

**STRATEGIC PLANNING COUNCIL**  
**September 2, 2005**

**9:00 – 10:00**

**Babbitt Administrative Center 206**

Present: John Haeger, Pat Haeuser, Beth Applebee, Sarah Bickel, Richard Bowen, Fred Estrella, Marcus Ford, Bruce Fox, Liz Grobsmith, Fred Hurst, Stan Lindstadt, MJ McMahon, David Patton, Karen Pugliesi, Mary Venezia, Diane Verkest, Christy Arazan

Introductions: New members this year include Richard Bowen, Karla Brewster, Dave Finney, Dave Patton, Mary Venezia, Marsha Yowell, and a graduate student representative still to be determined.

Planning Environment:

Redesign: Each academic year brings with it new challenges. This year will be responding to the Arizona Board of Regent's redesign initiative. Some areas that NAU will develop / focus on will be the undergraduate education and the field of education. At the September 29<sup>th</sup> board meeting, NAU will present our commitment to investing in undergraduate education and outline how NAU is the institution that can meet state demand.

Community Colleges: It may be that in some capacity, community colleges will be able to provide 4-year degrees. A major motivating factor for community colleges seeking the ability to grant 4-year degrees is due to transfer problems. NAU must continue to really focus on making transfers from the community colleges as student friendly as possible.

Planning Binder Content:

Binders contain membership list, dates of scheduled Strategic Planning meetings, and outline of the strategic planning process at NAU. Also discussed or included:

- Strategic Planning Process documents including:
  - FY05-FY07 University Planning Priority accomplishments.
  - STAMATS web-conference provided several key points including the notion of being future oriented which has been difficult at NAU being faced with budget crises and enrollment drops. Binders include a handout from STAMATS summarizing highlights from the web conference.
  - The 2005-2010 Strategic Plan
- First two pages of the 5-Year Draft Plan Draft of the Five-Year Plan that is provided to the Regents, Governor, and the Legislature. This document is in a format required by the state and as such focuses on 5-6 strategic issues. The main focus of this document is to address resource issues for the next 5 years.
- 2004-2005 Planning Accomplishments includes:
  - College of Business Admin environmental scan of NAU
  - ABOR University Environmental Scan
  - VP's strategic plans

- Accomplishments from 2004-2005 and Initiatives
- Drafts of the mission and goals that were written last year
- Draft of planning benchmarks

Directions for Upcoming Year:

The Council must decide at the next meeting, September 23<sup>rd</sup>, whether or not we will move forward with a new mission and goals. If not, the fall forums with the broader NAU campus will be put on hold until the spring semester when we can present the new goals and mission to the campus.

At the 23<sup>rd</sup> meeting, a brief presentation on the structure of Illinois State's strategic plan will be discussed as a model that NAU may want to adopt.

At the 23<sup>rd</sup> meeting, the long range committee will provide an update.

**STRATEGIC PLANNING COUNCIL**  
**September 23<sup>rd</sup>, 2005**

**9:00 – 10:30**

**Babbitt Administrative Center 206**

Present: John Haeger, Pat Haeuser, Sarah Bickel, David Camacho, Fred Estrella, Dave Finney, Marcus Ford, Bruce Fox, MaryLou Galyon, Liz Grobsmith, Stan Lindstadt, Karen Pugliesi, Mary Venezia, Christy Arazan,

Not Present: Beth Applebee, David Bousquet, Richard Bowen, Carl Fox, Fred Hurst, MJ McMahon, David Patton, Marsha Yowell

**Planning Environment**

Community Colleges are seeking approval to grant 4-year degrees suggesting that they are more affordable and accessible. A possible compromise is being explored which would require community colleges go through a process that demonstrates demand and that resources are available before granting approval to award baccalaureate degrees. Long and short term implications for Northern Arizona University are unclear. The University will need to clearly articulate its unique brand of education and focus our marketing initiatives to communicate the opportunities that are available to undergraduates at NAU – faculty student interaction, number of accredited programs, undergraduate research opportunities.

**Leadership Day Retreat**

Handouts from Leadership Day were distributed. Also distributed were the feedback evaluations from the retreat. The Council needs to discuss the President's response to the Arizona Board of Regents redesign document. General consensus was that there just was not enough time to discuss some of the topics raised at Leadership Day and perhaps the Council could provide the venue to discuss some of these issues.

**Long Range Planning Subcommittee Report**

Marcus Ford provided an update on the status of the Long Range Planning Subcommittee's report. It is anticipated that an initial draft of the report will be available for the Council's review by the end of the fall 2005 semester. Early in the spring 2006 semester a Strategic Plan Council meeting will, in part, be devoted to discussing the report, suggesting changes, providing feedback, etc., for incorporation into a final report to be disseminated to the broader NAU community.

**Illinois State University's Strategic Plan Overview**

ISU's Strategic Plan, Educating Illinois, was presented and summarized as a framework that NAU may want to emulate when developing a new strategic plan model, goals, action statements, and accountability measures. Most of the material incorporated into the ISU model is available already at NAU – the material just needs to be pulled together into a comprehensive document.

Two notable features of ISU's plan that NAU does not currently have is the use of action statements and accountability measures. The Council was supportive of adopting a model similar to ISU and incorporating accountability measures. The action statements are really the core of the document and it is these action statements that will need to be developed, in alignment with the University's values, and taken to the broader NAU community for feedback, revisions, approval and eventual incorporation into the NAU plan.

### **2005-2006 Strategic Plan Council Action Plan**

The decision was made not to go out to the campus this fall with the plan to obtain feedback. Instead the fall will be used to develop the goals, action statements, and accountability measures to bring to the campus community in the spring for feedback, revisions, and approval. The Strategic Planning Council will work on developing the undergraduate element of the new goals and action statements and may bring these out to the campus community first for feedback just to get the process moving.

The Strategic Planning Council will arrange a joint meeting with the RGB Taskforce to focus on what piece research brings to the undergraduate experience at NAU.

Karen Pugliesi will lead us in a discussion of the faculty initiatives at the next Strategic Plan meeting.

**STRATEGIC PLANNING COUNCIL**  
**October 14<sup>th</sup>, 2005**

**9:00 – 10:30**

**Babbitt Administrative Center 206**

Present: Pat Haeuser, Beth Applebee, Sarah Bickel, David Bousquet, Richard Bowen, David Camacho, Katie Desmond, Fred Estrella, Dave Finney, Marcus Ford, Bruce Fox, Carl Fox, MaryLou Galyon, Fred Hurst, Stan Lindstadt, David Patton, Karen Pugliesi, Mary Venezia, Marsha Yowell, Christy Arazan,

**Planning Environment**

FY07 Budget Request was approved by the Arizona Board of Regents  
5-year Strategic Plan was approved by the Arizona Board of Regents  
Conference Center also approved - an inter-governmental agreement was signed between the City of Flagstaff and Northern Arizona University

**Long Range Planning Subcommittee Update**

Subcommittee will provide a draft of the Long Range Planning Report at the December meeting.

**Leadership Day Retreat – Undergraduate Focus**

Karen Pugliesi provided an overview of the Undergraduate Initiatives. The below outline was discussed:

**Undergraduate Education: Strategic Planning Discussion**

Vision: Become a truly student-centered campus that has a deep commitment to student success *and* high expectations for student learning

Goal: Enrich undergraduate education to promote student learning and success

*Strategies*

- Promote and support pedagogical innovations to increase student engagement, learning, and success
- Increase effectiveness of large enrollment and high DFW lower division courses with pedagogical innovations and increased use of graduate and undergraduate teaching assistants
- Increase instructional strategies that involve students in problem solving, inquiry, and application across the curriculum
- Strengthen freshman year experience and freshman academic programming
- Enhance and refine focus of Liberal Studies Program
- Enhance the University Honors Program
- Expand use of assessment of student learning for planning, program improvement, and resource allocation
- Promote effective use of technology to enhance student learning
- Further cultivate undergraduate involvement in research, internship/practicum, service learning, and study abroad
- Strengthen teacher preparation through NCATE accreditation
- Internationalize the Flagstaff campus
- Increase visibility and impact of International Office

Goal: Build a strong scaffolding of student support and guidance

*Strategies*

- Expand Supplemental Instruction and other class linked academic support
- Integration of academic advising, career planning, and academic support
- Develop university-wide goals and expectations for advisement
- Training and support for professional and faculty advisors
- Increase advising staff in Gateway Student Success Center and colleges as needed to enable personalized and accessible advising services
- Pro-active, personalized advising for students at-risk or in transition
- Implement and promote four-year graduation plan
- Increase assessment of advising

Goal: Cultivate curriculum and course scheduling practices that strengthen service to students and conserve university resources

*Strategies*

- Promote student learning-based curricular design
- Enhance infrastructure for course schedule planning and enrollment management for academic units
- Promote student-centered course scheduling practices
- Strategic deployment of faculty resources in support of institutional goals
- Elevate expectations and increase training for academic unit leaders

Goal: Expand faculty development and develop structures that promote commitment to and excellence in teaching

*Strategies*

- Expand and enrich the Faculty Development Program with focus on effective, learner-centered pedagogy
- Create a resource center for enhancement of excellence in teaching
- Create a Teaching Academy for recognition of excellent teaching
- Expand and focus new faculty orientation
- Enhance training and support for teaching assistants and part-time instructors
- Align faculty expectations, evaluations and rewards with institutional priorities to promote teaching effectiveness and excellence
- Expand and systematize differentiated workload
- Recruit new faculty with commitment to undergraduate education and teaching
- Promote and support scholarship of teaching and learning
- Elaborate structure for progression of non-tenure track faculty

Feedback on the UG Initiatives:

- This plan assumes students are not primarily responsible for their success. We want to be sure that the student's responsibilities are clear in these initiatives; perhaps adding a goal and initiatives that address student actions to take responsibility for learning
- Need diversity to be more explicit.

## **Undergraduate Goal Draft Action Plan**

A framework for examining the priorities / initiatives for undergraduate education on campus was presented. This framework includes Goals, Action Statements, and Measures as a method to provide accountability.

### **Feedback on the Undergraduate Goal Draft Action Plan**

- Transfers and statewide students need to also be a focus also for the undergraduate experience at NAU.
- Discussion occurred as to whether or not statewide initiatives should be incorporated into the broader initiatives, or perhaps separated out and highlighted.

For the next meeting, November 4<sup>th</sup>, Karen Pugliesi is to take the lead (with help from Beth Appleby, Sarah Bickel, David Camacho, Stan Lindstedt, and Christy Arazan) on revising the Draft Action Plan for undergraduates. Fred Hurst will bring elements of learning unique to distance learning initiatives and the Council will continue the discussion of whether distance learning initiatives should be incorporated into other goals or addressed separately.

**STRATEGIC PLANNING COUNCIL**  
**November 4<sup>th</sup>, 2005**

**9:00 – 10:00**

**Babbitt Administrative Center 206**

Present: Pat Haeuser, Beth Applebee, Sarah Bickel, David Camacho, Dave Finney, Marcus Ford, Bruce Fox, MaryLou Galyon, Liz Grobsmith, Stan Lindstadt, MJ McMahon, David Patton, Karen Pugliesi, Mary Venezia, Diane Verkest, Marshal Yowell, Christy Arazan

***1. Planning Environment***

Peter Likins, President - University of Arizona, spoke to the NAU campus. A copy of his handout summarizing Arizona Tax Funds for Higher Education was distributed to the Strategic Planning Council.

***2. Long Range Planning Subcommittee Report***

The Long Range Planning Subcommittee will present their report to the Council at the December 9<sup>th</sup> meeting. It will be distributed early (time allowing) to provide ample time for review.

***3. Undergraduate Focus***

A revised document of the undergraduate initiatives was distributed to the Council for review. General feedback focused on ways to cultivate student responsibility and incorporate this into the strategic planning document.

Concerns that arose regarding the document included the appropriate level of analysis, level of detail, the need to establish a threshold for inclusion of objectives.

Members of the Council were asked to begin eliciting feedback on the work in progress document from constituencies. In order to include students early it was suggested that appropriate members begin eliciting feedback from ASNAU and student workers.

**STRATEGIC PLANNING COUNCIL**  
**December 9<sup>th</sup>, 2005**

**8:30 – 10:00**  
**Babbitt Administrative Center 206**

Present: John Haeger, Pat Haeuser, Beth Applebee, Sarah Bickel, Rich Bowen, David Camacho, Katie Desmond, Fred Estrella, Dave Finney, Marcus Ford, Bruce Fox, MaryLou Galyon, Liz Grobsmith, Stan Lindstadt, David Patton, Karen Pugliesi, Mary Venezia, Molly Williams, Marsha Yowell, Christy Arazan

Molly Williams was welcomed to the Strategic Planning Council.

***1. Long Range Planning Subcommittee***

Members of the Long Range Planning Subcommittee (David Bousquet, Vice President for Enrollment and Student Affairs ; Dr. Marcus Ford, Professor of Humanities (chair) ; Dr. Laura Huenneke, Dean of the College of Engineering and Natural Sciences and Professor of Biology; Dr. George "Wolf" Gumerman, Professor of Anthropology and Chair; Dr. Karen Pugliesi, Vice Provost for Undergraduate Studies and Professor of Sociology; Dr. Linda Shadiow, Professor of Education ; Dr. Thomas Sisk, Professor of Environmental Sciences ; Dr. Octaviana Trujillo, Professor of Applied Indigenous Studies and Director ; and Dr . Miguel Vasquez, Professor of Anthropology) completed their report and distributed to the Council for consideration and endorsement.

Discussion regarding the content of the report ensued. Overall the report was well received and endorsed.

The Long Range Planning Subcommittee asked the Council to support (1) broader dissemination of the report, (2) inclusion / consideration in completion of planning documents, (3) inclusion in the NCA and NCATE initiatives. The Council approved the above three points.

***2. Planning Environment***

- Discussion on tuition increase scenarios
- December 15<sup>th</sup> the macro budget plans from all VPs are due. There will be a Leadership Day retreat in January to discuss the macro plans.
- The Graduate Research and Task force Report will be completed soon.

***3. Undergraduate Focus Strategies***

The Council broke up into smaller groups to discuss and rank the below strategies. A summary of the results from these discussions will be available at the next Planning meeting in January.

**Draft Undergraduate Education Goals and Strategies  
December 2005**

**DIRECTIONS:** Please complete **BEFORE** the Strategic Planning Council meeting Friday and bring along.

**Identify 5 strategies for each goal which the university must address and accomplish in the next 1-3 years. All the strategies are worthy, but some may be less defined or are better addressed at different levels of the institution (within Academic Affairs, within Student Affairs, etc.).**

**So read through the items for each goal and identify 5 that you believe are institutional priorities that require institutional resources (focus, funds, effort) and for which progress should be closely monitored. Mark those 5. You do not need to rank them. For your information, the italicized items are new and were added by the undergraduate subcommittee.**

Vision: Become a truly student-centered campus that has a deep commitment to student success and high expectations for student achievement

Goal: Enrich undergraduate education to promote student learning and success

Identify the five most important strategies for the university

*Strategies*

- Promote and support pedagogical innovations to increase student engagement, learning, and success
- Increase effectiveness of large enrollment and high DFW lower division courses with pedagogical innovations and increased use of graduate and undergraduate teaching assistants
- Increase instructional strategies that involve students in problem solving, inquiry, and application across the curriculum
- Strengthen freshman year experience and freshman academic programming
- Enhance and refine focus of Liberal Studies Program *to promote learning for global, culturally diverse and technological world*
- *Increase student learning and engagement with diversity*
- *Expand opportunities for high achieving students through enhancements to the University Honors Program*
- Expand use of assessment of student learning for planning, program improvement, and resource allocation
- Promote effective use of technology to enhance student learning
- Further cultivate undergraduate involvement in research, internship/practicum, and service learning
- Strengthen teacher preparation through NCATE accreditation
- Internationalize the Flagstaff campus

- *Promote international learning and experiences*
- *Expand co-curricular learning opportunities through partnerships between Academic Affairs, Residence Life and Student Affairs*
- *Cultivate student efficacy, responsibility, commitment to learning*
- *Enhance vibrancy of campus*
- *Integrate continuous process improvement to remove service barriers in business processes*

Goal: Build a strong scaffolding of student support and guidance

Identify the five most important strategies for the university

*Strategies*

- *Increase academic focus of new student orientation to prepare students for academically challenging educational experiences*
- Expand supplemental instruction and other class linked academic support
- Integration of academic advising, career planning, and academic support
- Develop university-wide goals and expectations for advisement
- Training and support for professional and faculty advisors
- Increase advising staff in Gateway Student Success Center and colleges as needed to enable personalized and accessible advising services
- Pro-active, personalized advising for students at-risk or in transition
- Implement and promote four-year graduation plan
- Increase assessment of advising
- *Develop student learning and developmental outcomes to empower students for academic and life success*

Goal: Cultivate curriculum and course scheduling practices that strengthen service to students and conserve university resources

Identify the five most important strategies for the university

*Strategies*

- Promote student learning-based curricular design
- *Promote strategic course schedule planning that facilitates student progression*
- Enhance infrastructure for course schedule planning and enrollment management for academic units

- Promote student-centered course scheduling practices
- Promote strategic deployment of faculty resources in support of institutional goals
- Elevate expectations and increase training for academic unit leaders

Goal: Expand faculty development and develop structures that promote commitment to and excellence in teaching

*Identify the five most important strategies for the university*

*Strategies*

- Expand and enrich the Faculty Development Program with focus on effective, learner-centered pedagogy
- *Enhance faculty proficiency with information technologies to improve student learning*
- *Strengthen faculty expertise for promoting achievement of diverse learners*
- Create a resource center for enhancement of excellence in teaching
- Create a Teaching Academy for recognition of excellent teaching
- Expand and focus new faculty orientation
- Enhance training and support for teaching assistants and part-time instructors
- Align faculty expectations, evaluations and rewards with institutional priorities to promote teaching effectiveness and excellence
- Expand and systematize differentiated workload
- Recruit new faculty with commitment to undergraduate education and teaching
- Promote and support scholarship of teaching and learning
- Elaborate structure for progression of non-tenure track faculty
- *Expand support and development for advising and mentoring of students*  
*Develop web-based resources for assis*

**STRATEGIC PLANNING COUNCIL**  
**January 27<sup>th</sup>, 2006**

**9:00 – 10:30**

**Babbitt Administrative Center 206**

Present: John Haeger, Pat Haeuser, Beth Applebee, Sarah Bickel, David Bousquet, David Camacho, Katie Desmond, Fred Estrella, Dave Finney, Marcus Ford, Bruce Fox, MaryLou Galyon, Liz Grobsmith, Stan Lindstedt, MJ McMahon, David Patton, Mary Venezia, Marsha Yowell, Molly Williams, Christy Arazan

The Strategic Planning Council meeting initially scheduled for February 17<sup>th</sup> has been moved to February 10<sup>th</sup>.

**1. Planning Environment**

Tuition recommendation: President has met with numerous student groups to obtain input on tuition increases. The budget planning process this year cannot rely as heavily this year on new tuition increases. While it is a bit of a gamble, the hope is that the state will increase the University's budget to supplement a low tuition increase by the University. ASU and U of A will not moderate their tuition as much and may differentiate tuition by college. The base tuition at all University's will not look the same.

Budget Hearings with the legislature: The Governor and legislature are talking about financial aid for students and state employee compensation.

The community college and university workgroups have developed a plan where pathways will be developed for community colleges to offer 4-year degrees and a pathway where community colleges may actually become a 4-year regional college.

**2. Long Range Planning Subcommittee Report Follow Up Questions and Next Steps**

The report has been distributed and discussed at Faculty Senate, the Service Professional Advisory Council, and the Council of Deans. The report is still to be discussed with the Academic Chairs, Faculty Senate, and at the Leadership Day Retreat (ideally). It was suggested that an open forum with the University may be a venue to discuss the ideas in the report.

**3. Undergraduate Focus Strategies**

The Council agreed that the strategies and initiatives are at a point that they can be brought out to the broader campus to discuss. For the next meeting, on February 10<sup>th</sup>, a structure for engaging the campus along with a document including performance indicators will be discussed.

**4. Other Goal Foci**

There are other goals: Research and Graduate Education, Access and Distance Learning, Diversity, and Sustainable practices. Carl Fox will take the lead on developing initiatives for the Research and Graduate Education goals, Fred Hurst will take the lead on developing strategies and initiatives for Access and Distance Learning, David Camacho will take the lead on the

Diversity goal, and Marcus Ford will take the lead on Sustainable practices. Liz Grobsmith volunteered to elaborate some of the international initiatives for inclusion where appropriate.

## **5. Campus Outreach**

It is January and we are only ready to go to the campus with the undergraduate goal outline. Progress will have to be made on the other three goals before re-engaging the campus community.

**STRATEGIC PLANNING COUNCIL**  
**February 10<sup>th</sup>, 2006**

**9:00 – 10:30**

**Babbitt Administrative Center 206**

Present: John Haeger, Pat Haeuser, Beth Applebee, Karla Brewster (for MaryLou Galyon), David Camacho, Katie Desmond, Fred Estrella, Dave Finney, Marcus Ford, Bruce Fox, Carl Fox, Liz Grobsmith, Fred Hurst, Stan Lindstedt, MJ McMahon, David Patton, Karen Pugliesi, Mary Venezia, Diane Verkest, Marsha Yowell, Molly Williams, Christy Arazan

**1. Planning Environment**

Robert Zemsky will speak as part of the President's Speaker Series on February 22<sup>nd</sup>. Michael Crow will speak in April.

It is not known what will become of the State's 155 hour rule (referring to student credit hour and not supporting students that have taken more than 155 credit hours).

The current community college bill will be dropped today. A new bill will be submitted that endorses the proposals from the High Ed Coordinating Board.

John Taylor, from NCA, was on campus to speak to NAU's Self-study team and members of the task forces about the accreditation process.

**2. Long Range Planning Subcommittee**

The Academic Chairs Council will be approached next to discuss the Long Range Planning Subcommittee Report.

There will be a webcast on Long Range Planning on March 7<sup>th</sup> at 1:30 in Cline Library hall. The Strategic Planning Council is invited to attend.

**3. Procedures for Soliciting Campus Input on Undergraduate Goals / Undergraduate Focus Document**

It was decided to go to the campus with the summary document of the goal, initiatives, and strategies. The more detailed document that includes the measures will be available for discussion, but want to really focus more on the content of the summary document. Suggested changes will be incorporated into these documents and they will be sent to all SPC members, and posted on the Strategic Plan web page, for the session leader's to distribute before their sessions (if possible) so that attendees have time to review the documents. All sessions are to be scheduled by February 20<sup>th</sup> and date, time, and place communicated to Christy Arazan. Inside NAU will include information on the spring feedback sessions with the campus and ad space will be purchased in the Lumberjack to encourage participation.

**4. Other Goal Foci / 2006 Strategic Plan**

Marcus Ford will work on the Sustainability goal, Carl Fox on the Graduate goal, Liz Grobsmith will continue to develop Internationalization initiatives, Fred Hurst will work on access, and

David Camacho will focus on the diversity initiatives. The purpose is to come up with a general outline of strategies that may be included in each of the goals as a starting point for developing these other goals and moving on from the undergraduate goal.

#### **5. Other**

Kathy Cruz-Uribe will be invited to attend a Strategic Planning Meeting to discuss the Research and Graduate Education Report recently completed by the task force.

The Council agreed that a ½ day session to begin working on the other goals would be helpful.

The Diversity and Equity Report will likely be released in approximately a week's time.

**STRATEGIC PLANNING COUNCIL**  
**March 3<sup>rd</sup>, 2006**

**9:00 – 10:00**

**Babbitt Administrative Center 206**

Present: Pat Haeuser, Beth Applebee, Sarah Bickel, David Bousquet, Diane Verkest for Richard Bowen, Katie Desmond, Fred Estrella, Dave Finney, Bruce Fox, Carl Fox, Stan Lindstedt, MJ McMahon, David Patton, Mary Venezia, Marsha Yowell, Christy Arazan

**1. Planning Environment**

At next week's Arizona Board of Regent's meeting they will approve new base tuition rates. Both ASU and UofA are proposing higher base tuitions (than NAU) and additional fees for high cost programs – NAU is not. NAU proposed a 3.6% tuition increase.

It is anticipated that the board will approve all three University pay plans. This includes the \$1,650 for all employees and the 2.5% merit to benefit eligible and hourly non-benefit eligible employees effective this March. NAU has written into their plan to try to address additional compensation issues in 2006-2007 once we know the money that will be received from the state and fall enrollment.

The Board of Regents staff have identified Senate Bill 1331 (Offensive Material Bill) as a bill that would adversely affect the University.

Current moving through the legislative process is a proposed \$300 million dollars (approximately) that will likely be available over the next 3-4 years to spur innovation and research in bio-science and bio-medical fields. This is a combination of state and private money. The Science Foundation of Arizona has been established to perhaps be a clearinghouse for these monies.

**2. Long Range Planning Subcommittee**

No updates.

**3. Leadership Day Feedback**

Vice President's presented their top three priorities for funding for FY07. Top priorities that were identified at the February Leadership Day Retreat were: faculty/staff salaries focus on undergraduate initiatives, distance learning expansion, capital assets issues, international programs, wireless expansion / network upgrade, focus on graduate education / research, and police salaries. Other priorities that were also identified by tables as important include marketing, additional costs because of a new team added to the Big Sky conference, relieving residence life of some subsidies, the oracle/PeopleSoft upgrades, and an ombudsman function.

**4. Soliciting Campus Input on Undergraduate Goals**

Several members of SPC that have already had their sessions provided updates:

Enrollment Management and Student Affairs: Suggest that facilitators do not shy away from having their attendees look at the strategy and initiative measures, because they help explain the

goal. Generally were excited at the prospect of including performance measures. Positive feedback was received that attendees could see how it is that they fall within the broader University planning strategies and suggestions for additional measures were made.

Chairs: Two sessions were held and no one came. Bruce Fox will try to get on the Chair's Agenda to discuss the future direction of strategic planning at the institution.

ITS and Undergraduates: There was a lot of talk on advising, career advising, faculty and staff mentoring. Attendees suggested the need to focus on addressing a culture of student centeredness and that something is missing concerning staff training and orientation in customer service. It was suggested that student workers are a major link to the student population and also should be trained in customer service skills. Diane reported that Human Resources had purchased a training module on student-centered training that they will be piloting this spring.

College of Business and Social and Behavioral Sciences: Feedback included that in order to be a student centered campus we need to look beyond academics. Need to acknowledge and incorporate that to be truly student-centered it needs to be broader than the academics.

Ideally the Lumberjack would do a story on the sessions and try to get a reminder in the Inside NAU next week about the upcoming sessions. A ½ page ad was purchased in the Lumberjack for Thursday, March 9<sup>th</sup> distribution.

#### **5. Strategic Planning Council Retreat Session – Friday, April 14, 2006; Grand Canyon in University Union; 7:30 - 12:00. Breakfast served.**

It was decided that the second goal which deals with graduate education and research should be the focus of the work retreat on the 14<sup>th</sup> of April. Kathy Cruz-Urbe will be invited to attend and speak at the beginning of the retreat. Ideally the Research Task Force report will be available for dissemination before the 14<sup>th</sup> retreat.

#### **6. Other Goal Foci / 2006 Strategic Plan**

The Council decided that they will go out to the campus for feedback with the new goal format and wording just one more time in fall 2006. For the published Strategic Plan (to be ready in August/September), it may be that only one or two goals will be well defined, however another purpose of the April 14<sup>th</sup> session will be to agree on tentative language for the other 2/3 goals. It was suggested that a non-linear approach to the planning document may be helpful in embracing the inherent overlap between goals.

Things to consider (at the retreat): Instead of Diversity, perhaps consider inclusiveness. Should Accessibility be separated from Diversity and make Diversity a 5<sup>th</sup> goal?