

Strategic Planning Council Minutes

October 12, 2001

BAC 206

Attending: John Haeger, Josh Allen, Jeanette Baker, Sarah Bickel, Jim Blagg, Fred Estrella, Ramona Mellott, Karen Vanwinkle-Swift, Robert Yowell, Pat Haeuser

The Council reviewed and discussed the following items:

1. Review of Information Technology Strategic Plan - Fred Estrella reviewed the process and contents of the latest IT Strategic Plan that was accepted by the Board of Regents in September. Specifically of interest are the 2002 IT challenges of rising costs implementing and maintaining administrative systems, integration of IT services, and the student computer ownership requirement. Discussion also referenced Arizona Regents University and associated costs.

The Strategic Planning Council will discuss the student computer ownership requirement in relation to budget at a future meeting. Also Pat will add into the planning calendar a review by the Strategic Planning Council of the IT Strategic Plan

2. Review of Northern Arizona University Strategic Plan – this plan, developed by the 2000-2001 University Planning Council, was accepted by the Board of Regents in September. Reactions from the Regents and President Cargol suggest that next year the Plan should reference Athletics and enrollment and retention strategies.

The Strategic Planning Council will discuss Athletics and enrollment in future meetings.

3. Discussion of Budget/Budget Cuts – Josh reviewed the current budget situation, and emphasized the importance of the November 13th special session of the legislature.

4. Next Meeting – John will schedule the Council's meetings for Fridays, 9:00-10:30 A.M. in BAC 206. Information will be distributed on the exact date of the next meeting.

October 26, 2001

BAC 206

Attending: John Haeger, Jeanette Baker, Jim Blagg, Fred Estrella, Ramona Mellott, Karen Vanwinkle-Swift, Robert Yowell, Pat Haeuser

The Council reviewed and discussed the following items:

1. Funding the implementation of the student computer ownership requirement - Fred Estrella reviewed the funding requirements of the implementation plan and members discussed the requirement and possible funding sources.

§ Student Services funding is needed beginning fiscal year 2004 (July 2003-June 2004).

- o Student Services funding includes help desk support, residential computing consultants, and learning assistance center support.
- o Funding requirements are estimated to be \$135,000 for the first year, \$270,000 in FY05, \$405,000 in FY06 and \$540,000 in FY07.
- o Although additional state appropriations are anticipated to be the primary source for the majority of required funds, some efficiencies such as closing on-campus open labs and redirecting residence hall IT assistance may be possible. Additionally an IT fee, if approved by the Board of Regents, could offset some of the costs. Redirection of a portion of the SOLAR funds might also be explored.

§ Professional development and training for faculty and infusion of technology in the curriculum require resources. It is anticipated that the E-learning initiative from Proposition 301 funds will provide support for faculty development. Other funding needs have not yet been identified.

§ Members were asked to discuss the proposed implementation with their constituents—are there major concerns about implementing the requirement?

2. Strategic Planning Process – The Council began to consider what they will recommend as University Priorities for 2002-2003. Members reviewed the 2001 Strategic Issues. Carl Fox will be invited to a future meeting to discuss graduate and research programs, and recruitment and retention will be discussed at the November 16th meeting. Members also reviewed the list of potential new peers and discussed some programmatic and funding implications of identification with a new set of peers.

3. NCA Visit – John briefly reviewed the dates and focus of the upcoming NCA visit.

4. Next Meeting -- Friday, November 16th, 9:00-10:30 A.M. in BAC 206.

Strategic Planning Council Minutes

November 16, 2001

BAC 206

Attending: John Haeger, Josh Allen, Jeanette Baker, Sarah Bickel, Jim Blagg, Fred Estrella, Ramona Mellott, Karen Vanwinkle-Swift, Pat Haeuser, Charlene Mann, Cindy Payne, Jim Pritchard

The Council reviewed and discussed the following items:

1. Funding the implementation of the student computer ownership requirement –

The Council reviewed the funding requirements. Missed in the last Strap Minutes was the cost associated with provision of the Microsoft suite of products using a license that costs \$20/student or approximately \$340,000. Further, to accommodate the students who would need financial aid to meet the requirement, there is an additional cost in either diverting \$500,000 or adding \$500,000 in Financial Aid funds. Additionally, classrooms need upgrading to accommodate use of computers by faculty and students.

Members engaged in a lengthy discussion of the requirement and funding, focusing on the benefits and disadvantages of “highly recommending” purchase of a computer versus a requirement. There was general agreement that NAU should move forward to incorporate technology--when appropriate--in the curriculum and classrooms regardless of the approach.

Members reported on the views of their constituents. The Chair’s Council recommended that before NAU requires a computer, we should first identify the skills with which we want a student to graduate. Members of the Council of Deans suggested that the social contact and learning that takes place in open and residence computer labs provides value that they hope is not lost if the requirement is implemented. The Regent’s professors were positive about the requirement. A straw vote suggested that the Planning Council would prefer that student ownership of computers be “highly recommended.” A requirement in future years might reconsider the type of hardware required.

2. Recruitment and Retention

– Jim Pritchard and Charlene Mann addressed the goals, actions and results of recruitment over the past five years. Admissions and Recruitment has used a three-pronged approach striving for quality, quantity and diversity. Several indicators suggest that the quality of the students coming to campus is increasing, and there have been increases in diversity. Questions in particular were raised about Mountain campus enrollment and strategies to increase out-of-state and international student enrollment.

-- Cindy Payne distributed a *Successful Retention Initiatives Update, Fall 2001* and reviewed retention efforts in areas such as assessment, orientation, academic integration, and social integration. She emphasized that success in retaining students requires involvement of the entire NAU community. Jim distributed a paper focusing on retention of students in web-based courses titled *Retention Issues, Web-Based Students*.

--Discussion of Recruitment and Retention goals and action plans tied to budget resources will be continued at the next meeting. John announced that it is probable that NAU will engage Scott Healy, a recruitment and retention consultant, to help develop an enrollment management plan.

3. Next Meeting -- Friday, December 7th, 9:00-10:30 A.M. in BAC 207 (*Note room change*)

Strategic Planning Council Minutes

December 7, 2001

BAC 206

Attending: John Haeger, Susanna Maxwell, Josh Allen, Jeanette Baker, Jim Blagg, Fred Estrella, Ramona Mellott, Karen Vanwinkle-Swift, Bob Yowell, , Pat Haeuser, Pat Baron, Fred Hurst, Molly Munger, Cindy Payne, Jim Pritchard

The Council reviewed and discussed the following items :

1. Budget Outlook and Capital Planning

Josh outlined the budget and capital budget picture as it looked as of December 7th. John and Josh will provide an overview in January of the budget picture, outlining issues that need to be discussed and decided. It is important that the campus understand the complete budget picture.

2. Revisiting the Computer Requirement

Recommendations from constituency groups concerning the requirement are heavily weighted toward “strongly recommending” as opposed to requiring a computer. Fred will review the Computer Requirement Implementation Plan and outline issues that need to move forward regardless of whether computer purchases are required or recommended.

3. Identification of Priorities—Recruitment and Retention

--Molly Munger outlined admissions issues for the current year and next year. Although applications were up in fall 2001 (and are up for fall 2002), the enrollment yield has been dropping. It is difficult to exactly predict the effect of this year’s publicity, but it is unlikely to be positive. For next year, Josh is predicting a decrease of .45%FTE or approximately \$340,000 as a result of fall 2001 enrollment decreases. Other projections for next year suggest that NAU will be flat in new student enrollments and attain approximately the same resident/non-resident mix. To help our revenue picture, NAU needs to increase its yield of out-of-state or international students. Scott Healy, an enrollment and retention consultant, will begin to look at the situation in January.

--Other issues discussed were increasing resources for recruitment, faculty assistance with student yield and retention, transfer student yield, the 7 credit tuition plateau, graduate program growth, and the statewide enrollment competitive environment.

4. North Central Accreditation Visit

Postponed until November 11, 2002.

5. Next Meeting -- Friday, January 18th, 8:30-9:30 A.M. in BAC 207 (note room change).

Strategic Planning Council Minutes

January 18, 2002

BAC 207

Attending: John Haeger, Susanna Maxwell, Josh Allen, Jeanette Baker, Sarah Bickel, Jim Blagg, Pam Eibeck, Fred Estrella, Max Jerrell, Ramona Mellott, Karen Vanwinkle-Swift, Pat Haeuser, Fred Hurst

The Council reviewed and discussed the following items:

1. Eduprise

Fred Hurst outlined the expectations and general approach for engaging *Eduprise* as a consultant for NAU. *Eduprise* will review NAU's technology and staffing infrastructure, programming and directions for off-campus delivery now and in the future. The council discussed political and financial implications of our statewide presence for legislators and communities. Communities are often concerned about a physical presence as well as access to courses, and several communities want the expanded presence of a four-year institution. IITV, alternative delivery strategies, a self-supporting extended program model, NAU's mission, and our current dependence on statewide enrollments were discussed.

Eduprise has been sent material from the campus and will be on-campus for 3 days. Their schedule with on-campus groups is not yet finalized. NAU expects a report from *Eduprise* in March so the campus can engage in a discussion of the findings, with the hope that some recommendations can be reflected in the planning and budget for the new fiscal year

2. Strategic Planning Council Membership

John raised a question about the appropriateness of the membership given the new cabinet structure. Members felt we should not eliminate any members for at least this year. Possible additions included Carl Fox, someone from Administration and Enrollment Management. It was agreed to add Carl this year, and consider membership again after the year was over. The Council agreed that work could be done when appropriate by subcommittees, with subcommittee work brought to the whole committee.

3. Achieving Excellence; Priorities

John distributed copies of *Achieving Excellence*--which was developed from, but includes more specific direction than--the current Strategic Plan. The Board of Regents agrees with the directions set forth in *Achieving Excellence*, so it is important to integrate the two documents and use them to develop a set of University priorities that direct the University's resources (budget, attention, effort, etc.) throughout the institution. The Council agreed that a subcommittee would work on these tasks and bring an integrated document and draft set of University priorities to the group.

4. **Next Meeting** – Friday, February 15th, 8:00-9:00 A.M. in BAC 207

Strategic Planning Council Minutes

March 29, 2002, *Extended Meeting*
BAC 206

Attending: John Haeger, Susanna Maxwell, Josh Allen, Jeanette Baker, Sarah Bickel, Jim Blagg, Mike Eastman, Carl Fox, Pam Eibeck, Fred Estrella, Max Jerrell, MJ McMahon, Ramona Mellott, Pat Haeuser, Pat Baron, Deborah Harris

The Council reviewed and discussed the following items:

1. Graduate Programs

Pat Baron and Carl Fox provided a presentation on directions for graduate education at NAU. The Council engaged in an extensive discussion of the issues highlighted in the presentation. A summary list of potential Graduate education priorities totaled over \$1.6 million, and John asked for a prioritization of the items (see priority list attached). A comment was made that that distributed learning's graduate programming had not been addressed.

2. Commission on Ethnic Diversity (CED) Strategic Plan

Deb Harris distributed the CED's Strategic Plan and highlighted critical elements in the plan. The need for curricular changes is the top priority of the CED right now, and specifically the Commission believes a tenure track African American Studies position needs to be hired. Other steps the Commission calls for are listed in the CED Strategic Plan including the need to develop a critical mass of ethnically diverse faculty and staff, which would lead to a more diverse culture, which in turn would help in recruiting and retaining an ethnically diverse faculty/staff and student body.

3. Consultant Reports – Healy and Eduprise reports are expected to be distributed soon.

4. Strategic Planning Process

The Council reviewed the original Planning Council process document and timetable, considering what is possible to achieve this year, and whether the timetable and process were appropriate for the future. A document identifying a sample of possible revisions to the current Strategic Plan was distributed, as well as a draft list of potential University priorities with budget implications. The process for identifying potential University budget priorities was discussed, and questions were raised about how inclusive the process should be. Pat Haeuser will send out the original document discussing the elements or "principles" underlying the current strategic planning effort (attached). This is a particularly difficult year to identify budget priorities because of current year budget reductions and looming additional budget reductions, however moving strategically forward and developing a fair and open process for discussing and finalizing priorities is important for the future.

4. Next Meeting – Friday, April 19th, 9:00-10:30 A.M. in BAC 206

Strategic Planning Council Minutes

April 19, 2002,
BAC 206

Attending: John Haeger, Susanna Maxwell, Josh Allen, Jeanette Baker, Sarah Bickel, Jim Blagg, Mike Eastman, Carl Fox, Pam Eibeck, Fred Estrella, Max Jerrell, Ramona Mellott, Pat Haeuser,

The Council reviewed and discussed the following items:

1. Scott Healy Report

The Council discussed the enrollment picture and Scott Healy report. Members emphasized the need to make a connection between recruiting and the academic mission and faculty. They also pointed out the need to recruit transfer students, and discussed potential strategies for building name recognition in strategic areas of the State. The Council appeared to agree with the Healy recommendations

2. Eduprise Report

Council members discussed the Eduprise report and John discussed commissioning a small group to develop models for campus discussion and review. Members discussed perceptions about distributed learning and the residential campus programming. Concerns about budget and quality were voiced, and members agreed that more information about these topics should be shared widely

3. Budget Situation

Although we do not know the tuition rates or the state budget, it appears that NAU will need to absorb permanent, substantial budget reductions for 2002-2003. Given national trends on state support of higher education, NAU may need to change how it looks at budget reductions, i.e., not as unpleasant, occasional experiences, but rather as a probable continuing trend. In the current environment, universities across the country are assuming a much greater entrepreneurial approach to generating funds to support mission and goals.

4. Strategic Planning Process

The Strategic Planning process document needs to be updated to reflect the Haeger administrative structure. Also the Strategic Plan needs to be updated or ratified by July. Copies were distributed for the May 3rd meeting. Another draft of the University Priorities document was distributed.

5. Next Meeting -- Friday, May 3rd, 9:00-10:30 A.M. in BAC 206

Strategic Planning Council Minutes

June 14, 2002,
BAC 206

Attending: John Haeger, Susanna Maxwell, Josh Allen, Jeanette Baker, Sarah Bickel, Jim Blagg, Carl Fox, Fred Estrella, Ramona Mellott, Pat Haeuser,

The Council reviewed and discussed the following items:

1. Overview of Budget Reductions

John provided a brief overview of the budget reduction information being presented at various forums during the week of June 10-14th.

2. Strategic Plan Goals Ranking

Pat distributed the nominal group ranking of Strategic Plan goals. The purpose of this exercise was to identify any goals that could be eliminated. Council members ranked the goals of ensuring financial stability and growth, being a premiere undergraduate residential learning community, and increasing and managing enrollment as most important. Goals focused on professional programs, graduate education and research and technology were the next highest in importance, followed by being a leading University serving Native Americans and fostering a culture of diversity. The proposed new goal of leadership fared poorly in the rankings, so was eliminated.

3. Refining the Strategic Plan Goals, Objectives, & Strategies

The Council reviewed the recommendations and revisions of the subcommittees, and made several recommendations for changes. Members indicated that a few of the goals needed further work, simplifying terminology and revising them to fit the overall pattern of the Strategic Plan.

Strategic Planning Council Minutes

July 26, 2002

BAC 206

Attending: John Haeger, Susanna Maxwell, Jeanette Baker, Sarah Bickel, Pamela Eibeck, Carl Fox, MJ McMahon, Ramona Mellott, Pat Haeuser,

The Council reviewed and discussed the following items:

1. Strategic Plan goals, objectives and strategies & Strategic Plan publication

The Council reviewed the Strategic Plan and the Strategic Plan publication and made a few final clarifying revisions.

2. ABOR, State changes in Strategic Plan expectations

MJ McMahon reported on changes in Strategic Plan expectations required by the State and on additional changes in planning that the Board of Regents are contemplating. Instead of the 3-year Strategic Plan submitted in the past, institutions will need to submit a 5-year "Macro" plan to the legislature and Governor. Members of the Board of Regents and ABOR staff are meeting with university representatives to develop a template for this year's submission; it is expected that the Strategic Plans will be on the November Board of Regents' meeting. MJ distributed a handout showing required and other elements the Regents are considering for the template of the new macro plan.

3. Strategic Planning Council First Year Evaluation

The Council briefing discussed the Strategic Planning Council's relationship to the President's Cabinet, the planning process timeline, and possible new elements to work on for next year including developing vision and values statements, as well as next steps in linking planning and budgeting, and reporting out of progress on strategies. Members agreed that next year we needed to more closely follow the Strategic Planning process timeline, finishing the steps of gathering feedback by March/April instead of this year's May/June feedback.