

NORTHERN  
ARIZONA  
UNIVERSITY



## **Strategic Plan**

(Revision March 2014)

## SUMMARY OF THE REVISION PROCESS

During the academic year 2012-2013 the university community undertook an extensive strategic planning exercise to review and refine planning directions and principles. Online discussions attracted 1,084 visitors, resulting in an active participation of 243 students, faculty, and staff members. In addition, 15 standing committees, councils, and departments were consulted during in-person feedback sessions. The dominant themes in the strategic plan review process included:

- Employee relations (training and professional development, evaluation process)
- Research as a separate strategic goal
- Civic engagement and citizenship
- Diversity
- Effective use of technology
- Learning outcomes

The Strategic Planning and Budget Council designated a work group to review the constituents' feedback and revise the university strategic plan. As a result, the previous seven goals (from the 2010 strategic planning review process) were consolidated to the following goals that are aligned with four Arizona Board of Regents goals:

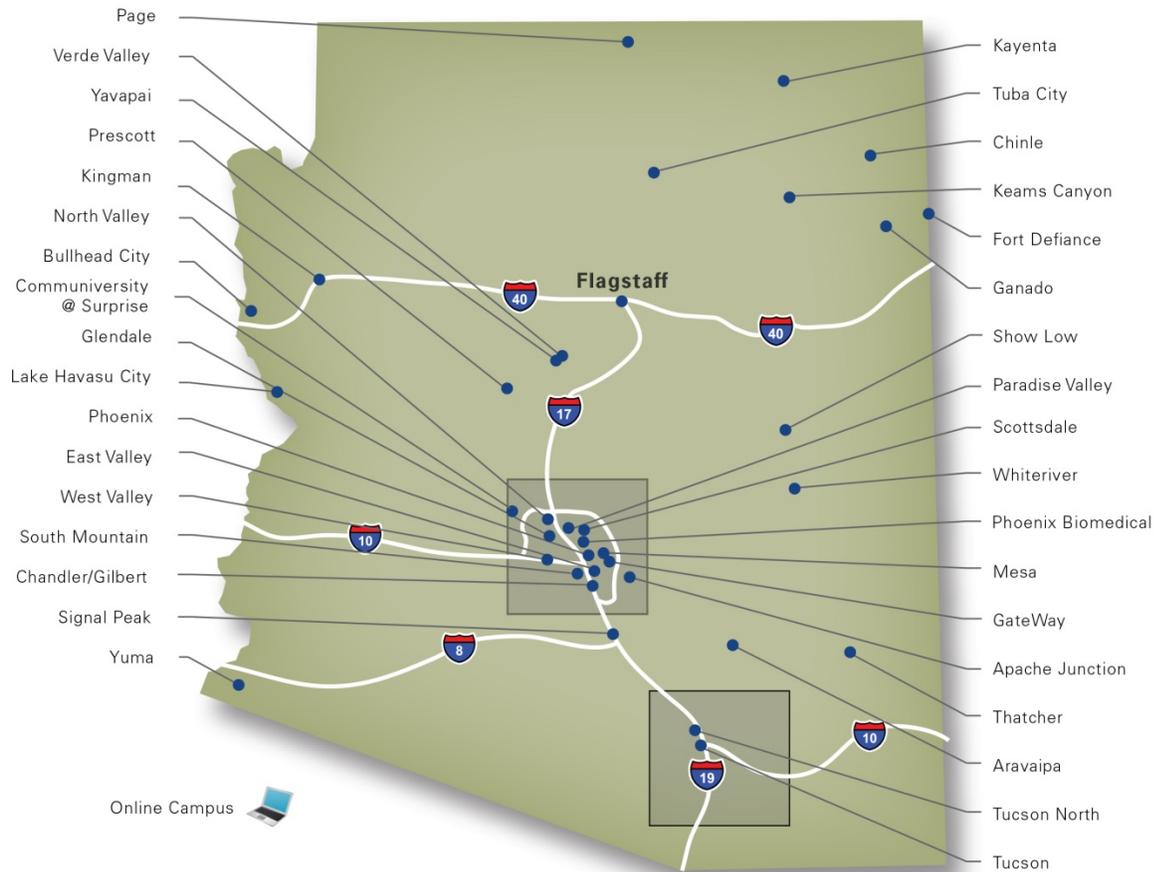


The most up-to-date strategic planning materials, including performance indicators can be found at the institutional strategic planning [web pages](#).

## STRATEGIC PLAN

### Mission Statement

To provide an outstanding undergraduate residential education strengthened by research, graduate and professional programs, and sophisticated methods of distance delivery and innovative new campuses and programs throughout the state.



### 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

## Goals and Strategies

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

### Strategies:

- a. Improve student learning and achievement
- b. Strengthen teaching, mentoring, and curricular design across departments and faculty ranks
- c. Expand use of blended and other technology enhanced course designs
- d. Build a strong academic scaffolding of student support and guidance for achievement and degree attainment among diverse learners
- e. Recruit, retain, and support degree progress of increasingly diverse learners
- f. 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:

- a. Generate nationally recognized science, art, and scholarship
- b. Emphasize and reward high productivity and impact
- c. Provide cutting-edge training and learning opportunities to students
- d. 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:

- a. 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
- b. Expand teaching and research partnerships with partner institutions worldwide
- c. 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:

- a. Expand diversity of the university community
- b. Foster a community of inclusion and prepare students to engage in and understand the complexities of the human experiences
- c. Enhance the university as a regional economic development driver and partner

- d. 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