduate fellowships, graduate student organizations, and increased visibility for on-campus programs.
- c. Provide greatly expanded programming at the post-baccalaureate level offering degrees and certificates responding to needs of the global economy and providing access to adult learners. Critical areas are computer technology, education, and the health professions. The delivery arm could be either Arizona Regents University or Northern Arizona University's network of IITV sites or on the WEB. The markets for such programs are in Arizona, the western region, and occasionally throughout the nation.

7. National and State Visibility and Reputation

- a. Increase the visibility of NAU as a premiere residential campus, an innovator in the use and application of technology in learning, with focused research areas in the environment and bioscience.
- b. Recapture NAU's reputation for innovation and excellence in educational programming and policy development
- c. Secure the services of image and advertising consultants to understand public perception of NAU at the state level and to increase our attractiveness to undergraduate students both in and out of state
- d. Increase NAU's national visibility through continuing service and presence in key national organizations such as NASULGC, AAHE, and ACE
- e. Increase NAU's presence at the federal and state levels with agency staff, legislative delegations, and foundations

OVERALL GOAL: To become the "best" institution of this type in the country with nationally ranked undergraduate programming on the Mountain Campus, traditional graduate programs in areas of selected excellence, nationally-known institution for post-baccalaureate professional education delivered through multiple systems, and a research infrastructure pushing \$50 million dollars per year that responds to critical areas of scientific and economic development needs in Arizona and the region.