

Strategic Planning Council Minutes

September 13, 2002

BAC 206

Attending: John Haeger -Chair Liz Grobsmith, MJ McMahon, Joshua Allen, Jeanette Baker, Sarah Bickel, Pamela Eibeck, Fred Estrella, Marcus Ford, Carl Fox, Mason Gerety, Ramona Mellott, Paul Rowland, Karen Van Windle-Swift, Pat Haeuser,

1. Introductions/Welcome to the new 2002-2003 Strategic Planning Council. President Haeger welcomed new and returning members to the council and talked about its role in campus governance.

2. Current Planning Documents. Internal and external planning documents including the Installation Address were distributed and discussed.
http://www4.nau.edu/pair/UniversityPlanning/strategic_plans.htm will have current and archived planning documents and minutes.

3. NCA Focused Visit. Pam Eibeck explained the issues leading to this focused visit, and distributed NAU's Focused Visit report and appendices. Paul Rowland provided an overview of progress addressing the assessment issues, and Pat Haeuser outlined the Strategic Planning response. Members were asked to read the report and bring questions to the next meeting.

4. Changing Directions and Budget Outlook. President Haeger updated the Council on the budget situation and the Board of Regents Changing Directions initiative. It is unclear how much of a FY03 budget reduction the campus is facing, but it is probably significant. Discussion centered on strategies for reducing the budget and enhancing revenue, as well as the effects of budget reductions on University strategic plans. It was apparent that this would be a challenging year.

Strategic Planning Council Minutes

October 4, 2002

BAC 206

Attending: MJ McMahon-Acting Chair, Liz Grobsmith, Josh Allen, Jeanette Baker, Sarah Bickel, Jack Dustman, Pamela Eibeck, Marcus Ford, Carl Fox, Ramona Mellott, Paul Rowland, Kathy Cruz-Uribe, Pat Haeuser,

The Council reviewed and discussed the following items:

1. Announcements

- Karen Van Winkle-Swift resigned from the Council; another faculty representative will be appointed.
- NAU's Master List was sent to the Office of Strategic Planning and Budgeting (OSPB). It is available for review at http://www4.nau.edu/pair/UniversityPlanning/strategic_plans.htm
- The new "Five Year Plan" for ABOR/Legislature is due October 24th

2. NCA Focused Visit on Strategic Planning. Members discussed how the Strategic Plan would be implemented throughout the institution, and what the process would be initiated to direct university attention, action and funding to the priorities. This is new territory, so the Council needs to develop process to help this to happen. A subcommittee composed of Jack Dustman, Kathy Cruz-Uribe, Paul Rowland and Pat Haeuser will propose a process to guide Plan implementation and identify procedures or measures to track progress on achievement of strategies.

3. Changing Directions. The Council reviewed a rough, preliminary draft of NAU's concept paper responding to the Board of Regents Changing Directions initiatives. The draft emanates from the president's Installation Address and the 2003 Strategic Plan. The Council discussed the various categories of the concept paper: Mission, Admissions, Tuition, Financial Aid and Academic Programs. Pat Haeuser distributed a handout of tuition comparisons and potential proposals to consider. Members discussed ways they might gather input from the campus on the concept paper. The timeline is very compressed, so the Council decided to meet again on October 11, 2002.

4. Strategic Planning Council Work for 2002-2003. A second subcommittee was formed to work on how this year's plan will be updated and proposing a process to develop a vision statement for NAU. This subcommittee consists of Pam Eibeck, Marcus Ford, Ramona Mellott, Sarah Bickel, and Pat Haeuser.

Strategic Planning Council Minutes

October 11, 2002

BAC 206

Attending: John Haeger, Liz Grobsmith, MJ McMahon, Jeanette Baker, Sarah Bickel, Jack Dustman, Fred Estrella, Pamela Eibeck, Marcus Ford, Carl Fox, Ramona Mellott, Paul Rowland, Kathy Cruz-Uribe, Pat Haeuser,

This was a special meeting to review the first draft of NAU's Changing Directions. The Council discussed the draft thoroughly and provided many suggestions.

Strategic Planning Council Minutes

October 18, 2002

BAC 206

Attending: John Haeger, Liz Grobsmith, MJ McMahon, Joshua Allen, Jeanette Baker, Sarah Bickel, Jack Dustman, Pamela Eibeck, Fred Estrella, Marcus Ford, Carl Fox, Ramona Mellott, Paul Rowland, Kathy Cruz-Uribe, Pat Haeuser

1. **Changing Directions.** The latest version of Changing Directions was distributed, and John led the Council through the most recent changes and additions. Discussions of the document and the timing of its more general release to the campus ensued. The Council urged as early a release as possible to the campus. The document is now on the Office of the President webpage http://www4.nau.edu/president/changing_directions2.htm. ASU and UA's documents are located at: <http://www.asu.edu/ia/changingdirections/> and <http://ali.opi.arizona.edu/excellence.html> or can be found on the Arizona Board of Regents site http://www.abor.asu.edu/1_the_regents/initiatives/changing_directions/conceptpprs_changing.html
2. **Budget Outlook.** A handout, "The FY03 State Budget Deficit Tracking – 1.25/6.00" model was distributed and discussed. This model outlined how NAU could reach a FY03 potential budget cut of 5%. The Council also discussed scenarios if the cut was larger in FY03, and initial FY04 scenarios.
3. **NCA Focused Visit on Strategic Planning.** Pam Eibeck outlined the schedule for the NCA visiting team, and the Council discussed the NCA focused visit document, and the areas that need to still be developed in strategic planning.
4. **Identifying Values.** Pam Eibeck is chair of a committee asked to identify a process to develop a set of values for NAU. The committee developed an initial document using suggestions from the Deans and others. This was shared with the Cabinet, who asked the committee to develop a plan to solicit involvement throughout the University. The Strategic Planning Council discussed how important it was to identify values that truly involve faculty and staff and are not imposed from the top. Developing a process that involves participation also dovetails with the Strategic Planning Council's need to identify a Vision and a set of procedures for updating the Strategic Plan. Pam agreed to chair a committee to address all three tasks. She may merge her Strategic Planning Council subcommittee and the values committee.
5. **Subcommittees.** Two subcommittees have been identified to develop proposals for the Strategic Planning Council. They are:
 - a. Strategic Plan Implementation – Kathy Cruz-Uribe and Pat Haeuser, Co-Chairs
Tasks: Propose a process to guide Plan implementation and identify procedures or measures to track progress on achievement of university priorities and strategic goals
 - b. Updating Strategic Plan and Developing a Vision – Pam Eibeck, Chair
Tasks: Identify activities/groups to involve to update this year's plan and proposing a process to develop a vision statement for NAU. (*This is the subcommittee referred to in item 4.*)

Strategic Planning Council Minutes

November 15, 2002

BAC 206

Attending: MJ McMahon, Liz Grobsmith, Jeanette Baker, Jack Dustman, Pamela Eibeck, Fred Estrella, Carl Fox, Tom McPoil, Ramona Mellott, Paul Rowland, Pat Haeuser

1. **NCA Focused Visit Feedback.** Pam Eibeck reviewed the feedback notes from the closing session with the NCA visiting team.
2. **Initial Discussion of Selected NCA Focused Visit Recommendations.** The Council members agreed that the NCA recommendation concerning adding student representation to the Council was a good idea. It was suggested that a representative of ASNAU and the Graduate Student Council be added. Further discussion about composition led to the suggestion that the Vice President of Administration and Finance be added to the Council, that the Council consider CSAC/SPAC representation, and that the Council formally designate that one of the Faculty Senate representatives should be the Chair of the Senate Planning and Budget Committee (Jack Dustman fulfills that criterion now).

Members discussed other NCA recommendations on integration with budget and cascading strategic planning throughout the institution, as well as engaging the university community in implementing the strategic plan. Dennis Jones, a national expert on budget and planning, will be brought to campus to assist in mapping out a strategy for linking planning and budgeting. Subcommittees will address the issues of campus involvement and implementation in strategic planning

3. **National Study of Student Engagement (NSSE) Results.** Paul Rowland presented an overview of the 2002 NSSE results. NSSE has created the National Benchmarks of Effective Educational Practice to allow institutions to compare performance at the institutional, sector and national level, as well as comparing performance to that which might be expected given the demographic characteristics of the students. Members discussed using NSSE benchmarks and items as performance measures for strategic planning.
4. **Subcommittee Group Work.** The Council ran out of time so the subcommittees could not convene; however they were expected to meet before the next full Strategic Planning Meeting.

Strategic Planning Council Minutes

December 7, 2002

BAC 206

Attending: John Haeger, MJ McMahon, Liz Grobsmith, Jeanette Baker, Sarah Bickel, Jack Dustman, Pamela Eibeck, Fred Estrella, Marcus Ford, Carl Fox, Stan Lindstedt, Tom McPoil, Ramona Mellott, Paul Rowland, Kathy Cruz-Uribe, Pat Haeuser

1. **Changing Directions.** John identified admissions requirements as the next area that was being reviewed for changes. The University of Arizona believes they need more flexibility or discretion than the current Board policy allows. Each of the universities is modeling scenarios of admissions qualifications. Members discussed the advisability of changing admissions requirements, as well as tuition and financial aid proposals.
2. **Planning Council Composition.** New student members were added to the Council. The Graduate Student representative is David Berg who attended his first meeting. The new ASNAU representative is Melissa Lane, who could not attend this meeting.
3. **SPC Meeting with Dennis Jones.** Most members could attend a meeting with Dennis Jones concerning the integration of planning and budgeting on January 8th from 3:30-4:30 p.m.
4. **Subcommittee Reports.**

Subcommittee on Strategic Plan Implementation: The subcommittee met and began to develop a list of meaningful performance measures. It also discussed identifying what has been accomplished on the current University Priorities. On the final charge, the subcommittee discussed the need to identify planning units throughout the university, and asking these units to crosswalk their plans to the strategic plan.

Subcommittee on Updating the Strategic Plan and developing values and vision: The subcommittee developed a schedule to meet on Fridays when the Strategic Planning Council is not meeting.

Strategic Planning Council Minutes

January 31, 2003

BAC 206

Attending: John Haeger, MJ McMahon, Liz Grobsmith, Jeanette Baker, David Berg, Sarah Bickel, Jack Dustman, Pamela Eibeck, Fred Estrella, Marcus Ford, Carl Fox, Melissa Lane, Stan Lindstedt, Tom McPoil, Ramona Mellott, Paul Rowland, Kathy Cruz-Uribe

1. **Changing Directions.** John Haeger reviewed the major tuition, financial aid and admissions issues for ABOR in March.
 - Tuition recommendations include a \$1,000 per year increase in resident/non-resident undergraduate tuition and a \$1,200 per year increase in graduate resident/non-resident tuition.
 - The tuition increases would allow the institution to provide increased financial aid including a GA/RA 50% waiver of in-state tuition and increasing the undergraduate RSA (financial aid set aside) from 9% to 14%.
 - The Board will also consider a proposal to change automatic admissions to the universities for students in the top 25% of their classes, and allow institutional discretion on admission of students who do not meet that criterion. We do not anticipate that NAU will change its discretionary admissions criteria.

2. **Dennis Jones Visit.** Dennis Jones's presentation stressed that we have more institutional flexibility than we are willing to admit. He suggested putting everything on the table in order to fund priorities, and recommended setting aside a percentage of the budget every year to fix the "asset structure" of the university, including facilities. John has now formalized the "small budget committee" as the "President's Budget Group." This group will work with the Strategic Planning Council to identify resources that can be used to fund institutional priorities.

3. **Institutional Philosophy.** Kathy Cruz-Uribe distributed an Institutional Philosophy form and asked members to complete the form and return it to her. "Who we are" is a very critical question for NAU, especially following Dennis Jones visit and his questioning of the University's consensus on mission and identity.

4. **Subcommittee Reports.**

Subcommittee on Strategic Plan Implementation: Kathy Cruz-Uribe distributed subcommittee reports on draft indicators and measures for the 2002-2003 planning priorities and a draft summary of existing planning activities as submitted by the Council of Deans.

Subcommittee on Updating the Strategic Plan and developing values and vision: Pam distributed a report from her subcommittee on campus participation and updating of the planning process.

5. **Strategic Planning Council Retreat.** The number of issues facing the Council indicates we need to devote a block of time to identify the next round of short and long-term priorities. A couple of proposed dates and times will be sent out for members to check their schedules.