



Strategic Plan

(Revision: April 2016)

Process Update

In summer 2015, the university launched Visioning 2025—a process engaging external and internal stakeholders in a conversation on the university’s future directions. After over six months of an intensive input and deliberation that involved more than 1,300 internal and external stakeholders, including students, faculty, staff, alumni, civic and business leaders, and community partners, the Strategic Planning and Budget Council and the President’s Executive Committee approved the mission and vision.

Mission

Our academic programs, research, public service, and creative endeavors enrich lives and create opportunities in Arizona and beyond. We develop solutions to challenges and drive innovation in a supportive, inclusive, and diverse environment.

Vision

Rigorous programs and pioneering research with substantial community impact provide the foundation for transformational student opportunities that prepare graduates to excel in creating a sustainable future, nationally and globally.

- NAU is distinguished for its quality of teaching, focusing on student-centered learning experiences in creative environments and for its dynamic research. We challenge students to adapt and respond to evolving social pressures and global issues.
- NAU is celebrated for its personally transformational relationships that enhance educational opportunities. We empower students to succeed by ensuring accessibility and inclusiveness of diverse experiences and backgrounds.
- NAU is renowned for its national and global leadership and service as our graduates guide the world toward a vibrant future, creating cultural vitality, superior education, improved public health, and positive economic outcomes throughout our communities.

Institutional values, strategic goals, and strategies will be reviewed in 2016-2017 to ensure alignment with the mission and vision. These efforts will be coordinated with the Strategic Planning and Budget Council.

Values

- **Excellence in Education**—Offer a rigorous, high-quality education to all students
- **Student Success**—Place learner needs at the center of our academic and service planning, policies, and programs
- **Educational Access**—Provide all qualified students with access to higher education
- **Diversity**—Achieve multicultural understanding as a priority of educational and civic life
- **Integrity**—Operate with fairness, honesty, and the highest ethical standards to sustain a community of trust

- **Civility**—Support a civil, engaging, and respectful campus climate

Strategic Goals and Strategies

1. **Student Success:** Promote high levels of student access, engagement, achievement, and affordability

Strategies:

- Improve student learning and achievement
- Strengthen teaching, mentoring, and curricular design across departments and faculty ranks
- Expand use of blended and other technology enhanced course designs
- Build a strong academic scaffolding of student support and guidance for achievement and degree attainment among diverse learners
- Recruit, retain, and support degree progress of increasingly diverse learners
- Offer affordable options for time and place-bound learners that build a highly qualified Arizona workforce

2. **Nationally Recognized Research Excellence:** Expand the boundaries of knowledge to improve lives

Strategies:

- Generate nationally recognized science, art, and scholarship
- Emphasize and reward high productivity and impact
- Provide cutting-edge training and learning opportunities to students
- Address regional and state-wide culture through a wide range of scholarly activities

3. **Global Engagement:** Advance the internationalization of the university to prepare students for global citizenship

Strategies:

- Build upon the Global Learning Initiative to further engage faculty and academic departments in an intentional and strategic process of preparing students to become globally competent graduates
- Expand teaching and research partnerships with partner institutions worldwide
- Leverage intellectual human capital to meet the national and global demands of the 21st century

4. **Diversity, Civic Engagement, and Community Building:** Promote issues of diversity, civility, democracy, citizenship, and community engagement and collaboration

Strategies:

- Expand diversity of the university community
- Foster a community of inclusion and prepare students to engage in and understand the complexities of the human experiences
- Enhance the university as a regional economic development driver and partner
- Foster programs linked to civic engagement

- e. Promote community engagement

5. **Commitment to Native Americans:** Become one of the nation’s leading universities serving Native Americans

Strategies:

- a. Increase the enrollment and improve the progress and success of Native American students by nurturing a university climate and culture that enhances their academic experiences
- b. Develop collaborative service and outreach programs with Native American communities
- c. Promote engagement with and appreciation and understanding of Native American cultures and tribal nations within the university and in the broader community

6. **Sustainability and Effectiveness:** Exemplify a sustainable, innovative, and effective university community

Strategies:

- a. Model environmentally responsible and sustainable operations and education
- b. Continue to improve institutional effectiveness and organizational performance
- c. Maximize faculty, and staff commitment through workforce practices and services that contribute to the long-term viability of the university
- d. Develop fundraising opportunities in support of expanded capacity to meet the strategic goals

Goals Evolution 1955 – 2015

