



strategic plan

2009-2014



NORTHERN ARIZONA
UNIVERSITY

Enrollment Management and Student Affairs | STRATEGIC PLAN 2009-2014

MAKING A
STUDENT-CENTERED CAMPUS
A REALITY





Dear colleagues,

I am pleased to share with you the 2009–2014 update of the Enrollment Management and Student Affairs Strategic Plan.

This year's document includes the division's goals and highlights the many accomplishments for 2008-2009. We began the year with the opening of Aspen Crossing at full occupancy, record enrollment growth, and the opening of the dining/union expansion, broke ground on a new fields complex, and continued planning for an expanded Health and Learning Center due to open in 2011. This momentum enhances our ability to shape the future with continued enrollment growth, improved student retention, and a more vibrant campus environment leading to increased student engagement.

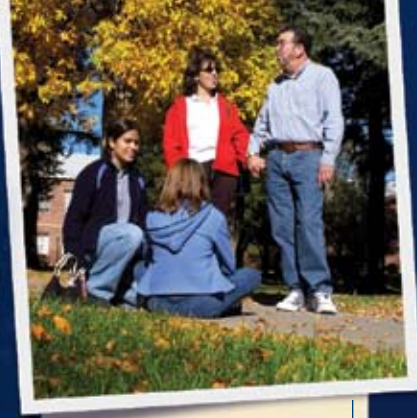
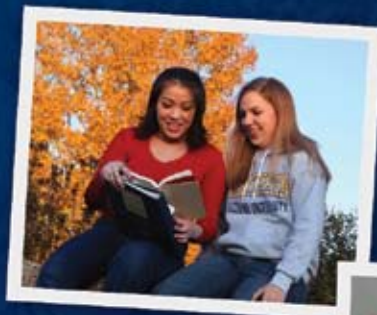
The accomplishments highlighted in this plan reflect the work of staff, faculty, students, and our many external partners. It is through these internal and external partnerships and relationships that we will shape the future. Our plan—supporting the university strategic and action plans and performance measures—provides direction for a united commitment to achieve our goals.

This plan takes on particular importance in these difficult budget times.

Please take a few moments to review our progress and use this plan to help focus and invest the financial and human resources we have in our priorities.

Sincerely,

DRB



David R. Bousquet
*Vice President,
Enrollment Management
and Student Affairs*

2009–2014

Values, Mission, and Goals

VALUES

STUDENT SERVICE—Provide exemplary service to students.

STUDENT SUCCESS—Value the uniqueness of each student, and assist in developing and achieving his or her academic and personal goals.

ENGAGEMENT—Connect students to the university community by promoting diverse experiences.

DIVERSITY—Value and promote an ethnically rich and diverse university community.

INTEGRITY—Operate with fairness, honesty, and the highest ethical standards to sustain a community of trust.

HEALTH AND WELL-BEING—Build a healthy, compassionate, and supportive learning and living environment.

GOALS

1. Increase undergraduate enrollment and improve retention on the Flagstaff campus.
2. Provide services, activities, facilities, and the physical environment that contributes to a vibrant and engaging residential campus.
3. Implement innovative, effective, sustainable, and accountable practices including effective use of technology.
4. Secure new funding sources and reallocate resources to enhance the student experience.
5. Create an environment of respect, civility, access, and inclusion that engages the campus community and values diversity.



2008–2009 *Accomplishments*

Increase undergraduate enrollment and improve retention on the Flagstaff campus

- Partnered with InsideTrack to provide success coaching to a pilot group of 240 non-resident freshman students. First to second year retention for this group of students was 76 percent compared to the university retention rate of 72 percent (F08–F09).

CAMPUS RECREATION SERVICES

- Expanded collaboration with the academic division to include the Honors Program, the Environmental Studies program, and the Women's and Gender Studies program to provide a total of 68 credit hours. These classes provide students with unique outdoor learning experiences.
- Seventy-nine percent of freshmen who participated in Intramural Sports were retained to their second year FY08 compared to 69 percent campus wide.

- Eighty-four percent of Intramural Sports participants surveyed said participating in Intramural Sports positively impacted their ability to persist and be successful at the university.
- Created the Freshman Fusion, a fitness and wellness recruitment and retention program. 146 of the 210 students who participated responded to a survey indicating 99 percent felt prepared to take responsibility in leading a healthy and active lifestyle; 94 percent felt better connected to NAU; 100 percent felt they have the ability to persist at the university, and 99 percent felt they would be successful.
- Ninety-four percent of Freshman Fusion participants were retained to the spring semester (F08) compared to 91 percent university wide.
- Partnered with Health Sciences to become certified to teach the American Council on Exercise Personal Trainer curriculum. Fifty-seven students have enrolled in the personal trainer curriculum to date.

COUNSELING AND TESTING CENTER

Eighty-two percent of students who used non-emergency counseling reported that their experiences at the university helped them succeed academically.

EDUCATIONAL SUPPORT PROGRAMS

LEARNING ASSISTANCE CENTERS (LAC)

Ninety-five percent of students using the LACs reported achieving at least one of these outcomes:

- Gained confidence in my academic ability.
- Made good connection with my tutor or group facilitator.
- Gained a better understanding of my course material.
- Learned study tips I can use in more than one of my classes.

Supplemental Instruction participation increased 24 percent from 2,606 students in FY08 to 3,450 students in FY09.

The number of students participating in tutoring increased 9.86 percent from 973 students in FY08 to 1,069 students in FY09.

Retention rates for students using the LACs compared with NAU:

	LAC	NAU
» All first-time full-time freshmen	76%	69%
» African American	71%	67%
» Asian American	70%	70%
» Hispanic	76%	65%
» Native American	66%	54%

STUDENT SUPPORT SERVICES

Retention rates for students participating in the SSS program, compared with NAU:

	SSS	NAU
» All first-time full-time freshmen	78%	69%
» African American	62%	67%
» Asian American	83%	70%
» Hispanic	82%	65%
» Native American	88%	54%

- Ninety-one percent of participants found the academic planning/ counseling services provided by SSS staff “very helpful.”

- Eighty-one percent of participants found the assistance SSS provided when working with academic departments/ faculty and connecting to campus resources “very helpful.”

ENROLLMENT SERVICES

- Increased the fall 2009 Flagstaff campus first year class enrollment by 156 students or 4.4 percent.
- Added a 10th Orientation Session for freshmen. Completed 10 full sessions and served 3,475 first year students (a 15.75 percent increase) and 3,255 FYR parents (a 17.25 percent increase over last year).
- Introduced and hosted new high school guidance counselor advisory boards in Mesa and Flagstaff to discuss issues of recruitment in those areas.
- Developed hard and electronic mail campaigns to encourage undergraduate stop-outs, especially those close to graduating, to register for classes.

FRONSKE HEALTH CENTER

- Initiated a comprehensive mental health case review process which is multi-disciplinary and quality and improvement focused.

MULTICULTURAL STUDENT CENTER

- Retention for students participating in STAR from fall 2007 to fall 2008:

	AFRICAN AMERICAN	HISPANIC	NATIVE AMERICAN	ASIAN AMERICAN	WHITE
STAR	80%	72%	73%	90%	67%
NAU	67%	65%	54%	70%	70%

NATIVE AMERICAN STUDENT SERVICES

- Hosted ten New Student Information Sessions for 42 students and nine parents.
- Conducted three phone-a-thons to 435 prospective and admitted students.
- Participated in twelve Discover NAU Days.
- Partnered with the Native American Business Organization to provide peer mentoring services to the Kinlani Homeliving Program.

RESIDENCE LIFE-LEARNING COMMUNITIES (LC)

- Established eight new Learning Communities (Chemistry/Biochemistry, Computer Science, Engineering, Global Village, Interior Design, Justice, Leadership, Mathematics and Statistics) for a total of 31; 26 in partnership with academic areas.
- Learning Community participation increased by 64 percent (from 389 fall 2007 to 639 fall 2008)

- In the spring 2008 National Survey of Student Engagement, Learning Community participants reported they:
 - » were more likely to ask questions in class or contribute to class discussions than non-LC respondents
 - » were more likely to work with classmates outside of class to prepare class assignments
 - » had more frequent discussions of ideas from readings or classes with others outside of class
 - » had higher quality relationships with faculty
- Opened Aspen Crossing at full occupancy

STUDENT LIFE

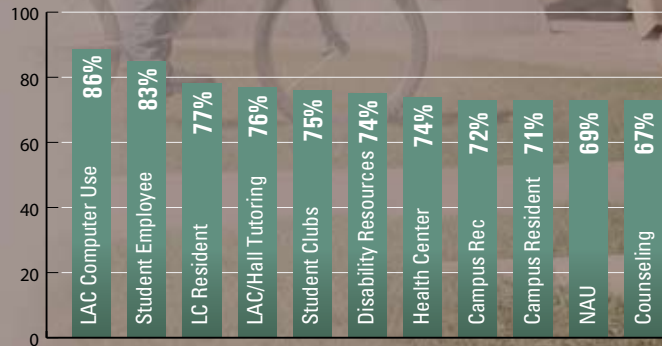
- The fall to fall retention rate of the 2007–08 Edge Leadership Program (the first year of the program) was 73 percent with 87 participants.
- In its second year, the fall to spring retention rate of the Edge Leadership Program (2008–09) was 93.2 percent with 100 participants.

UNIVERSITY MARKETING

- Managed 49 marketing projects targeting prospective students.
- Managed 33 marketing projects targeting incoming and current students including creation of a suite of Welcome Week materials and creation of the new student Orientation Handbook.
- Managed 17 projects with a goal of positively impacting both recruitment and retention.

- Created eight faculty profiles, used both online and in print, generating awareness of faculty expertise and close faculty/student relationships.
- Created seven student profiles to generate awareness of student achievement.

ONE-YEAR RETENTION FOR F07 FYR FULL-TIME COHORT BY PARTICIPATION IN STUDENT AFFAIRS



GOAL 2

Provide services, activities, facilities, and the physical environment that contribute to a vibrant and engaging residential campus

- Implemented the True Blue NAU campaign to increase school spirit (nau.edu/trueblue).
- Reformatted PLAID from a student-produced e-newsletter for students to a student-produced blog for students, increased the use of video, and marketed heavily to students during fall 2009 Orientation.
- Eighty-five percent of students in Supplemental Instruction and 83 percent of students using tutorial services report that the ways in which they have been involved at the university outside the classroom have helped them be successful academically.

CAMPUS RECREATION SERVICES

- Aided in design and contracted with a builder to construct a large lighted field complex on south campus.
- Actively participated in the process to design a Health and Learning facility.

- The Welcome Week fitness programs increased by 172 percent, expanding from 18 to 49 group exercise classes.
- Offered eleven customized fitness programs to various organizations and Residence Life.
- In partnership with Health Sciences, increased PES 100 classes by 10.8 percent (from 37 to 41).

COUNSELING AND TESTING CENTER

- Over 95 percent of students who used NAU counseling services reported they were satisfied with their experience.
- Participated in the planning process for a new Health and Learning facility.

DINING AND CARD ADMINISTRATION AND HIGH COUNTRY CONFERENCE CENTER

- A 27,000 square foot University Union dining expansion includes new dining options such as Starbucks, Einstein Brothers Bagels, Mein Bowl, and Jamba Juice. The dynamic design provides ample seating, natural lighting, and a multi-use mezzanine.
- The South Dining renovation in du Bois Center offers a contemporary and comfortable atmosphere with several new dining options such as Freshens and Einstein Express.
- Partnered with Fronske Health Center to host special dining events promoting health and wellness such as the “Healthy Living Expo,” the National Nutrition Month “Eat Right” campaign, and “Resolve to Refuel in the AM.”

- Learning outcomes and customer satisfaction surveys indicate a positive correlation between overall health and participation in a meal plan.

DISABILITY RESOURCES

- In an effort to identify barriers to engagement, established a baseline for students with disabilities' use of the Learning Assistance Center, the Recreation Center, "After Hours," and social events at the Union.
- Participated in the planning process for a new Health and Learning facility.

DU BOIS CENTER

- Collaborated with Unions and Student Activities to host "Noon Tunes" at the du Bois Center.

ENROLLMENT SERVICES

- Implemented 90-minute training workshops for all EMSA student employees (940 in 08-09) on customer service, diversity in the workplace, and safe working and learning environment policies.
- Offered six new events for family members of current students, including the Parents Association Reception at Welcome Week, two Family Nights at the D-Backs, and Parents' Receptions in Tucson, Flagstaff, and Phoenix.
- Established leadership development training opportunities for EMSA personnel through weekly EMSA newsletters on customer service, departmental updates, and training opportunities.

- Refined, coordinated, and facilitated an orientation program series (seven sessions) for ninety-five new Enrollment Management and Student Affairs staff.
- Developed a recognition and award program for Enrollment Services personnel which each month recognizes personnel providing outstanding customer service.

FRONSKE HEALTH CENTER

- Results of the 2008 Health and Wellness Survey reveal that the number of freshmen using Healthy Campus education media to improve their health increased from 44 percent to 54 percent.
- A collaborative, inclusive, comprehensive planning process was followed for design of a Health and Learning facility.

MULTICULTURAL STUDENT CENTER

- Eighty-six percent of STAR participants report that the ways in which they have been involved at the university outside the classroom have helped them be successful academically.

PARKING AND SHUTTLE SERVICES

- Mountain Campus Transit provided service to an average of 22,000 riders per week.
- Improved snow removal from parking lots by collaborating with Residence Life and Capital Assets' Grounds Department to consolidate cars left on campus during Thanksgiving, winter break, and spring break in one location.
- Revitalized the Parking and Shuttle Advisory Board of faculty, staff, and student representatives to better inform decisions.

UNIONS AND STUDENT ACTIVITIES

- Partnered with the local artist community to bring a wider range of artwork to the SUN Gallery in the Union.
- Expanded programming to include “Noon Tunes” at the du Bois Center.
- Expanded the role of the Unions grounds crew to include trash and snow removal.

RESIDENCE LIFE-FACILITIES AND GROUNDS

- In the Freshman Connections and Quality of Life surveys students were asked to react to the statement: “The landscaping and grounds around my hall contribute to the pride I feel about attending NAU.”
 - » 88.2 percent of Freshman Connections respondents strongly agreed or agreed
 - » 74.5 percent of upper division respondents to the Quality of Life survey strongly agreed or agreed

STUDENT LIFE

- Registered 204 student organizations including 26 new organizations.
- Oversaw the allocation of \$125,000 by the Student Activities Council to fund major events such as Ishmael Beah, Welcome Week Block Party, Art Spiegelmen, Womyn’s Conference, and Black History Month.

UNIVERSITY MARKETING

- Planned, designed, acquired, and placed light pole and pedway banners on campus promoting the True Blue NAU campaign.
- Created and placed a newspaper advertisement promoting the True Blue NAU rally.
- Wrote and submitted 41 KNAU public service announcements including 18 with an academic excellence message, four promoting an academic department or program, and 14 promoting specific campus events.
- Created “Welcome” posters for campus and statewide offices with high student traffic.





Implement innovative, effective, sustainable, and accountable practices including the effective use of technology

CAMPUS RECREATION SERVICES

- Created Facebook pages for Aquatics, NAU Outdoors, Fitness/Rec Center, and Intramural Sports.
- Taught Leave No Trace (LNT) principals to more than 500 students; certified more than 40 students to be LNT trainers and eight to be LNT masters.
- Built the LNT curriculum in to all NAU Outdoors trips and classes to instill an environmental consciousness for all NAU Outdoors' participants.
- Converted many forms, schedules, trip packets, and assignments from print to online format saving ink and thousands of pieces of paper.
- Updated websites and began monitoring traffic.



COUNSELING AND TESTING CENTER

- Implemented the Electronic Health Record to allow counselors to share client information with Fronske Health Center providers.

DINING AND CARD ADMINISTRATION, AND HIGH COUNTRY CONFERENCE CENTER

- Phase II of the electronic door access system implementation, including all residence halls and Cline Library, was completed.
- Collaborated with the Center for Sustainable Environment on "green" projects including trayless dining, composting, and fryer oil conversion to bio-diesel. The new Campus Market and Oasis retail outlet provides reverse-osmosis filtered water and organic and gluten-free options for customers with unique diets.

DU BOIS CENTER

- Worked with University Marketing to redesign website to comply with university graphic identity standards.

ENROLLMENT SERVICES

- Transitioned transfer evaluation from undergraduate admissions to the registrar's office, increasing the efficiency of evaluating and posting continuing student transfer work.
- Provided leadership development opportunities for mid-management Enrollment Services personnel by establishing a shadowing program.

- Streamlined hiring process of Federal Work Study (FWS) students by implementing online FWS hiring authorization form.
- Implemented document imaging for financial aid documents.
- Implemented archiving and workflow of Hershey's Document Imaging solution for admissions, financial aid and the registrar's office. This includes automation of paper high school transcript imaging and electronic transcripts from vendors.
- Developed online forms and workflow for graduation change forms, diploma replacement requests, and other graduation area forms.
- Implemented EMT Retain email software containing data for enrolled students, creating a very efficient way to communicate with students and track responses.
- Used EMT Retain in the registrar's office to send retention related messages to students and their parents including registration reminders and Pledge opt-in information.

FRONSKE HEALTH CENTER

- Increased efficiency by implementing secure e-mail communication of normal lab test results.
- Expanded kiosk check-in to include patients visiting the Urgent Care Clinic without an appointment. Kiosk check-ins increased from 35.6 percent of patients to 77.6 percent of patients.
- Visits to media materials on the Healthy Campus website increased by 23 percent, from 8,118 in FY08 to 10,006 in FY09.
- Electronic health record features have been implemented to allow most check-ins to be done by the patient at kiosk units, more appointments to be booked by the patient online

24/7, patients to complete visit questionnaires online before their visit, and to allow normal lab test results to be e-mailed securely to patients.

PARKING AND SHUTTLE SERVICES

- Eliminated hardcopy documents by creating a new online service, Manage My Parking, for purchase of parking permits and management of individual parking accounts.
- Installed new meter calibration software to ensure better quality control and provide statistical data to inform decisions.
- Sponsored the ecoPASS program for campus employees to ride the city bus for free..
- Supported alternative transportation and the ecoPASS by expanding service to include pick up at the Phoenix Avenue city bus transfer station.
- Collaborated with EMSA Marketing to create and implement a marketing campaign to better educate the campus community.

STUDENT LIFE

- Implemented an electronic student organization registration process, saving time and resources.
- In October 2008, the check-out system for the Yellow Bike program was launched with 40 bicycles available for check-out. Over 90 percent of bicycles are checked out within eight hours of being checked in.

UNIONS AND STUDENT ACTIVITIES

- Initiated a recycling program in the University Union.

UNIVERSITY MARKETING

- Educated 114 people from 25 departments on features and capabilities of web content management systems.
- Formed a campus-wide subcommittee to the Strategic Web Committee focused on social media.



Secure new funding sources and reallocate existing resources to enhance the student experience

- Royalties from the sale of licensed trademarked materials increased by more than \$25,000 (23.6 percent) in part due to the implementation of the True Blue NAU campaign.

DINING AND CARD ADMINISTRATION AND HIGH COUNTRY CONFERENCE CENTER

- Re-allocated funds to employ a diverse group of students to shop at and survey all 33 Campus Dining locations for customer satisfaction, food and beverage quality, safety, and cleanliness. These "Secret Shopper" results combined with Campus Dining surveys yielded an average of 90 percent satisfaction.

MULTICULTURAL STUDENT CENTER

- Received two grants from the President's Recruitment and Retention Grant Program. One grant allowed staff to work with 162 first year students who did not complete the Student Readiness Inventory (117 in small group workshops and 45 in individual appointments). The other grant enabled the MSC to host a workshop series of seven programs on topics such as resume writing, money management, business etiquette, and leadership development.

NATIVE AMERICAN STUDENT SERVICES

- Director assisted University Advancement in securing a \$237,000 donation from the Ak-Chin Indian Community to support the peer-mentoring program for Native American freshmen, scholarship programs, and tutoring programs.





Create an environment of respect, civility, access, and inclusion that engages the campus community and values diversity

CAMPUS RECREATION SERVICES

- Provided the Fourth Annual Wilderness Welcome Retreat for 25 Native American participants.
- In partnership with the Ecological Monitoring and Assessment program, maintained a Native American Specific River Guide Training course on the San Juan River.

COUNSELING AND TESTING CENTER

- Initiated and facilitated a series of meetings of the International Student Mental Health Committee with representatives from Fronske Health Center, Center for International Education, Program in Intensive English, Residence Life, and Campus Dining.
- Eighty-six percent of students who used non-emergency counseling reported that their experiences at the university have helped them respect different people.

DINING AND CARD ADMINISTRATION AND HIGH COUNTRY CONFERENCE CENTER

- Examples of collaborative cultural dining events which create an atmosphere of diversity and inclusion include: Hunger Project and Unity Week with Residence Life; Native American Heritage Month and Black History Month with the L.E.A.D.S. Center; Polynesian Experience with the HAPA Hawaiian Club; Recipes from Home with the InsideTrack freshman retention program, and Thanksgiving in the Community.

DU BOIS CENTER

- Required all student staff to attend EMSA, SWALE, customer service, and diversity training.

ENROLLMENT SERVICES

- Integrated new STAR orientation into the late May orientation for new freshmen resulting in all STAR students attending freshman orientation.
- Created automated communication flows for students who may be eligible for the STAR program, resulting in securing our summer 2009 class earlier than ever before.

FRONSKE HEALTH CENTER

- Held three sensitivity and multicultural awareness training sessions for staff.
- Partnered with the Center for International Education to assist international students in understanding the mandatory student health insurance requirement, the access to health care in the United States, and the measles immunization requirement.

MULTICULTURAL STUDENT CENTER

- Coordinated the first Women's History Month calendar of events.
- Collaborated with campus partners to coordinate the Hispanic and Black Student Convocations.
- Students who attended Heritage Month events reported that their experiences at the university helped them:
 - » Contribute to a positive campus community—85 percent compared to 63 percent for non-attendees.*
 - » Better understand people and groups who are different than them—88 percent compared to 72 percent of non-attendees.*
 - » Learn something new about a different culture—88 percent compared to 69 percent of non-attendees.*
- Ninety-two percent of the students attending Heritage Month events, coordinated by the Multicultural Student Center, report that through their experience at the university, they learned respect for people and groups different from them compared to 79 percent of non-attendees.*

NATIVE AMERICAN STUDENT SERVICES

- Conducted four Native American Students Leadership workshops with a total of 105 participants.
- Conducted four presentations on "How to work effectively with Native American students" for Unity Week, Employee Development Day, EMSA Professional Development, and the Native American Student Advocacy Institute.

- Presented "The Difference That Matters: Holistic Advising for Student Success" at the Native American Student Advocacy Institute Conference in Tucson.

RESIDENCE LIFE

- Eighty-three percent of students who live on campus report that through their university experiences they have learned respect for people and groups who are different from them compared to 76 percent of students who do not live on campus.*

UNIVERSITY MARKETING

- Created advertisements promoting diversity for the Chronicle of Higher Education and for Hispanic Outlook magazine.
- Completed 155 photo shoots in FY 2008. Of those, 133 (86 percent) included a diverse population.
- Created a diversity poster for the men's basketball program.

* Student Learning Outcomes Survey of sophomore, junior, and senior students.

EMSA STRATEGIC PLANNING



committee
2008-2009

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