

EXECUTIVE SUMMARY

Item Name: 2011-2012 Academic Strategic Plan for Northern Arizona University

Action Item Discussion Item Information Item

Issue: The Committee is asked to review and approve the 2011-2012 Academic Strategic Plan for Northern Arizona University.

Background

ABOR Policy 2-203.A requires each university annually to submit an Academic Strategic Plan to the Academic Affairs Committee. The Plan is to provide information on the key academic initiatives planned by the institution and describe how they support both the University's strategic plan and the system-wide strategic plan of the Arizona Board of Regents. The Committee's approval authorizes the university to implement changes outlined on the plan.

Statutory/Policy Requirements

ABOR Policy 2-203.A, "The Academic Strategic Plan"

Strategic Implications

Goal One of the ABOR 2020 Vision addresses the need for the universities to establish and insure academic excellence. The Academic Strategic Plan serves as a primary mechanism by which the Board provides oversight and direction for the academic initiatives and mission of each university.

Discussion

The Academic Strategic Plan includes the following requests and information:

- An Inventory of all academic degree programs which are expected to be planned, implemented, merged with other programs or eliminated in the upcoming year.
- A list of anticipated changes to academic organizational units.
- Status report on the previous year's plan.
- Information on the institution's centers and institutes, created and eliminated.

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- Upon approval by the Committee, most proposals listed on the Plan may be implemented without further review or action.
- Those academic programs that will be funded with additional state funds or programs fees do require additional approval by the Academic Affairs Committee before they may be implemented or enroll new students. Approval of the program by the AAC does not constitute approval of program fees; that occurs during the Board's regular fee setting process.
- Academic Strategic Plans may be modified during the year with the approval of the AAC.

The Academic Strategic Plan includes a narrative overview and three reporting sections:

- **Part I - Proposed New Programs and Units for 2011-2012**
This section addresses the plans for academic programs and organizational changes anticipated for the upcoming year (AY 2011-12).
- **Part II - Status Report on 2010-2011 Academic Strategic Plan**
This section provides a status report on the outcomes of the previous year's plan (changes made, those still pending and those not pursued).
- **Part III - Report on Centers and Institutes**
According to ABOR Policy 2-301.G, the universities are required to report on their plans and past actions regarding centers and institutes in the Academic Strategic Plan.

RECOMMENDATION

It is recommended that the Academic Affairs Committee approve the 2011-12 Academic Strategic Plan of Northern Arizona University.



**NORTHERN
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UNIVERSITY** Office of the Provost

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2010-11 ACADEMIC STRATEGIC PLAN for 2011-12

Academic Program and Organizational Unit Initiatives for 2011

In last year's Academic Strategic Plan, NAU indicated that it has engaged in a process of detailed program analysis and assessment in efforts to streamline curriculum, reduce time to degree, reduce credits towards the baccalaureate, provide students with more opportunities for receiving credit-by-exam, and overall increasing the number of college graduates. In addition, we have engaged all our academic units in advancing course redesign in efforts to improve student performance, increase student learning, and increase our rates of retention/persistence from the freshman to sophomore year. All academic units have been involved in this planning to some degree. One very important result has been the consolidating of degree pathways (tracks or emphases), the elimination of some majors, the rolling up of others into a single degree program, and basically reducing the number of options we are supporting in a given degree track. Using ABOR's Methodology for Low Productive Programs, NAU examined the number of graduates over two consecutive three-year periods and, where the number of graduates did not meet thresholds, we requested units do a deep evaluation and consider elimination of these pathways. The extensive list of disestablished tracks is appended to the end of the templates. Because the ABOR Academic Program Inventory (API) rolls up many areas into a single degree program, not all of our disestablished tracks appear on that API; nevertheless, the Board may wish to review those that we have disestablished.

In addition to intensive curricular streamlining, NAU continues to bring forward new lower-cost degree options for its NAU-Yuma branch campus (e.g. Logistics and Supply Chain Management in the Bachelor of Applied Science program) and to develop areas of emphasis (e.g. Entrepreneurship) within our Bachelor of Interdisciplinary Studies for NAU Yavapai. These will bring new highly structured degree programs relevant to regional workforce needs locally. New program development on the Flagstaff campus is extremely limited.

NAU also proposes expediting degree completion by accepting more credits from community colleges. Rather than accept 82 (previously approved) credits from community colleges in Nursing, for example, we now request a further exception to Board policy by allowing us to accept 90 credits towards the baccalaureate in the RN to BSN program.

Proposed Program Changes

While NAU has no intention of reducing its graduate and research emphases, we would like to note that a particular Ph.D. program in History that has fallen below ABOR thresholds for graduation for two consecutive three-year cycles, is now proposed for elimination. However, at the same time as we make this shift, we are bringing other areas of research into greater prominence. One year ago we began a new Masters degree program in Climate Science and Solutions; this year, we are in the planning stages for a new Ph.D. program in Earth and Society, developed as an interdisciplinary program spanning geology, engineering, environmental policy and sustainability, and business.

At the undergraduate level, very few program changes are presented. Following the move of the Bachelor of Arts/Science in Interdisciplinary Studies to NAU-Yuma to serve as a platform for programming within the Extended Campuses division, NAU Flagstaff continues its development of an interdisciplinary baccalaureate program with thematic strands aligned with the foci for global education global studies, diversity, and sustainability. The degree will be distinct from the BA/BS in Interdisciplinary Studies and offered exclusively on the Flagstaff campus (tentative name: Bachelor of University Studies). While we anticipate that this new degree program will be approved in the current academic year for initial launch in Fall 2011, it will begin as a "phase I" degree plan with limited curricular options; for Fall 2012, it will evolve into "phase II" as a truly interdisciplinary degree program with a variety of degree and degree-completion formats.

NAU's plan to develop a Master's Degree in Physician Assistant Studies is fully underway. PA's are in great demand in Arizona, needed to fill workforce needs for individuals with academic and clinical competence and increasing the number of practitioners who can deliver medical and osteopathic care under the supervision of a physician. We have hired a Founding Chair and now request to formally establish the Department of Physician Assistant Studies. Having hired initial staff, we are presently searching for faculty, and we expect an initial accreditation review in the Fall of 2011 (which has been formally scheduled).

Expansion of our Physical Therapy program into the Phoenix area is also under development. Our exceedingly popular DPT program in Flagstaff simply cannot accommodate anywhere near the number of students wishing to pursue this important degree; therefore, we anticipate expansion of this program in the coming year.

While we continue to plan for a doctoral program in Occupational Therapy to be delivered in Flagstaff, we have slowed down our planning for this degree program, investing initially in the new PA program. Additionally, we continue with our planning to shift our Masters in Nursing Practice to a Doctorate of Nursing Practice (DNP) which will be the new standard for 2015.

Organizational Changes

Organizational changes are largely absent this year due to the fact that we significantly restructured the academic division in 2004 and again in 2008-09. Merging many of our departments in both the science and humanities areas has resulted in improved interdisciplinarity and better engagement between related disciplines which strive to integrate curriculum rather than maintain arbitrary academic silos.

Centers and Institutes

NAU wishes to establish two new institutes relevant to our expertise in climate change, energy solutions and sustainability.

Decision-Making Process

The curricular streamlining that has taken place over the last two years has been developed by faculty in academic units. Faculty, chairs and deans have worked through all the low productive program issues, and the changes that we present resulted from that faculty work. All curricular changes flow from the faculty in the unit to the College curriculum committees and ultimately the University Curriculum Committee that is an arm of the Faculty Senate.

One efficiency that we have taken advantage of this year has been adding "Curriculum Process Associates" (CPA's) in the colleges who have been able to manage much of the administrative work of curricular change rather than have faculty manage the minutiae of revision and minor change, which have had a tendency to dominate committee work. Presently, these individuals are able to take care of the execution of minor changes, leaving the real curricular change to faculty, chairs and the members of the University Curriculum Committees.

PART I

**Northern Arizona University
 A. SUMMARY OF 2011 ACADEMIC PROGRAM REQUESTS**

PROPOSED NEW PROGRAMS

Baccalaureate

**Projected
 Enrollment**

Degree

College/School

Campus

None

Masters

None

Doctoral

None

**PROPOSED
 DISESTABLISHMENTS**

Enrollment

Degree

College/School

Campus

Engineering Physics

23

BS

College of Engineering, Forestry and Natural
 Sciences

Flagstaff

Physical Science

8

BS

College of Engineering, Forestry and Natural
 Sciences

Flagstaff

Public Planning

3

BS

College of Social and Behavioral Sciences

Flagstaff

Sociology

109

BA

College of Social and Behavioral Sciences

Flagstaff

Earth Sciences

0

MS

College of Engineering, Forestry and Natural
 Sciences

Flagstaff

History

12

PhD

College of Arts & Letters

Flagstaff

Table 1 **List of Proposed New Degree Programs:**

Name of Proposed Degree (degree type and major)	College/School (location)	Program Fee Required? (Yes or No)	Additional State Funds Required? (Yes or No)	Brief Description/Justification (max 100 words).	Projected 3 rd year Enrollment & Implementation Date
<i>Undergraduate, Master's Doctoral Degree Programs</i>					
None					

Table 2: List of Proposed Changes to Existing Programs (e.g., rename, disestablishment, move or merge):

Current Degree Name (CIP code)	College/School (location)	Recommended Action (e.g., rename or disestablish)	*Justification/brief Description (max 50 words)	*Impact on Current Students (max 50 words)
<i>Disestablish</i>				
BS Engineering Physics	College of Engineering, Forestry and Natural Sciences	Disestablish	These disestablishments are the results of NAU's efforts to streamline curriculum, expedite pathways to the baccalaureate, and eliminate "tracks" that do not meet thresholds established by ABOR's guidelines for low productive programs.	All students in those tracks will be allowed to complete their degree programs in a timely fashion.
BS Physical Science	College of Engineering, Forestry and Natural Sciences	Disestablish	"	"
BS Public Planning	College of Social and Behavioral Sciences	Disestablish	*	*

BA Sociology	College of Social and Behavioral Sciences	Disestablish	"	"
MS Earth Sciences	College of Engineering, Forestry and Natural Sciences	Disestablish	"	"
PhD History	College of Arts & Letters	Disestablish	"	"
Merge				
BA French	College of Arts & Letters	Merge	The BA French and BA German are merging with the BA in Modern Languages	No Impact
BA German	College of Arts & Letters	Merge	"	"
Rename program				
Geography, Planning and Recreation (BS)	College of Social and Behavioral Sciences	Rename to Geographic Science and Community Planning (BS)	This name provides a strong identity for the programs and clearly reflects the program and curriculum.	No impact.

Table 3: Exception to Proposed Transfer Credit Limit

Program	Action Requested	Projected Enrollment	College/School	Campus
RN-BSN	Request an exception to the ABOR policy on transfer credit limit to allow 90 credit hours from community colleges. The program currently accepts 82 credits.	160-200 students per year	School of Nursing, College of Health and Human Services	On-line degree completion

PART I

**Northern Arizona University
 B. ACADEMIC ORGANIZATIONAL UNITS**

Table 1 List of Proposed New Academic Units:

Name of Proposed Unit	Level (College, School, Department, Division, etc.)	The name of the existing College, School, etc. under which the proposed unit will be established (if applicable)	Brief Description (max 50 words)	Justification/need (max 50 words)	New Resources, if any and Source
Physician Assistant Studies	Department	College of Health and Human Services	A 24-month year-round program granting a Master's degree in Physician Assistant Studies. The program is planning to enroll 25 students in Summer 2012, increasing to 50 in 2014. It will incorporate interdisciplinary instruction with the University of Arizona Colleges of Medicine, Public Health, and Pharmacy at the Phoenix Biomedical Center.	Stephen Collier's 2006 "Internal Report: A Study of Allied Health Education Program Needs in Arizona" documented severe healthcare workforce shortages for AZ in the future. A shortage of 90 physician assistant (PA) graduates annually was predicted 2004-2014 in AZ. The report also recommended establishment of a PA program at NAU.	Internal reallocation of state funding, TRIF and differential tuition or program fees.

Table 2 List of Proposed Changes to Existing Units (e.g., rename, disestablishment, move or merge):

Current Unit Name	Recommended Action (e.g., rename, move, disestablish, merge, etc.)	Justification/Brief Description of the proposed action (max 50 words)	Impact on Current Students (max 50 words)	Expected Fiscal Impact
None				

PART II

**NORTHERN ARIZONA UNIVERSITY
 OUTCOMES FROM 2010-2011 ACADEMIC STRATEGIC PLAN**

A. ACADEMIC PROGRAMS

(1) IMPLEMENTED (Students Enrolled or Ready to enroll):

+Program Title/Degree College (Campus)	CIP Code	First semester to enroll/projected 3rd year enrollment	New Resources, if any, and Source
Philosophy, Politics and Law (BA)	45.1001	Fall 2011	None
Comparative Cultural Studies (BA)	45.0201	Fall 2011	None
Masters			
Climate Science & Solutions (MS)	40.0401	Fall 2011	None
Teaching Science (MAT_S)	13.1316	Fall 2011	None

(2) PROPOSED PROGRAMS UNDER DEVELOPMENT

Program Title/Degree College (Campus)	Proposed CIP Code	Comment	New Resources, if any, and Source
Elementary Education (BSED) – NAU-Yuma	13.1202	Currently, NAU-Yuma is under the Flagstaff campus State Board of Education approval authority for the Institutional Recommendations leading to a student's provisional Arizona teaching license. NAU is continuing to pursue independent approval status for this degree under the Arizona State Board of Education. NAU-Yuma has initiated the process for obtaining independent status through the Arizona State Board of Education. NAU-Yuma will submit a report by July 15, 2011 and a site visit will be scheduled some time in 2011-2012.	None

Integrative Studies (BA) (Renamed: to Bachelor of University Studies (BUS))	30.9999	The program proposal will be reviewed by the University Curriculum Committee in April and will be appear in the Fall 2011 catalog for implementation of the program in Fall 2011.	Supported by resources in division of undergraduate studies and existing courses. Will be implemented in Fall 2011.
Physician Assistant (PA)	51.0912	A founding chair and program manager have been hired. The hiring of two faculty and a medical director should be completed by Summer 2011. The program is still under development and planning for a Summer 2012 implementation.	Internal reallocation of state funding, TRIF and differential tuition or program fees.
Earth Science and Environmental Sustainability (PhD) - Renamed to: Earth and Society (PhD)	14.1301	Proposal is under consideration and is undergoing further development in establishment of subplans or tracks within the PhD.	Internal reallocation of state funding, and differential tuition or program fee.

(3) PROPOSED PROGRAMS UNDER DISCUSSION

Program Title/Degree College (Campus)	Proposed CIP Code	Comment	New Resources, if any, and Source
Nursing Practice (DNP)	51.3818	This program is still under discussion for planning in 2015.	To be determined.
Occupational Therapy (OTD)	60.0254	This program is still under discussion for the future when funds are available to hire a director and faculty for the program.	To be determined.
Bioinformatics (BS)	26.1103	An award from the President's Innovation fund was provided to support a full time faculty position to develop a program. A search is underway and this person will develop the interdisciplinary bioinformatics degree. A full proposal is expected by the end of 2011.	Central internal/university resources

PROPOSED PROGRAMS – PROPOSALS WITHDRAWN FROM PLANNING INVENTORY

Program Title/Degree	College	Location	Proposed CIP Code
None			

(4) DISESTABLISHED PROGRAMS

Program	College	Location	CIP Code
Religious Studies (BA)	Arts & Letters	Flagstaff	38.0201
Humanities (BA)	Arts & Letters	Flagstaff	24.0103
Art History (BA)	Arts & Letters	Flagstaff	50.0703
English Education (BSED) (extended)	Arts & Letters	Flagstaff	13.1305
Spanish (BSED) (extended)	Arts & Letters	Flagstaff	13.1330
Applied Indigenous Studies (BA) (extended)	Social and Behavioral Sciences	Flagstaff	05.0202
Applied Indigenous Studies (BS) (extended)	Social and Behavioral Sciences	Flagstaff	05.0202
Chemistry (BS) (extended)	Engineering, Forestry and Natural Sciences	Flagstaff	40.0501
Chemistry – health pre- professional (BS)	Engineering, Forestry and Natural Sciences	Flagstaff	51.2001

(5) PROGRAM DISESTABLISHMENTS PENDING INTERNAL REVIEW/APPROVAL

Program	College/School (location)	Action	CIP Code
None			

(6) NAME CHANGES TO EXISTING PROGRAMS IMPLEMENTED

New Name	Old Name	College/School (campus)	CIP Code
Clinical Speech-Language Pathology (MS)	Clinical Speech Pathology (MS)	College of Health and Human Services	51.0203
Communication Studies (BA)	Speech Communication (BA)	School of Communication, College of Social and Behavioral Sciences	09.0101
Communication Studies (BS)	Speech Communication (BS)	School of Communication, College of Social and Behavioral Sciences	09.0101

Communication Studies (BS) – Extended	Speech Communication (BS) - Extended	School of Communication, College of Social and Behavioral Sciences	09.0101
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(7) TRANSFER OF EXISTING PROGRAM IMPLEMENTED

Program	College/School (new location)	Campus	CIP Code
Interdisciplinary Studies (BA/BS)	NAU-Yuma	Yuma	30.9999

(8) EXCEPTION TO TRANSFER CREDIT LIMIT IMPLEMENTED

Program	College/School (new location)	Campus	CIP Code
Elementary Education (BS), Content Emphasis in Early Childhood	College of Education 2+2 program at Yavapai College	Flagstaff	13.0101

PART II

**NORTHERN ARIZONA UNIVERSITY
 B. ORGANIZATIONAL UNITS**

ESTABLISHED

New Unit	Within...	Campus	New Resources, if any, and Source*
none			

DISESTABLISHMENTS

Old Unit	Merged with (if applicable)	Campus	New Resources, if any, and Source*

CHANGES TO EXISTING UNITS

New Unit	Within	Campus	New Resources, if any, and Source

PART III

**Northern Arizona University
 CENTERS AND INSTITUTES**

Table 1 List of Proposed New Centers/Institutes

Name	Administrative Home	Justification	State Funds
Sustainable Energy Solutions Institute	College of Engineering, Forestry & Natural Sciences	Build on university's strength in wind energy and sustainable technologies	TRIF (\$130K - \$275K per year over five years, decreasing as other revenues are built)
Landscape Ecology and Conservation Institute	College of Engineering, Forestry & Natural Sciences	Build visibility and scope of collaborative geospatial analysis and conservation planning in School of Earth Sciences and Environmental Sustainability	TRIF (\$150K - \$200K per year over five years, decreasing as other revenues are built)

Table 2 List of Proposed Changes to Existing Centers/Institutes

Name	Administrative Home	Justification	State Funds
N/A			

Table 3. Status Update on Previously Proposed Centers and Institutes (e.g., implemented, disapproved, under revision).

Name of Proposed Center/Institute	Administrative Home	Action	Initial University Resource (\$\$) Commitment*	Other Supporting Funds* (e.g., grants, gifts)
Institute for Native Americans	Office of the President	Tribal liaison was hired	\$182,981 State Funds	
Institute for Future Work Force Development and Northern Arizona Gerontology Institute	College of Social and Behavioral Sciences	Merged the two institutes into the newly named Civic Service Institute		

Appendix A

NORTHERN ARIZONA UNIVERSITY
 SUMMARY OF DISESTABLISHED PROGRAMS (2008-2012)

2008 Academic Strategic Plan	2009 Academic Strategic Plan	2010 Academic Strategic Plan	Proposed Disestablishments on the 2011 Academic Strategic Plan
None	BS Theatre Studies	BA Religious Studies	BS Engineering Physics
	BSEd Theatre Education	BA Humanities	BS Physical Science
	BS Special and Secondary Education	BA Art History	BS Public Planning
	BS Environmental Chemistry	BSEd English Education (ext)	BA Sociology
	BS Geochemistry	BSEd Spanish (ext)	MS Earth Sciences
		BA/BS Applied Indigenous Studies	PhD History
		BS Chemistry (extended) ACS	
			Deletions not appearing on API
		BS Chemistry Health pre-professional	MA Science Teaching: Community College (ext)
			MA Science Teaching: Secondary (ext)
			MA Science Teaching: Secondary HS & MS (Research)
			MA Science Teaching: HS & MS (ext)
			BAS Administration of Justice
			BA Anthropology (ext)
			BA Anthropology: International Cultural Immersion
			BA Applied Sociology (ext)
			BS Applied Sociology (ext)
			BS Biochemistry (ext) ACS
			BS Communication Studies (ext)
			BS Chemistry Pre-Forensics & Criminalistics
			BS Economics (ext)
			BAS Emergency Services Administration (ext)
			BAIS Enterprise in Society (ext)

			BSIS Enterprise in Society (ext)
			BS Environmental Science Applied Geology
			BS Environmental Science Applied Mathematics
			BS Environmental Science Biology
			BS Environmental Science Chemistry
			BS Environmental Science Environmental Administration and Policy
			BS Environmental Science Environmental Communication
			BS Environmental Science Environmental Management
			BS Environmental Science Undecided
			BS Geographic Information Science (ext)
			BS Geography (ext)
			BS Geology Environmental Geology
			BS Geology General Geology
			BS Geology Geophysics
			BS Geology Hydrogeology
			BS Geology Paleontology
			BA History (ext)
			BS History (ext)
			BA History Honors
			BS History Honors
			BA History Honors (ext)
			BS History Honors (ext)
			BSED in Secondary Education: Career and Technical Education (Business Education emphasis)
			BSED in Secondary Education: Career and Technical Education (Family and Consumer science education emphasis)
			BSED in Secondary Education: Career & Technical Education (Industrial Technology Education emphasis)

			BSED Secondary Ed: History and Social Studies Honors (ext)
			BA Interdisciplinary Studies-Organizational Communication (ext)
			BS Interdisciplinary Studies-Organizational Communication (ext)
			BA Interdisciplinary Studies-Sociology (ext)
			BS Interdisciplinary Studies-Sociology (ext)
			BA Interdisciplinary Studies-Speech Communication (ext)
			BS Interdisciplinary Studies-Speech Communication (ext)
			BA Interdisciplinary Studies – Ethnic Studies (ext)
			BS Interdisciplinary Studies – Ethnic Studies (ext)
*****			BA Interdisciplinary Studies – Women’s Studies (ext)
			BS Interdisciplinary Studies – Women’s Studies (ext)
			BA Interdisciplinary Studies – Parks & Rec Mgt (ext)
			BS Interdisciplinary Studies – Parks & Rec Mgt (ext)
			BS Mathematics (ext)
			BAIS Mathematics and Statistics
			BSIS Mathematics and Statistics
			BMED Music Secondary Ed Choral
			BMED Music Secondary Ed Instrumental
			BMUS Performance Choral
			BMUS Performance Instrumental
			BS Physics and Math
			BS Public Planning (ext)
			BFA Studio Arts: Ceramics (ext)

			BFA Studio Arts: Painting (ext)
			BFA Studio Arts: Printmaking (ext)
			BFA Studio Arts: Sculpture (ext)
			BFA Studio Arts: Jewelry & Metal Smithing
			Minor in Elementary Education Art
			Minor in Secondary Education Art
			Minor in Cartography
			Minor in Construction Management
			Minor in Corrections
			Minor in Interdisciplinary Linguistics
			Minor in Physics Secondary Ed
			Minor in Spanish Secondary Ed