



**Northern Arizona University  
Strategic Plan 2004-2009**

**Goals, Strategic Directions and Initiatives**

**August, 2003**

# Northern Arizona University Strategic Plan, 2004-2009

## Northern Arizona University Mission and Description

Northern Arizona University is a doctoral/research intensive institution that has at its core undergraduate programs, significant research, and graduate programs appropriate to its size and classification. Northern Arizona University aspires to be an excellent undergraduate residential institution that provides its students with a challenging liberal arts and sciences curriculum integrated with extensive professional programs. The Mountain Campus is unmatched for natural beauty and for a student-centered learning environment. Undergraduate programming assures the individual development of NAU students through small classes, close interaction with senior faculty, and sophisticated learning technologies found at the nation's leading universities.

Northern Arizona University provides exceptional quality in a selected number of post-baccalaureate certificates, master's and doctoral programs. The university seeks to expand its post-baccalaureate programs to keep up with the emergence of new interdisciplinary fields and the changing economic needs of society. The University's faculty, organized in departments, schools, research centers and institutes, serves the advancement of knowledge in numerous traditional disciplines, in fields related to NAU's unique natural and cultural environment on the Colorado plateau, and in targeted response to the real world needs of the state, region and nation.

NAU is a central part of the Northern Arizona and Flagstaff communities. It reaffirms its traditional mission to serve rural Arizona and Native American peoples, and it pursues extra-university partnerships that will provide economic, cultural, and social opportunities for all citizens of the region. Consonant with its mission to serve the state, the university has innovative relationships with community colleges, operates a center in Yuma, and is expanding technology-based education delivery to offices, homes and locations around Arizona.

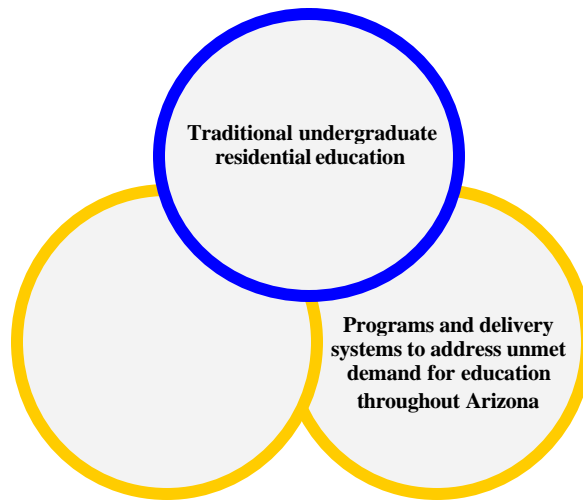
## Northern Arizona University Values

- Excellence in education  
*offering a rigorous, high quality education to all students*
- Student success  
*placing learner needs at the center of our academic and service planning, policies and programs*
- Educational access  
*providing all qualified students with access to higher education to prepare them for success*
- Diversity in faculty, staff and students  
*achieving multicultural understanding as a priority of educational and civic life*
- Integrity  
*operating with fairness, honesty, and the highest ethical standards to sustain a community of trust*
- A civil and engaging campus climate  
*building a university environment that is characterized by open communication, respect and collegiality*

# Northern Arizona University Strategic Plan, 2004-2009

## Northern Arizona University: Our Vision, Context, and Planning Process

Northern Arizona University has a rich history of service to the state of Arizona, the broad expanse of the Colorado Plateau, and to the nation. It is with this strong tradition that the institution looks to the future in its strategic planning. *The vision of Northern Arizona University's future is excellence in the core mission to provide an exceptional undergraduate residential education. Emanating from and enhancing the core undergraduate center are a nationally-recognized, focused set of traditional graduate education and research programs, and an innovative and effective choice of programs and delivery systems that address education demands throughout Arizona.*



### *Trends Influencing Planning:*

Northern Arizona University, along with the community college system and the other public Arizona universities, faces a future environment of both increased student demand for education and a climate of declining state resources. The ability to maintain and advance quality teaching and learning in this environment, as well as support Arizona's growth and economic development, provide the context for this plan.

### *Planning Process:*

Similar to all Arizona state agencies, Northern Arizona University uses a five-year rolling time horizon to structure its planning process. However, annually the Strategic Planning Council recommends to the President's Cabinet and President, an update of the Strategic Plan. The Strategic Planning process involves identifying goals, strategic directions, and strategies for the institution. The University's Strategic Plan includes capital and information technology planning, although both of these processes have separate planning documents that provide a fuller description of the Capital and IT plans.

# Northern Arizona University Strategic Plan, 2004-2009

## University Planning and Budget Priorities

A much smaller subset of the Strategic Plan goals and strategies, are identified as **University Priorities**. **University Priorities** are issues that require immediate attention. The Strategic Planning Council, the President's Budget Group, and the President's Cabinet work very hard to ensure that specific next steps or objectives associated with the **University Priorities** receive the resources (budget and attention) needed to get them accomplished.

Complete information on the 2004-05 **University Priorities**, 2003 accomplishments, the next steps or objectives identified to accomplish them, 2004 resource commitments, and responsible individuals and offices are found on the NAU website:  
[http://www4.nau.edu/pair/UniversityPlanning/strategic\\_plans.htm](http://www4.nau.edu/pair/UniversityPlanning/strategic_plans.htm).

## 2004-2005 University Planning and Budget Priorities

- *Develop a multi-year compensation plan to achieve equity with peers in faculty and staff compensation*
- *Create a distinctive Northern Arizona University Identity*
- *Increase enrollment and retention*
- *Develop processes that routinely link strategic planning and budgeting*
- *Increase and diversify revenue streams*
- *Revitalize NAU's buildings and infrastructure*
- *Foster a culture of diversity*

## Northern Arizona University Strategic Plan, 2004-2009

### ***Strengthen Undergraduate Educational Excellence in a Residential Learning Community***

<b>Strategic Directions</b>	<b>Responsible</b>
<b>Increase academic excellence in programs</b>	
Create a distinctive identity and convey this identity through a consistent image	Executive Vice President
Use student learning outcomes in all programs to assess program effectiveness	Vice Provost for Undergraduate Studies, for Academic Assessment, Deans, Chairs
Increase student involvement in undergraduate research	Vice Provost for Research & Graduate Studies, Deans
Reinvigorate the University Colloquium to prepare entering freshmen for academic success	Provost, Vice Provost for Undergraduate Studies, Deans
Increase scholarship dollars to attract more highly talented students	Vice President, University Advancement
Establish new endowed chairs and professorships to attract a diverse, nationally respected faculty to provide undergraduate instruction	Vice President, University Advancement
Continue to enhance faculty development	Provost, E-Learning, Vice Provost for Academic Personnel, Faculty Development
Develop a multi-year plan to achieve equity with peers in faculty and staff salaries	President, President's Cabinet, President's Budget Group, Strategic Planning Council
<b>Enhance the quality of the residential living and learning environment</b>	
Continue to develop living and learning experiences to provide an engaging campus climate	Student Affairs
Increase private student accommodations within a vibrant community setting	
Provide excellent student services	Vice President Enrollment Management & Student Affairs, Student Affairs, Comptroller, Graduate College, Gateway Student Success Center, Extended Programs, Deans
<b>Construct and renovate academic buildings and invest in infrastructure to support instruction and research</b>	
Improve access to instructional technology and plan for learner-centered education in mountain campus building renovations	Vice President, Administration & Finance, Chief Information Technology Officer

## Northern Arizona University Strategic Plan, 2004-2009

### ***Increase and Manage Enrollment***

<b>Strategic Directions</b>	<b>Responsible</b>
<b>Increase student enrollment</b>	
Continue to develop an effective enrollment management administrative structure	Vice President, Enrollment Management & Student Affairs
Assess the feasibility of the new Extended Programs financial model	President, Extended Programs Committee
Continue development of enrollment management plans that identifies annual objectives with specified targets, actions plans, processes, responsible parties, and key performance measures. By 2006, increase enrollment: <ul style="list-style-type: none"> <li>• 750-1,000 students at the Mountain campus</li> <li>• 1,000 students at Extended Programs sites</li> <li>• international, graduate, undergraduate, minority, resident, and nonresident student populations at all sites</li> </ul>	Vice President, Enrollment Management & Student Affairs, Extended Programs, Deans, International Programs, Graduate College
<b>Improve student retention</b>	
Develop a retention infrastructure, plan and process. By 2008: <ul style="list-style-type: none"> <li>• increase retention from the first to the second year from 67% to 72%</li> <li>• increase six-year graduation rates from 45% to 50%</li> </ul>	Vice President, Enrollment Management & Student Affairs, Vice Provost for Undergraduate Studies
Monitor and assess the effectiveness of retention programming	Vice President, Enrollment Management & Student Affairs, Vice Provost for Undergraduate Studies
Implement an effective centralized advising system through the Gateway Student Success Center	Vice Provost for Undergraduate Studies, Deans, Gateway Student Success Center
Improve student connections and satisfaction in student academic services and all areas of student life	Student Affairs, Gateway Student Success Center, Vice Provost for Undergraduate Studies

## Northern Arizona University Strategic Plan, 2004-2009

### ***Strengthen Graduate Education, Economic Development and Research***

<b>Strategic Directions</b>	<b>Responsible</b>
<b>Attract and retain the highest quality graduate students</b>	
Increase graduate assistantships and fellowships	Vice Provost for Research & Graduate Studies, Vice President, University Advancement
Secure new funding sources	Vice Provost for Research & Graduate Studies, Vice President, University Advancement
Provide increased services to support graduate student success	Vice Provost for Research & Graduate Studies,
<b>Increase the capability to support and conduct research, economic development, and faculty, staff and student scholarship</b>	
Use Proposition 301 funds to augment research and workforce development efforts	Vice Provost for Research & Graduate Studies
Redesign indirect distribution practices to increase the incentives to conduct research	Vice Provost for Research & Graduate Studies
Support and strengthen research in the technology platforms (i.e., bioscience, communications, information technology, bioengineering, and sustainable systems)	Vice Provost for Research & Graduate Studies
Leverage Proposition 301 funds to conduct applied research relating to economic development in Flagstaff and throughout the state	Vice Provost for Research & Graduate Studies
Increase activity with University Advancement to promote business, corporate, and industrial supported research activity	Vice Provost for Research & Graduate Studies, Vice President for University Advancement
Construct a new applied research facility	Vice Provost for Research & Graduate Studies, Vice President for Administration & Finance
<b>Be a center of excellence focused in areas such as science, technology, and workforce development</b> <i>(in concert with the recommendations of the Battelle Institute's report, "Positioning Arizona's Public Research Universities: Science and Technology Strengths for Arizona's Future")</i>	
Strengthen NAU partnerships with the Translational Genomics Research Institute (TGen)	President, Vice Provost for Research & Graduate Studies
Increase the number of faculty and student scholarly presentations, hosted conferences, and publications	Deans, Chairs
Seek funds to support endowed chairs, visiting professorships, fellowships, post doctoral positions, and student merit based scholarships	Provost, Vice President, University Foundation

**Northern Arizona University Strategic Plan, 2004-2009**

***Build on our National Reputation for Excellence in Professional Programs***

<b>Strategic Directions</b>	<b>Responsible</b>
<b>Build on an existing strength by expanding access and reinforcing quality in teacher education programs</b>	
Offer and assess effectiveness of alternative routes to teacher certification	Provost, Dean of Education, Extended Programs
Increase the number of K-12 mathematics and science teachers and other underrepresented disciplines	Provost, Dean of Education, Dean of Arts & Sciences
Support programs and service to ensure consistent attention to state standards and high pass rates on the Arizona Education Proficiency Assessment.	Provost, Dean of Education
Provide in-service programs for teachers, state and local leaders, principals and superintendents to enhance educational leadership skills throughout Arizona.	Provost, Dean of Education, Extended Programs
<b>Enhance access and quality in professional programs</b>	
Offer increased access to critically needed professional programs, such as health care, business, engineering, communications, hotel, restaurant management, and education technology	Provost, Deans
Offer programs strategically in professional areas that meet learner needs and changing demands in the workplace.	Provost, Deans
Expand partnerships with businesses, corporations, educational institutions, and other public entities.	Provost, Extended Learning, Vice Provost for Research & Graduate Studies, Deans, Vice President, University Advancement

## Northern Arizona University Strategic Plan, 2004-2009

### ***Provide Leadership In The Development, Use And Assessment Of Technologies In Educational Programs***

<b>Strategic Directions</b>	<b>Responsible</b>
<b>Deliver effective programs/courses using technology</b>	
Develop superior certificate and degree programs to deliver using technologies within Arizona, the Southwest region, and worldwide	Provost, Extended Programs, Deans
Identify profitable markets for the delivery of courses in the workplace for businesses, government agencies, schools and non-profit organizations	Provost, Extended Programs, Deans, E-Learning
Incorporate instructional effective practices from research conducted by the Center for Research, Development, and the Assessment of Learning in Electronic Environments	Vice Provost for Undergraduate Studies, Academic Assessment
Transition the video delivery of courses and programs from Interactive Instructional Television (IITV) to video delivery via new digital technologies	Extended Programs, Provost, Deans
Expand Extended Programs course and program access in urban and rural areas to respond to student demand and to establish professional market niches	Extended Programs, Provost, Deans
Continue to develop and refine student support services provided on-site and via technology to maintain competitiveness by improving distance student experiences and learning outcomes.	Extended Programs, Provost, Deans, Chief Information Technology Officer, Administrators
<b>Build faculty expertise</b>	
Improve the university's capacity to support faculty in the development and offering of technology-enhanced courses	Extended Programs, E-Learning, Center for Technology Enhanced Learning, Chief Information Technology Officer
Encourage colleges and departments to hire and reward faculty who innovatively use technology or other forms of teaching as scholarship	Provost, Deans
<b>Build student technological expertise</b>	
Initiate programs to enhance the technological literacy of NAU students.	Chief Information Technology Officer, Provost, Student Affairs
Expand technology across the curriculum	Provost, Provost's Academic Computing Committee, Extended Programs
Expand student use of technology through improvements in the campus technical infrastructure	Chief Information Technology Officer, Vice President, Administration and Finance

**Northern Arizona University Strategic Plan, 2004-2009**

***Foster a Culture of Diversity***

<b>Strategic Directions</b>	<b>Responsible</b>
<b>Increase diversity among faculty, staff and students</b>	
Design recruitment and retention strategies to ensure representation of an ethnically diverse and international student, faculty, and staff population. Strengthen diversity on associated boards and advisory committees.	President, Provost, Deans, Chairs, Administrators, Vice President, Enrollment Management & Student Affairs, Extended Programs, International Office, Vice President, University Advancement
Hold units accountable for recruiting and retaining a diverse faculty and staff workforce. Evaluate vice presidents and deans for progress in their areas	President, President's Cabinet
Continue to build a closer relationship with the Coconino County Hispanic community	President, Provost
Increase the number of fellowships and scholarships available to ethnically diverse and international students	International Office, Financial Aid, Vice President, University Advancement
<b>Encourage infusion of diversity in curriculum development, research efforts and campus culture</b>	
Strengthen the role of diversity by implementing the new global and U.S. diversity requirements in the Liberal Studies program	Provost, Vice Provost for Undergraduate Studies, Liberal Studies Committee, University Curriculum Committee
Engage faculty, administrators, and students in a formal review process to integrate diversity into curricular offerings	Provost
Provide programming on the Flagstaff campus to create a culture that welcomes and embraces diversity	Provost, Student Affairs
Support faculty and staff development related to diversity issues	Provost, Vice Presidents

## Northern Arizona University Strategic Plan, 2004-2009

### ***Be the Nation's Leading University Serving Native Americans***

<b>Strategic Directions</b>	<b>Responsible</b>
<b>Expand and develop Native American educational opportunities</b>	
Design recruitment and retention strategies that will attract a substantial number and the highest quality Native American scholars, staff and students	Vice President, Enrollment Management & Student Affairs, Extended Programs, Provost, Deans
Organize a Commission on Native Americans to provide recommendations on Native American programming	President, Commission on Native Americans
Engage a consultant to provide a review of current Native American programming	President, Commission on Native Americans
Develop a strategic plan to enable NAU to better integrate and leverage Native American programming	President, Commission on Native Americans
Increase the number of fellowships and scholarships available to Native American students	Vice President, University Advancement, Financial Aid
Support resource development activities for Native American scholarly endeavors, and to provide services to Native American populations	Institute for Native Americans, Vice Provost for Research & Graduate Studies, Vice President, University Advancement

## Northern Arizona University Strategic Plan, 2004-2009

### ***Ensure Financial Stability and Growth***

<b>Strategic Directions</b>	<b>Individual Responsible</b>
<b>Engage in activities and programs leading to stability and growth</b>	
Increase private support, including alumni, to supplement state funding and tuition	Vice President, University Advancement,
Coordinate with the Arizona Board of Regents and the other two universities to provide a level of support per student that affords educational quality for students and confers value on their degree	President, Executive Vice President
Hire administrative leaders for the positions of Vice President for Administration and Finance and Vice President for University Advancement	President
Increase use of data, analyses, and projections to make informed decisions	President, Provost, Vice Presidents, Chief Information Technology Officer
Engage in development and strategic planning activities focused on capital projects	President, Provost Vice Presidents, Deans
Expand relationships with community colleges to meet student demand for education in urban and rural areas	President, Provost Extended Learning, Deans
<b>Identify priorities to guide resource allocation</b>	
Define procedures to link strategic planning and annual and longer-term budget decisions	President, President's Cabinet, President's Budget Group, Strategic Planning Council
Reallocate resources, redesign functions and programs, and align new resources to support university priorities	President, President's Cabinet, President's Budget Group, Strategic Planning Council
Work with the NAU Foundation to achieve the University's Strategic Plan goals and priorities	President, Vice President, University Advancement

# Northern Arizona University Strategic Plan, 2004-2009

## Capital Plans Meet Educational Needs

### *FY 2003 Major Capital Accomplishments*

- Gateway Student Success Center opened summer, 2003 to rave reviews from students and faculty and staff
- South campus infrastructure upgrade accomplished. By completing this project, the campus averted what could have been a catastrophic breakdown that would have left NAU without electricity on South campus for months
- Added pre-engineered modular buildings to provide flexible “swing space” for colleges displaced while planned building renovations are undertaken. The School of Communications moved into the first set of buildings during summer 2003.

Passage of House Bill 2529, the research infrastructure bill, combined with system revenue bonds from the FY2002-03 legislative appropriation for NAU building renovations provide Northern Arizona University with an extraordinary opportunity to change the physical infrastructure and look of the campus. The next few years will be exciting—and challenging since so much construction will take place.

### *Projects identified for 2004-2005 include:*

- Completion of the Communications Building in summer, 2004
- Building a new College of Business Administration
- Adding more modular swing space
- Building a new Applied Research Facility
- College of Engineering and Technology Renovation
- Campus Infrastructure Upgrades

### *Northern Arizona University’s five year capital development plan, the CDP identifies additional projects for 2005-2007:*

- A new \$35 million dollar laboratory facility
- North Campus Cooling Infrastructure
- New Residency Hall
- NAU Yuma Science Building

## Northern Arizona University Strategic Plan, 2004-2009

**2002-2003**

### **STRATEGIC PLANNING COUNCIL**

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Jeanette Baker, Executive Director, President's Office  
David Berg, Graduate Student Association  
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David Bousquet, Vice President for Enrollment Management and Student Affairs  
Kathy Cruz-Uribe, Council of Deans Representative  
Jack Dustman, Chair Faculty Senate Planning Budget Committee  
Pamela Eibeck, Vice Prove for Undergraduate Studies  
Fred Estrella, Chief Information Technology Officer  
Carl Fox, Vice Provost for Research and Graduate Studies  
Marcus Ford, Faculty Senate Representative  
Liz Grobsmith, Provost  
Pat Haeuser, Director of Planning and Institutional Research  
Fred Hurst, Dean, Statewide Academic Programs  
Melissa Lane, ASNAU Student Representative  
Stan Lindstedt, Faculty Representative  
MJ McMahan, Executive Vice President  
Ramona Mellott, Council of Chairs Representative  
Tom McPoil, Regent's Professor Representative  
Paul Rowland, Director of Assessment

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David Bousquet, Vice President for Enrollment and Student Services  
Fred Estrella, Chief Information Officer  
Liz Grobsmith, Provost  
Frederick Hurst, Vice President and Dean for Extended Programs (Interim)  
David Lorenz, Vice President for Administrative and Financial Services  
M.J. McMahan, Executive Vice President  
Susan Schroeder, Vice President for University Advancement (Interim)

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