

2004 University Planning Priorities

Strategic Planning Council/President's Cabinet July, 2003

PRIORITY -- Develop a multi-year compensation plan to achieve equity with peers in faculty and staff compensation		
Progress		
1. Information on faculty salaries in relation to peers developed		
2. Chairs refine their Chair's Compensation proposal		
3. Initial draft of principles to develop a multi-year plan is distributed. Plan relies on enrollment increases and tuition increases.		
4. Faculty Senate proposes faculty salary plan		
5. Joint Working Group for Staff Salaries meets to propose a staff salary plan		
6. Cabinet deliberates budget plans that include faculty and staff salary increases for FY04		
Next Steps	Estimated Resources Needed	Responsible Individuals
Identify funds in FY04 to begin to address salary issues for faculty and staff	\$1,300,000 for salaries and ERE for a ½ year in FY04; another \$1,300,000 required to annualize in FY05	Cabinet, President's Budget Group
Increase part-time faculty salaries to better compete with the market	\$285,000 for salaries and ERE for a ½ year in FY04; another \$285,000 required to annualize in FY05	Cabinet, President's Budget Group
Develop a five-year plan to improve compensation in relation to growth in NAU's revenue base resulting from increases in enrollment, tuition, and State compensation.	No costs identified	Cabinet, President's Budget Group
Complete a study of rank compression and salary inequities as compared to peers to help develop salary plans	No costs identified	Planning and Institutional Research, Human Resources
Communicate all compensation changes each	Approx. \$4.6 million for FY04	Cabinet, President's Budget Group

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PRIORITY -- Create a distinctive Northern Arizona University Identity

Progress

1. Consultant Dennis Jones from the National Center for Higher Education Management (NCHEMS) recommends the university clearly identify who it is and what students are served.
2. Strategic Planning Council subcommittee develops a process to develop a vision and values. Strategic Planning Council begins to address the issue of identity.
3. Provost directs colleges and units to wait on creating new logos until identity standards set
4. Creative Communications engages in research and uses a new design motif in publications; includes San Francisco peaks as visual
5. New NAU home web-page is developed
6. Leadership Day, Strategic Planning, and faculty and staff groups across campus identify potential NAU values
7. Strategic Planning Council recommends a set of values for the FY04 Strategic Plan
8. Communications consultant Ann Duffield from Marts and Lundy reviews Northern Arizona University image, identity, and communications

Next Steps	Estimated Resources Needed	Responsible Individuals
Reorganize administrative structure to build a cohesive communication strategy	\$300,000	President, Executive Vice President
Incorporate consultant recommendations as appropriate	Unknown	President, Executive Vice President
Engage in a firm to propose an effective image/communication strategy with external and internal audiences	Unknown, President's contingency fund	President, Executive Vice President, Vice President, Enrollment Management & Student Affairs, Vice President, University Advancement

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PRIORITY - Increase enrollment and retention

Progress

1. International Office was given additional resources to recruit international students
2. Held Enrollment Management areas harmless in FY02 and FY03 budget reductions
3. Engaged admissions consultant Scott Healy to provide recommendations on recruitment and retention
4. Added additional budget to enrollment management area
5. Set resident and non-resident enrollment targets for fall 2003
6. Initiated new recruiting strategies
7. Hired a new Vice President for Enrollment Management and Student Affairs
8. Began development of information on retention/attrition
9. Sent a team to the Knight Higher Education Collaborative "Retention Engagement" to learn from other institutions and begin development of a retention action plan.
10. Set up a new model of freshman advising
 - remodeled a building to house the Gateway Student Success Center
 - designed and began implementation of the new freshman advising model
11. Engaged Scannell and Kurz, Financial Aid consultants, to recommend financial aid and admissions strategies
12. Revised merit financial aid awarding strategies
13. Engaged e-Education and Technology consultant, Eduprise, to make recommendations for Distributed Learning
14. Consultants Jim Scannell and Kathy Kurz facilitate a planning session on retention identifying gaps and next steps
15. Student Affairs and Academic Affairs are engaging in projects to improve and measure retention/attrition
16. Organized first NAU "Assessment Fair" with 63 presenters, 35 poster sessions with 20 departments or offices participating
17. Implementing a freshman colloquium (UC101) pilot to increase faculty participation and improve student learning and satisfaction
18. Moving the First Year Experience (FYE 101) to Academic Affairs to facilitate integration with UC101
19. Introduced Freshman Interest Groups that will serve all freshmen
20. Providing Priority Enrollment to all incoming, full-time freshmen during spring semester prior to orientation
21. Introducing degree audit system in Fall 2003 to clarify academic requirements and policies to students and advisors
22. Introduced a series of yield letters (eight) and sent to students or parents of student admitted in Fall 2003
23. Implemented a recruitment and retention grant program to test new approaches and tactics
24. Conducted a survey of students admitted in Fall 03 and instituted a series of postcards targeting NAU strengths that match what students said were important to their college decision. Follow-up by recruiters

25. Implemented a high school junior reception program

Increase Enrollment and Retention Next Steps	Estimated Resources Needed	Responsible Individuals
Target non-resident and international student recruiting	Unknown	Vice President, Enrollment Management & Student Affairs, International Programs, Extended Programs
Continue to assess the effectiveness of recruiting strategies	No costs identified	Vice President, Enrollment Management & Student Affairs, Extended Programs
Invest in market research to identify primary recruitment populations	Unknown	Vice President, Enrollment Management & Student Affairs, Extended Programs
Invest in Extended Programs to strategically build enrollment and revenue	\$200,000 in FY04; additional 1-time funds	Cabinet, President's Budget Group, Extended Programs
Build a President's Reserve from Extended Programs tuition revenue to strategically reinvest in growing the University's student and financial bases	\$625,000 in FY04	President, Cabinet, President's Budget Group, Extended Programs
Provide Graduate Assistant partial in-state waivers	\$320,000	Cabinet
Provide funding to enhance freshman curricular programming	FY05 Impact	Cabinet, President's Budget Group, Vice Provost for Undergraduate Studies
Ensure the success of the Gateway Center by funding it adequately	\$350,000 for 10 additional advisors (\$250,000 in FY04; additional \$100,000 in FY05)	Cabinet, President's Budget Group, Vice Provost for Undergraduate Studies

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PRIORITY -- Develop processes that routinely link strategic planning and budgeting		
Progress		
1. FY03 budget developed to provide new funds for priorities <ul style="list-style-type: none"> • enrollment development • Gateway student success center • Implementation of SOLAR project 		
2. Small budget committee attempts to protect university priorities from budget cuts as much as possible		
3. Ad hoc small budget committee is formalized into an ongoing President's Budget Group		
4. Consultant Dennis Jones of NCHEMS recommended budget and planning integration steps		
Next Steps	Estimated Resources Needed	Responsible Individuals
Annually identify priorities: <ul style="list-style-type: none"> • Determine resources required to accomplish the priority and establish measurable outcomes. • Fund priorities using reallocations of existing revenues as well as available new revenue. 	No costs identified	Cabinet, President's Budget Group, Strategic Planning Council, Budget Office
Report annually on expenditures and outcome measures associated with priority funding.	No costs identified	Designated Responsible Offices
Report on progress for all goals each year.	No costs identified	Strategic Planning Council
Identify the decisions and policies underlying current discretionary state and local fund allocations. Develop a process to evaluate those decisions and policies on an appropriate schedule (e.g. annually, every 3 years).	No costs identified	Cabinet, President's Budget Group, Budget Office
Consultant Dennis Jones, NCHEMS, will meet with Cabinet and Council of Deans on budget and planning next steps.	Unknown	President, Cabinet, Council of Deans

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PRIORITY -- Increase and diversify revenue streams

Progress

1. President and Executive Vice President use the Changing Directions ABOR initiative to build board, university, community and student support for a \$1,000 increase in undergraduate tuition and a \$1,200 increase in graduate tuition
2. Bursar worked with Executive Vice President to change Board policy to explicitly allow installment payments for tuition and fees.
3. The small budget committee analyzes potential expenditure savings and additional revenue streams. This committee is formalized and enlarged, and is now the President's Budget Group.
4. The Eduprise Committee recommends a plan to move distributed learning to an Extended Programs Model
5. A plan is developed to move to the Long Form for indirect cost recovery.
6. Student Affairs and Information Technology Services are studying student fee proposals.
7. Increases in grants and contract activity and intellectual property/technology transfer possibilities are sought
8. President, Executive Vice President and Vice President, Administration are pursuing strategies to gain increased funds for capital projects and campus maintenance

Next Steps	Estimated Resources Needed	Responsible Individuals
Ensure implementation of the plan to move to the Long Form for indirect cost recovery.	\$	Vice President, Research & Graduate Studies, Budget Office
Cabinet review of student fee increases for Student Affairs, Academic Affairs, and/or Information Technology Services.	No Costs Identified	President, Cabinet, President's Budget Group, Student Affairs, Chief Information Technology Officer
Work with students to on Student Affairs and Information Technology fees. Develop plans for the increased funds that would enhance the services and facilities (computer, software, network resources) that students will endorse. Engage students in an ongoing process of providing input for the budgeting of the funds collected from these fees.	No Costs Identified	President, Student Affairs, Dean of Students, Chief Information Technology Officer
Invest in business and industry research and development activities especially in the Phoenix metro area.	Unknown	Extended Programs, Vice Provost for Research and Graduate Studies, Vice President, University Advancement

Next Steps	Estimated Resources Needed	Responsible Party
Strategic review of Prop 301 investments internally and with an external advisory committee.	No costs identified	Provost, Proposition 301 Executive Committee, Vice Provost for Research and Graduate Studies
Foster intellectual property patenting/licensing, small business development and business partnerships by contracting for intellectual property development management.	Unknown	Vice Provost for Research and Graduate Studies , Vice President, University Advancement
Complete agreements with the Translational Genomics Research Institute (TGen), and seek strategic partnerships with business and industry to enhance support for NAU's research mission.	\$	Provost
Identify and establish reasonable user fees for optional conveniences.	No costs identified	Vice Presidents
Solicit businesses in the ARD building to help offset costs of operations and maintenance.	No costs identified	Vice Provost for Research and Graduate Studies
Enhance the NAU University Advancement operation's structure, connection, and contribution towards achieving NAU's strategic goals	No costs identified	President, Vice President of University Advancement

2004 University Planning Priorities

NEW PRIORITY - Revitalize NAU's Buildings and Infrastructure		
Actions	Estimated Resources Needed	Responsible Individuals
Continue to implement/expand NEW LOUIE/IRM capabilities: <ul style="list-style-type: none"> • Review newly authorized funding during 3rd Qtr FY04; make adjustments where necessary • Update Cabinet regularly on LOUIE work priorities and accomplishments 	\$1-\$1,200,000 in FY04	Cabinet, Administrative Computing Advisory Committee, Chief Information Technology Officer
Revise Capital Improvement Plan, taking advantage of new capital funding sources, to renovate and build new instructional and research space: <u>FY04 Project Started</u> Swing Space II New College of Business Communications Building South Campus Cooling Infrastructure College of Engineering Yuma Science Building Applied Research Building <u>Additional Projects to Start in FY06</u> New Laboratory Facility North Campus Infrastructure	Board funds – \$31 Million House Bill 2529, the research infrastructure bill - \$37 Million	President, Cabinet, Vice President, Administration and Finance
Upgrade furniture and equipment in instructional buildings	Potential System Revenue Bonds, \$100,000-\$300,000	Cabinet, VP for Administration and Finance
Invest in “wayfaring” campus infrastructure	Potential System Revenue Bonds, \$300,00-\$1,000,000	Cabinet, VP for Administration and Finance
Evaluate upgrades to campus technology infrastructure including: <ul style="list-style-type: none"> • Advantage System • Telephone Switches • WebCT to VISTA 	Unknown; Information Technology Reserve is one source of funding	Cabinet, Strategic Planning Council, Chief Information Technology Officer

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NEW PRIORITY - Foster a Culture of Diversity		
Actions	Estimated Resources Needed	Responsible Individuals
Develop a strategy to facilitate hiring of a diverse faculty. Consider a plan whereby the President's Office provides funding for five faculty hires in FY05 if the candidate is a member of an underrepresented ethnic group and meets institutional priorities.	\$250,000 in FY05 Base; Continuing base growth expected	President, Provost, Deans
Provide multi-cultural student programming.	No costs identified	Student Affairs
Initiate a Curriculum Development project along the lines of the Ponderosa Project (faculty development). <ul style="list-style-type: none"> • Develop a diversity website to support the curriculum project 	Estimate: \$20,000 for faculty stipends (20 faculty @ \$1000/per) ??\$5000 for guest speakers/consultants ??\$5000 stipend for coordinator of project Total: \$30,000 NB: we need to seek some external funds for this also	Provost, Vice Provost for Academic Personnel
Hire an Ethnic Studies director.	Unknown; ~\$40-\$50K?	Provost
Engage the Cabinet, Council of Deans, and Council of Chairs in diversity discussion/training/workshops/events.	Unknown	President, President's Cabinet, Council of Deans, Chairs, Commission on Ethnic Diversity
Hold units accountable for recruiting and retaining a diverse faculty and staff workforce. Evaluate vice presidents and deans for progress in their areas of responsibility.	No costs identified	President, President's Cabinet
Provide an annual report of progress in fostering a culture of diversity at NAU.	No costs identified	Strategic Planning Council