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Strategic Plan 2010

Near-Final, April 16, 2001



Preamble

One look at Northern Arizona University today shows that we have forged a vital image as a responsive, quality educational resource for the state, region and nation. Now with the dawning of the twenty-first century, we face new challenges. Higher education is on the front edge of a massive revolution brought about by two major developments. First, we are experiencing an unprecedented technological revolution. Second, our economy is shifting rapidly from an orientation based on an industrial and service economy to one based on knowledge, innovation, and flexibility. Moreover, traditional boundaries have blurred under the influence of changing demographics. Students are more diverse in age, experience, educational need and preparation than ever before. The traditional, campus-centered learning experience is evolving into one incorporating new technologies and innovative thinking. Delivering education means providing a premier residential experience and "taking the campus to the people." Suddenly communities and individuals who once considered a college education an impossible dream by virtue of their remote location or special situation are not only finding higher education a possibility, they are finding it a reality. The campus of Northern Arizona University is now in Flagstaff and in the state and in the region; indeed it is wherever our technologies can reach into classrooms, residence halls, homes, and offices.

The need for higher education opportunities from undergraduate degree to doctoral programs has never been greater. The university will serve students throughout their professional lives, as the demands for further knowledge and skills require that the learner and the university create opportunities for life-long learning. But the twenty-first century higher education landscape is very different because there are many institutions, beyond the traditional college and universities, whether established corporations or new proprietary companies dedicated solely to higher education that can now respond to the demands of the educational continuum. Northern Arizona University's success in this new environment depends on long-held values of a demand for quality, and an ability to adapt, innovate, and include. In fact, for the past 100 years, we have been doing just that: adapting academic programs to address the dynamic makeup and growing number of students at NAU. Innovative new delivery methods and program structures capitalize on emerging technologies and advance cutting-edge and applied teaching and research. Including an ever-greater number of underrepresented students in our student body, making college education from baccalaureate to doctoral degrees a reality for those who once considered it little more than a dream, NAU has for the past 100 years continued to meet the educational demands of the new century. Still, there is much more to be done.

The twenty-first century presents tremendous challenges for a progressive university. Our students are becoming more diverse, unrestricted by age, and their personal and career goals are dramatically different from those of previous generations. NAU has always been a leader in anticipating and responding to the challenges and opportunities these students represent. We remain committed to taking on leadership roles in quality undergraduate programs, in distance education, in interdisciplinary programs, and in research. We already are and will continue to be a premier "Twenty-First Century Campus."

*Within this changing environment, NAU reaffirms its dedication to a vision of higher learning that provides students, faculty and staff with an atmosphere rich in opportunities for an exchange of ideas, discourse, generation of knowledge, and development of professional skills or personal philosophy. NAU is committed to academic excellence and opportunity as outlined in the MISSION STATEMENT and Strategic Plan below. To continually refine and expand its stated mission, Northern Arizona University is pursuing the **Strategic Plan 2010** with seven goals and within each goal strategies that are both qualitative and quantitative. These strategies and measures will guide our efforts and allow others to evaluate our commitment and progress.*

Clara Lovett, President



Mission Statement

Northern Arizona University is a doctoral-intensive institution that has at its core undergraduate programs, significant research, and graduate programs to the doctoral level appropriate to its size and classification. Northern Arizona University aspires to be a premiere undergraduate residential institution that provides its students with an innovative and challenging liberal arts and sciences core integrated with a comprehensive number of professional programs. The learning environment at the Mountain Campus is unmatched for natural beauty and for student-centered programs and services. Undergraduate programming prepares students for life in the twenty-first century by assuring individual development through small classes, close interaction with senior faculty, and sophisticated learning technologies more commonly found at the nation's leading private universities.

Northern Arizona University also provides exceptional quality in a selected number of post-baccalaureate certificates, master's and doctoral programs in its areas of greatest strength. The University seeks to expand its post-baccalaureate programs as interdisciplinary fields expand and as the needs of economy demand increasing levels of educational preparation. Intimately linked to its undergraduate and graduate missions, the university's faculty, organized in departments, research centers and institutes, advances knowledge in traditional disciplines, in fields related to NAU's unique environment on the Colorado plateau, and in response to the needs of the state and region for solutions to real world problems.

Finally, NAU is an integral part of the northern Arizona and Flagstaff communities. It embraces its mission to serve rural Arizona, Native American peoples, and seeks a partnership in providing economic, cultural, and social opportunities for all citizens of the region. Consonant with its mission to serve the state's rural counties, the university has innovative partnerships with rural community colleges, operates an education center in Yuma and IITV sites in twenty-six locations plus technology-based delivery into offices and homes.



STRATEGIC PLAN GOALS FOR 2010

- **GOAL 1: To be a premiere undergraduate residential learning community emphasizing superior undergraduate programs.**
- **GOAL 2: To be recognized regionally, nationally and internationally for selected creative endeavors, research and graduate programs especially those that build from our base on the Colorado Plateau.**
- **GOAL 3: To build on our national reputation for excellence in the preparation of teachers and in applied and professional programming in undergraduate and graduate areas that meet the needs at the regional, state and national levels.**
- **GOAL 4: To provide regional and national leadership in the development, use and assessment of technologies to enhance and deliver superior educational programs**
- **Goal 5: To foster a culture of diversity visible in academic programming and in the recruitment and retention of faculty, staff, and students**
- **GOAL 6: To be the nation's leading non-tribal university in providing educational opportunities for Native American students, in providing service and applied research to Native American tribes, and in advancing research concerning the history, culture, and contemporary issues of Native American peoples**
- **GOAL 7: To increase private support and research funding to supplement state funding and tuition, in order to guarantee an operating budget that supports academic excellence.**

GOAL 1: To become a premiere residential learning community emphasizing superior undergraduate programs.

The NAU "Mountain Campus" in Flagstaff is home to a majority of its students, faculty and staff. This campus is the primary source of information, resources, services and economic growth for many others residing in Flagstaff and northern Arizona. Meeting its commitment to undergraduate students who desire a living and learning community and high-quality academic programs in a area of striking natural beauty, the Mountain Campus provides the core faculty, educational programs, research and library facilities that are critical to supporting the university's role in providing undergraduate and graduate degrees throughout the state and nation.

The Mountain Campus offers a full range of liberal arts and sciences majors plus preparation in many professional areas. These programs prepare students to live and work in the technological world of the twenty-first century and to assume leadership roles in the multicultural democratic society of which they are a part. The critical roles played by the Mountain Campus in the lives of so many, both within and without the university, demand that the foundation of excellence formed over the past century be enhanced and carried into the future.

Northern Arizona University is achieving distinction as an undergraduate institution that offers many learner centered programs that engage faculty and students in collaborative pursuits. Its distinction emerges from a strong liberal arts core integrated and combined with comprehensive number of professional programs in areas such as business, communications, engineering, the allied health professions, education, and social services. Its small classes, close interaction of professors with students, student services, and the residential learning community distinguishes this learning environment. The undergraduate experience at the Mountain Campus provides opportunities usually only found in the nation's private liberal arts colleges.

STRATEGY 1: Increase Academic Excellence: Programs

- Enhance the New Century Honor Program
- Utilize student learning outcomes in all programs to assess program effectiveness.
- Establish a university college that admits all freshman and transfer students and provides a faculty mentor/advisor until selection of a major.
- Establish new endowed chairs and professorships to attract a diverse, nationally respected faculty to undergraduate education.
- Increase scholarship dollars to attract more highly talented students.
- Improve the university advising and mentoring system

STRATEGY 2: Increase Academic Excellence: Enhance the Quality of the Residential Living and Learning Environment

- Renovate or replace academic buildings and public spaces to facilitate a learner-centered environment.
- Secure funding and build a state-of-the-art instructional technology building.
- Build housing on campus that allows for individual living facilities.
- Establish curricular connections for selected individual residence halls so that students have the opportunity to live and learn with a defined cohort of students.

- Complete the university Master Plan that creates a "park like," environmentally conscious campus with less automobile traffic crisscrossing the campus.
- Continue to develop living and learning facilities.

Quantitative Measures: (Goal 1)

- Increase the number of students entering the New Century Honors Program
- Increase the mountain campus full-time six-year graduation rate for all students
- Increase the mountain campus full-time freshman retention rate.

- ***GOAL 2: To be recognized regionally, nationally and internationally for selected creative endeavors, research and graduate programs especially those that build from our base on the Colorado Plateau***

Post-baccalaureate education from certificates to master's and doctoral degrees will become a more substantial part of NAU's mission in the twenty-first century. NAU is committed to providing post-baccalaureate programs at the certificate, master's and doctoral levels, which meet the ever-changing professional needs of Arizona citizens. In addition, the university will continue to offer selected master's and doctoral programs which provide advanced levels of study in traditional and interdisciplinary fields that reflect our greatest strength in areas such as business, environmental sciences, biology, the social sciences, and humanities. Finally NAU is rich in creative talent that not only involves its students in the fine and performing arts but also provides a cultural center for performances and exhibits for the surrounding region.

The university recognizes that teaching and research are mutually supportive activities. Discovery through research, both pure and applied, naturally flows from the graduate mission and is a cornerstone on which great universities and viable state economies are built. NAU places a high priority on scholarship, for it electrifies the academic atmosphere, stimulates intellectual and personal growth in the university community, serves citizens, attracts human and financial resources to the institution, and provides the richest possible atmosphere for learning by students. Because NAU's region in the Colorado Plateau is rich with diverse economic, physical, biological, cultural and historical diversity, major conceptual advances, in fields such as environmental science, biotechnology, cultural anthropology, are well within the university's capability.

NAU is also committed to providing research for the resolution of economic, environmental, social, health, and political problems throughout the state and region. In fact, NAU houses many centers and institutes, such as the Ecological Restoration Institute, the Center for Data Insight (CDI), and the Bank One Center, which develop partnerships with government, business, and the community to address immediate problems. Proposition 301 funding will considerably enhance NAU's ability to become a center of knowledge-creation and application. NAU will be a key engine for the New Economy.

STRATEGY 1: Build an Infrastructure for Graduate Education for the 21st Century

- Increase the number of graduate assistantships and fellowships to support graduate programming and research.
- Secure private endowments, legislative appropriations or reallocate resources for interdisciplinary programs in mission critical areas
- Facilitate the development of on- and off-campus post-baccalaureate certificates, master's, and doctoral programs to respond to changing societal, workplace, and economic demands of the New Economy.
- Develop master's and doctoral degrees in information technology that respond to the needs of the New Economy

STRATEGY 2: Expand the university's research capabilities and creative endeavors

- Increase the amount of university, federal and state grant dollars directed toward pure and applied research.
- Facilitate the growth and development of self-funded, applied research centers and institutes that respond to critical needs in the state and region.
- Develop a program for undergraduate research experiences and scholarships and fellowships to support it.

- Secure funds to construct a research facility that allows several centers and institutes with common space for synergy between fields and efficiencies in staffing and equipment.
- Enhance the reward structure that encourages faculty and departments to engage in research and grant writing.
- Examine and rewrite promotion and tenure standards to recognize interdisciplinary grant writing and research.
- Re-examine the university's organizational structure to assure adequate representation and influence of research centers in the governance of the university.
- Increase the visibility of creative activities undertaken by faculty in appropriate programs.
- Review the university's earnings and indirect distribution policies to ensure they are in line with current regional, state and national trends.

STRATEGY 3: Enhance our Role as a Regional, State and National Center for Expertise in Selected Areas of Strength

- Develop the capacity, both administratively and logistically, for hosting state, regional and national conferences.
- Support the faculty to design summer workshops, seminars, and programs that will draw other academics and professionals to campus.
- Establish NAU as a repository for important collections or archives that relate to our mission and areas of strength.
- Facilitate NAU faculty to edit and house publications and journals relevant to our missions, such as Native American journals
- Use the NAU teleconferencing capabilities as a base for enhancing professional and academic networks.

Quantitative Measures (Goal 2):

- Increase the number of post-baccalaureate certificate programs
- Increase the number of on-campus and statewide graduate students
- Increase the number of graduate degrees granted annually
- Increase the dollars granted for scholarships and fellowships
- Increase the amount of federal, state grant and contract dollars.

GOAL 3: To build on our national reputation for excellence in the preparation of teachers and in professional programming in undergraduate and graduate areas that meet the needs at the regional, state and national levels.

Northern Arizona University began as a normal school to prepare teachers for the Colorado plateau region. Teaching remains today as a core professional program of the institution. The nation has never had a greater need for the best students to enter the profession of teaching and for teachers and other professionals to assume the responsibility for administration of the K-12 system. Teachers of tomorrow hold the responsibility for preparing an educated citizenry, the backbone of a democratic society. But the preparation of teachers is not only the responsibility of the Center for Excellence in Education; it is a university-wide responsibility that joins core disciplines with education faculty. Finally our ability to lead the nation and the state also depends on many joint efforts with partners from the K-12 sector, community colleges, and the state's economic and political leadership.

Northern Arizona university is also achieving distinction in baccalaureate and graduate programs in a comprehensive list of areas that includes the allied health professions, business, and information technology, engineering, criminal justice, public administration, social work, hotel/restaurant management, planning, and forestry. NAU's distinctiveness is a commitment to integrate liberal arts content and skills with professional preparation at the undergraduate level along with the willingness and flexibility to expand post-baccalaureate programs in existing and new fields as the demands of the disciplines, the economy, and society change.

STRATEGY 1: Enhance Access and Quality in the Teacher Preparation Programs

- Design alternative routes to certification systems that bring second career teachers into the classroom.
- Recruit the best students into teaching careers through innovative financial aid and scholarship programs.
- Provide university input and leadership for the Arizona K-12 Center to provide in-service programs for teachers and directions to state and local leaders in efforts to improve learning among the state's youth.
- Establish a "Principals Academy" designed to emphasize the role of principals and/or superintendents as instructional leaders.

STRATEGY 2: Enhance Access and Develop New Programs That Reflect the Changing Demands in the Workplace

- Explore new partnerships with business and social agencies that further integrates cooperative learning and professional internships and experience with degree requirements.
- Explore certificate, master's and doctoral programs in professional areas which meet the needs of the region, state and nation.
- Establish joint faculty appointments between the university and practitioners in a variety of non-academic settings, which allow the development of synergies for programming and research that sustain partnerships with the larger society.

Quantitative Measures (Goal 3):

- Increase the number of students graduating from teacher preparation programs
- Increase the number of students completing alternative certification program
- Increase the number of students graduating in K-12 mathematics and science
- Increase the number of certificates, master's and doctoral programs available in professional fields, such as health sciences, business, education, engineering, public planning and forestry.

Goal 4: To provide regional and national leadership in the development, use, and assessment of technologies to enhance and deliver superior educational experiences.

Technology has altered the landscape of nearly every aspect of 21st century life. Its impact on teaching and research at Northern Arizona University continues to evolve. "Taking the campus to the students" has been a hallmark of NAU's mission. NAU has redefined the traditional campus by providing access throughout the state in more than 110 locations, and through IITV two-way video, satellite TV, and technology-based courses, delivered to a student's home, or place of business. Simultaneously, faculty have utilized the technology-based and IITV on-campus to enrich existing courses, to develop new learning opportunities in and outside the classroom, and to facilitate student and faculty research within the discipline. University faculty are committed to the use and development of new technologies but remain committed to mixed delivery systems that combine technology with personal interaction in seminars, discussion groups, residency on the Mountain Campus, and video-conferencing. Not only do we foresee a continuation and expansion of technology enhanced and delivered education, but also our goal is to push the boundaries of the use of technology even further in the development of new courses and degree programs so that Northern Arizona University is an international leader in the use of technology and in the delivery of programs throughout the world. NAU also will expand primary research on the use and assessment of technology enhanced and delivered education, and the use of technology to facilitate a learner-centered environment both at the Mountain Campus and throughout our service region. Proposition 301 funding will be concentrated on achieving the objectives outlined above.

Strategy 1: Build Program/Course Support for Mountain, Statewide and National Delivery

- Provide access to an expanded number of courses, certificates and degree programs to the rural areas of the state.
- Deliver select courses, certificates and degree programs in the urban areas of the state to provide convenient, low cost and high quality access to Arizona taxpayers.
- Expand the number of technology-delivered and enhanced courses from every academic discipline.
- Develop a variety of certificate, master's and doctoral programs meeting the needs of undergraduates, graduate students and professionals desiring advanced professional training using technology-enhanced delivery systems.
- Deliver traditional, technology-based, IITV and University-house courses as requested in the workplace for businesses, government agencies, schools and non-profit organizations at the regional, state and national level.
- Redesign traditional campus courses that can be improved and delivered more efficiently using technology
- Create the capacity to assess distributed learning efforts and widely circulate the assessment outcomes

STRATEGY 2: Insure Faculty Expertise and Institutional Support for Technology

- Expand the university's capacity to support instructors in the development and offering of technology-based and University-house courses through restructuring Office for Teaching and Learning Effectiveness (OTLE) and through the addition of WEB designers and instructional technology specialists.
- Examine promotion and tenure standards in colleges and departments to recognize the time and innovative work involved in enhancing traditional courses and developing new courses in technology-based environment.
- Encourage the use of technology in teaching as a qualification for new faculty hires.
- Establish university standards for technology-based formats.

STRATEGY 3: Insure Student Expertise and Provide Institutional Support for Technology

- Establish university entry requirements for students in terms of technology skills.
- Require all first-year students to own or lease a computer.
- Establish university graduation requirements within the major and degree program to assure student abilities to enter a chosen field with the necessary knowledge and skills in technology.
- Establish technology requirements for the Liberal Studies program.
- Ensure that campus technical infrastructure keeps pace with the expanded use of technology in academic pursuits.

Quantitative Measures (Goal 4):

- Increase the number of technology-based based courses.
- Increase the number of technology-based certificate and degree program.
- Increase in the number of students enrolled in technology-based instructional courses and programs

Goal 5: To foster a culture of commitment to diversity supported by academic programming, student life and recruitment and retention efforts.

Exposure to diversity of ideas and to new ways of thinking is part of the core of the university experience. But the world of ideas is far from the only way in which diversity manifests itself in the society in which we live. Being an educated citizen today means exposure not only to a diversity of students and faculty in terms of age and gender but also to a diversity of cultures, lifestyles, and values. For NAU, diversity means expanding its minority populations beyond Native American students to encompass a rich array of programming for other ethnic groups. Recruitment and programming for Hispanic students must represent a priority since this group now represents an increasing percentage of the student population. At the same time, the university must offer additional programming in African-American and ethnic studies. Finally the university must reflect the global environment that students will live and compete in, and thus the additional enrollment of international students and programming are key goals for the next decade.

For all in a university community, association with the institution must drive home a critical, encompassing point: all topics are worthy of examination and critique; all people are worthy of understanding and consideration; all cultures, ethnic groups, and life choices are worthy of study and understanding. Thus diversity becomes a living force within which students, faculty and staff are embedded. Diversity must become a continuing theme in the hiring of faculty and staff, and must be reflected in general education courses and in offerings in majors and professional programs, as well as within the ongoing research and service activities of the university. It is incumbent on NAU to provide opportunities for its students, faculty and staff to interact in an environment, which promotes understanding of, and appreciation for all of these facets of difference. Most important, diversity helps to promote civility within our community. In recognizing differences, we are committed to building a community based on both our differences and our common goals.

STRATEGY 1: Achieve Academic Excellence Through Increased Diversity in Faculty, Staff, and Administrators

- Increase the representation of diversity groups among students and faculty with particular attention to Hispanic and African-American students.
- Increase the number of international students.
- Increase the number of fellowships and scholarships awarded to ethnic minorities and international undergraduate and graduate students.

STRATEGY 2: Enhance Academic Excellence through Increased Attention to Curriculum Development and Research on Diversity Issues

- Empower the Commission on Ethnic Diversity to work with faculty in improving curricular offerings on diversity.
- Increase the number of NAU students taking at least two courses emphasizing diversity in their undergraduate programs.
- Re-evaluate and strengthen the role of diversity in the Liberal Studies program..
- Establish a provost lecture series on issues related to diversity themes to highlight the university's commitment each year and to attract campus attention to this theme.

Quantitative Measures (Goal 5):

- Increase the number of Hispanic, African-American and international students
- Increase the number of Hispanic and African-American faculty and staff
- Increase the number of fellowships and scholarships awarded to ethnic and minority students
- Increase the retention and graduation rates of full-time ethnic and minority students.

GOAL 6: To be the nation's leading non-tribal university in providing educational opportunities for Native American students, in providing service and applied research to Native American tribes, and in advancing research concerning the history, culture, and contemporary issues of Native American peoples

NAU's location on the Colorado Plateau ties the university to the history and culture of the region. More than twenty tribal entities, among them the nation's largest, the Navajo Nation, exist within Arizona's boundaries and give the university a special mission for education, research, and service for Native Americans. NAU's responsibility for providing education to rural Arizona also makes it a logical partner in maximizing educational opportunities for Native American students in rural locations through on-site delivery and IITV. The university's commitment to economic development activities throughout the state but especially in Native American communities can make it a powerful partner in maximizing the natural resources and workforce on reservation land. Today NAU is one of the top five institutions in the United States in Native American enrollment and our intention is to become this country's most important university in all aspects of Native American education and research.

STRATEGY 1: Expand and Develop Native American Educational Opportunity

- Improve retention for Native American students.
- Increase student enrollment in the American Indigenous Studies program.
- Recruit Native American faculty members in disciplines throughout the university but especially in the Applied Indigenous Studies program.
- Promote increased cultural awareness among faculty and students that increases knowledge of the university's special role with Native American populations.
- Establish additional programming opportunities throughout Arizona, in disciplines and professional fields that meet the needs of Native American populations.
- Continue to infuse Native American studies into curricula.

STRATEGY 2: Enhance Research and Service to Native American populations

- Increase extramural funding for support of research and other scholarly endeavors by Native American faculty and students.
- Establish an endowed chair in Native American Studies by 2003.
- Establish visiting professorships for Native American scholars throughout the university.

Quantitative Measures (Goal 6):

- Increase retention rates for Native American students
- Increase the number of Native American students
- Increase enrollment in the Applied Indigenous Studies program
- Increase the total number of Native American faculty and staff by
- Establish an endowed chair in Applied Indigenous Studies by 2003

GOAL 7: To increase private support and research funding to supplement state allocations and tuition, in order to guarantee an operating budget that supports Academic Excellence

As a public institution, NAU provides a myriad of services to the state and nation by educating students, generating new knowledge and re-evaluating or applying existing knowledge, assisting a wide array of constituencies to achieve their goals, and serving as an example of the wealth of benefits that can accrue to citizens and states by supporting a strong system of higher learning. All this exacts a cost, however, for excellence in any endeavor demands that good people be provided with resources that allow them to push the envelope of performance. Major increases in state appropriations for higher education are unlikely in the near future and increasing tuition not only violates constitutional provisions but also limits access to higher education. This reality demands commitment of the university's energies to wisely use existing resources and to develop self-help activities, which lessens the university's dependence on traditional sources of operating funds.

Only through a commitment to resource management by all faculty and staff will the university expand the number and quality of its education and research efforts in the years ahead. A resource plan should be composed of several elements. First, we must shepherd existing resources and tie yearly budgeting more clearly to priorities at the university and unit levels. The university must also unify its many resources behind the goals of the Strategic Plan and annually demonstrate to the campus, the Arizona Board of Regents, and the public that resources support institutional priorities. We must also continue our development efforts to support existing programs, provide specialized resources, and expand the university-wide endowment. Finally, the university should develop additional partnerships with corporations, social service agencies, school districts, and educational consortia to offer programs throughout the state and nation at tuition levels reflective of program cost and market demand.

STRATEGY 1: Improve Financial Stability through Internal Priorities

- The preparation of annual budgets at the department, college and division level must be tied directly to university priorities.
- Increase enrollments at the freshman and transfer levels from Arizona to enhance revenue, build quality, and increase diversity.
- Increase percentage of non-resident students at NAU to balance revenue and enhance the academic and multicultural environment.
- Continue to increase extramural funding through pure and applied research grants building support for both faculty and students.
- Continue pro-active advancement and development activities.

STRATEGY 2: Engage in New Activities and Programs Leading to Financial Stability

- Develop a new initiatives fund of \$500,000 to foster entrepreneurial programs and activities by faculty and staff on a competitive basis.
- Develop new master's and certificate programs on a self-funded model that allows revenue sharing to academic units of at least 60 percent after expenses.

Quantitative Measures (Goal 7):

- Increase the enrollment of Arizona freshman and transfer students
- Increase the percentage of out-state and international by 6% by 2005
- Increase extramural funding from foundations and other private sources from \$27.5 to \$50 million by 2005
- Increase the assets of the NAU Foundation to \$160 million
- Complete the capital campaign raising a minimum of \$100 million by 2005