

# University Strategic Planning Advisory Board Annual Report

June 2023

NORTHERN ARIZONA UNIVERSITY



## Introduction

This University Strategic Planning Advisory Board (USPAB) annual report provides a **point-in-time overview** of institutional roadmap-aligned efforts that are advancing our strategic priorities, offers potential indicators that will aid in monitoring and assessing our efforts, and documents key institutional metrics. Efforts vary in size, funding, and scope of impact from focused student support programs to institutional change and state-level initiatives.

This report is not a complete list of institutional efforts. In fact, it is important to recognize that the totality of efforts that contributes to meeting Northern Arizona University's (NAU) vision includes both the novel initiatives launched in the last two years (many of which are documented here) and the daily investment of time, talent, energy, and institutional resources with a sharpened focus on our vision of delivering equitable postsecondary value. Together, the collective work of the faculty and staff of NAU, guided and prioritized by *NAU 2025 – Elevating Excellence*, is what has made the first year of work under the roadmap so impactful for the students and communities we serve.

Moving forward, NAU will continue to prioritize coordinated efforts, initiatives, and daily work that centers on:

- broadening participation and increasing educational attainment,
- strengthening post-college outcomes, and
- driving social and economic impact.

## The New NAU Charter

### Vision

NAU aims to be the nation's preeminent engine of opportunity, vehicle of economic mobility, and driver of social impact by delivering equitable postsecondary value in Arizona and beyond.

### Mission

NAU transforms lives and enriches communities through high-quality academics and impactful scholarship, creative endeavors, and public service.

### Commitment

NAU will educate, support, and empower students from all backgrounds, identities, and lived experiences to reach their full potential and contribute to a more just, equitable, inclusive, prosperous, and sustainable future.

## Strategic Roadmap

NAU's Strategic Roadmap, *NAU 2025 – Elevating Excellence*, sets forth seven priorities and 29 components to achieve a bold and boundless future for the university and our faculty, staff, and students (see Appendix I).



NAU's distinctive excellence is grounded in an institutional culture committed to delivering equitable postsecondary value. Throughout our work, we put students first and seek to build strong connections, foster meaningful engagement, and create experiences and environments where students can learn and succeed, supported every step of the way by our dedicated faculty and staff.

The Strategic Roadmap's purpose and impact are twofold: to serve as the catalyst to launch new initiatives that propel progress toward our vision, and to refocus and reprioritize our daily work.

## University Strategic Planning Advisory Board

The University Strategic Planning Advisory Board (USPAB) is a representative advisory board charged by President Cruz Rivera to advise and support institutional strategic planning processes, monitor the implementation and assessment of the Strategic Roadmap, and facilitate the continuous evolution of the Strategic Roadmap itself.

### 2022–23 USPAB Agenda

The USPAB's efforts were focused on foundation setting, with meetings devoted to the following major topics: understanding NAU 2025 – Elevating Excellence, inventorying roadmap-aligned efforts, conducting a gap analysis for strategic priority coverage, overviewing Arizona Board of Regents-approved metrics for NAU, identifying potential indicators to monitor progress, endorsing the 100% Career Ready initiative as the next HLC Quality Initiative project, and considering approaches to document institutional efforts. The 2022–23 membership list is provided in Appendix II and the 2022–23 meeting schedule with relevant discussion topics in Appendix III.

### 2023–24 USPAB Agenda

Looking ahead, the focus of USPAB's work for 2023–24 will include monitoring progress indicators across the roadmap's strategic priorities, as well as engaging with leadership across the university regarding divisional efforts and initiatives, intended outcomes, factors impacting success, and resource allocation. The Advisory Board will provide critical feedback regarding alignment and magnification of efforts.

## Institutional Efforts to Advance NAU 2025 – Elevating Excellence

Given the depth and breadth of work taking place at NAU that collectively contributes to the advancement of our mission, this report is not intended to capture every aligned effort underway and instead focuses on a high-level summary of major activities and initiatives.

Figure 1 below is a tally, by strategic priority, of some divisional initiatives and cross-divisional collaborative projects that have been launched since summer 2021, as well as the funded first- and second-round projects from the Elevating Excellence calls for proposals. Note that efforts vary in size, scope, and impact; thus, the tally approach is just one way to capture our collective work and the distribution of time and talent being devoted to advancing the seven strategic priorities. See Appendices IV and V for descriptions of the funded first and second calls for Elevating Excellence proposals and Appendix VI for a full list of these efforts.

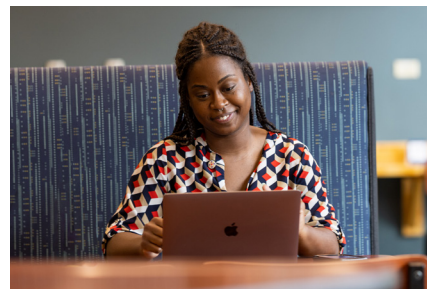
Figure 1: Since summer 2021, there have been 145 distinct efforts documented in support of NAU 2025 – Elevating Excellence.



The following section highlights impactful outcomes across the strategic priorities, excluding the Elevating Excellence second call proposals which have not begun.

### Highlights of Impactful Efforts – Academic Excellence

- Faculty are integrating career-oriented learning and skill development into all degree programs with a new **100% Career Ready** initiative. NAU graduates are supported by redesigned **Career Development Services** preparing them for meaningful and family-sustaining careers.
- Expansion of **Undergraduate Research and Creative Activities** will connect more students to on- and off-campus research opportunities.
- NAU's new **General Studies Program** supports students' development of transferable skills and inclusive perspectives to promote professional success and civic engagement.
- As one component of NAU's comprehensive commitment to Indigenous communities, **Indigenous Peoples designated courses** were developed and included as part of the General Studies Program, drawing on NAU faculty's expertise and connections in this area.
- Equitable and Inclusive Teaching Seminar** added an Association of College and University Educators (ACUE) Microcredential Course: Inclusive Teaching for Equitable Learning and 15 faculty are expected to participate in summer 2023.
- Transformative post-college outcomes for **NAU Statewide and NAU Online** students are supported through new alignment of academic portfolios, workforce, and regional needs.



## Highlights of Impactful Efforts – Student Success

- Beginning with the fall 2023 class, NAU will offer full tuition coverage to Arizona resident immersion students with a household income of \$65,000 or below through the **Access2Excellence (A2E)** commitment.
- As NAU advances efforts to be the nation's leading university serving Native American students, the A2E tuition coverage has been expanded to all members of Arizona's 22 federally recognized tribes, regardless of family income level or state residency, documented as **Access2Excellence Indigenous Peoples**.
- Led by NAU, the **Arizona Attainment Alliance (A++)** is comprised of all ten of the state's community college districts, as well as the Arizona Commerce Authority (ACA). The first initiative launched is the **Universal Admissions Program** where any student who does not immediately meet the requirements to be admitted to NAU will be seamlessly connected to a local community college district, with an assurance that they will be able to transfer into NAU without an additional application when they are academically ready.
- Arizona high school graduates with a core GPA of 3.0 are assured admissions without additional requirements through the **admissions pilot program**, increasing access across the state.
- 61 digital textbooks were purchased and used in 70 different classes serving close to 2,500 students through the **Affordable Learning Materials Initiative**. This resulted in direct savings to NAU students between \$72,000–\$90,000 in the last year alone.
- Family, Access, Communication, Transition and Support (FACTS)**, an early-outreach program for middle and high school student families, aims to increase college-going and attainment rates by supporting students and families throughout their educational journey with culturally responsive approaches and services.
- The **Jacks on Track** program supports former students who are within 60 credits of graduation, empowering them to reengage at NAU and complete their degree or credential. In the program's first year, 192 enrolled and 64 completed their degree out of 2,337 eligible students, and NAU awarded approximately \$63,424 in scholarship funding.
- New equipment at NAU's **Campus Recreation** facilities supports students' physical and mental well-being.
- The **Meaningful Engagement Network (MEN)** held their first event, *Diversity Dialogue: Understanding Dr. Martin Luther King's Dream*, in spring 2023.
- Things Not Seen* is a community art project that addresses **suicide awareness** and opened in fall 2022, with student docents presenting background history and guiding visitors. The Clara M. Lovett Art Museum hosted a portion of the exhibit, making it the first student exhibition in this space.
- Supplemental Instruction (SI)**, an evidence-based model resulting in improved academic achievement and retention, has been expanded to the College of Social and Behavioral Sciences and the College of Arts and Letters. SI has historically resulted in higher grades for students participating in the program and contributes to retention and academic success.
- The **Accelerated Nursing student scholarship program** will support approximately 260 students over the next year.
- The **Lumberjack CARE Center** was launched in a dedicated on-campus space to support students' essential needs and well-being and empower them to persist in their academic journeys.



- Supporting mental health for all Lumberjacks, **Jacks Care 24/7** has removed any wait time for counseling services with real-time chat and telephone support available 24/7 regardless of a student's location.
- 2023–24 NAU scholarship applications opened in January 2023 through **Scholarship Universe**, connecting students to millions of dollars in financial aid that both NAU and outside organizations have to offer through the platform's system matching process, reducing barriers for students and families looking to identify and apply for scholarships.
- The **Care Team program** consists of student development coordinators who partner with faculty to build relationships with students who had a high-school GPA of 2.85 or below, providing personalized support as they enter the university.

## Highlights of Impactful Efforts – Commitment to Indigenous Peoples

- **Indigenous pathways to a PhD in STEM-H** supported one student in spring 2023 and will support additional students going forward.
- NAU was awarded a \$5 million grant from the **Mellon Foundation**, matched by an additional \$5 million investment from the NAU Foundation, to develop and implement the **Seven Generations Signature Initiative (7SGI)** over the next three years to advance Indigenous Peoples-focused scholarship, partnerships, and student success.
- Faculty and national experts will lead the development of **Indigenous Peoples Open Educational Resources**, creating a repository for faculty to use in courses at NAU and across the country.
- **Seven Generations Indigenous Knowledges Center (7Gen Center)** will be a new hub on campus, bringing together Indigenous knowledge holders, partners, artists, and tribal leaders whose diverse perspectives will enrich and add depth to pedagogy, scholarship, and artistic endeavors.
- The **Indigenous Peoples Living-Learning Community** will serve 150-plus students, cultivating a sense of belonging, building cultural connections, and supporting academic success of Indigenous students at NAU.
- **Expansion of culturally responsive programming and student support programs**, including the first campus-wide staff training on Indigenization during Development Days, improving Computer Science Pathways at Native American Tribal Schools, and Bridging Native American Students to Bachelor's Degree (BRIDGES).



## Highlights of Impactful Efforts – Impactful Scholarship

- Five NAU faculty received **National Science Foundation Career Awards**.
- First NAU faculty inducted into the **National Academy of Medicine**.
- The **Center for Health Equity Research** received a \$21 million grant to continue promoting health equity of diverse populations in the American Southwest.
- NAU researchers were at the forefront of **NASA's successful DART mission**.
- **Arizona Board of Regents' Research Grants** are funding NAU researchers in developing a Mobile Tree Health Monitoring System and Wildland Urban Interface Fire-fuel Mitigation.
- **Arizona Board of Regents' Community Grants** are helping Arizona police and firefighting agencies address recruitment and retention of officers and firefighters.
- Three **Arizona Board of Regents' State Agency Partnership Grants** were approved in April 2022 to address and deliver solutions to critical issues facing the State of Arizona and its citizens, such as wind-blow dust and valley fever, remediation of contaminated water, and recycling by municipality size, totaling \$6.99 million over three years.



## Highlights of Impactful Efforts – Mission-Driven and Diverse Faculty and Staff

- **Cluster Hiring practices** are designed to enhance the recruitment and hiring of mission-driven faculty who will positively contribute to areas of strategic emphasis and better serve our diverse student population.
- Revisions to the existing 2002 **Faculty Senate Constitution** strengthened shared governance.
- In Academic Year 2023–24, the inclusive **Academic Excellence Scholars’** first cohort will transition to faculty positions and the next cohort will begin. Future Faculty Fellows’ scholarship will inform and directly support the success of students from underrepresented populations.
- **New NAU Workplace** practices aim to position NAU at the leading edge of flexible and employee-focused workplace practices among institutions of higher education.
- **TrueBlue Summer Fridays** began in summer 2022 with a compression of the workweek to four days (M–Th). Intended benefits include higher employee satisfaction, increased productivity, reduced operational costs, and a smaller carbon footprint. Thanks to the successful pilot year, the program was expanded for summer 2023 and beyond.
- **One-time payment** equivalent to 3 percent of base compensation in May 2022 was issued to all eligible faculty and staff.
- **Broad-based salary increases** occurred in January 2023 at 4.5 percent of base compensation.
- Implemented a new salary schedule for instructors, lecturers, and faculty that were reappointed into the new **Teaching Track** effective July 1, 2022.
- **Salary floors** were instituted for staff and faculty, with the latter based on rank starting in Fiscal Year 2024.
- **Minimum wages** for student employees were increased to \$14.50 on July 1, 2022, and \$15.00 on January 2, 2023. Additionally, to ensure equitable compensation, **tiered pay rate** structures were established for student classification levels.
- Increased **university’s non-student minimum pay rate** from \$15.00 to \$15.50 per hour and adjusted for compression to related positions in the same job categories.
- Starting in AY 23–24, **Graduate Assistantship stipends** were increased by \$3,000.
- Adoption of a hybrid-first work approach for all non-faculty positions to meet increased demand for flexibility, adapting and optimizing our service delivery, and ensuring we continue to deliver on our mission of educating students.
- Implemented **University Closure policy**, closing university operations during the winter holiday period, with eligible employees receiving regular pay during this period.
- Effective January 1, 2022, **paid parental leave**, up to 12 weeks, available for regular benefit eligible employees for Birth and Bonding which includes adoption and placement of a child. If both parents work for NAU, both parents are eligible for 12 weeks of parental leave each.



## Highlights of Impactful Efforts – Community Engagement

- The **Advanced Media Lab's** Spatial Augmented reality work through projection mapping enables students to see their work in a live performance and broadens availability of drones in cinematography classes.
- The **Early Learning and Development Center** opened in spring 2023 to improve access and affordability of childcare, with NAU student-parents given priority, followed by employees. It extends beyond basic needs through the integration of management, programming, and services with our renowned team in the College of Education.
- The **President's Discretionary Community Engagement Fund** assisted those impacted by the 2022 Tunnel Fire.
- **Engineering Community Outreach and Research Extension (E-CORE)** is a public fee-for-service enterprise to provide services to communities, companies, and professions in Arizona through a faculty-mentored student internship program that draws upon the expertise available from within the Civil Engineering, Construction Management, and Environmental Engineering programs.
- **Staff Community Engagement Time** policy went into effect on January 1, 2022, providing all staff 16 hours per year of paid volunteer time to honor and renew NAU's engagement with the communities we serve.
- Establishment of the **Arizona Institute for Education and the Economy (AIEE)**, working to convene partners at every level to cultivate actionable solutions and policies that improve K-12 outcomes and build prosperity in Arizona.
- The Center for Health Equity Research (CHER) received a grant to **train Community Health Representatives for Indigenous communities**.
- Institute for Human Development, **Project SCOPE**, is providing training for professionals interacting with children impacted by the Opioid Epidemic.
- Launching the **NAU Wildfire Initiative** which will expand the workforce for land stewardship and wildfire prevention and response as well as work with communities on best practices for wildfire prevention.



## Highlights of Impactful Efforts – Sustainable Stewardship of Resources

- **A record year for fundraising**, with nearly 9,000 donors contributing more than \$21 million between July 1, 2022, and June 30, 2023.
- In support of NAU's mission, ABOR and the NAU Foundation **invested a total of \$81 million** to increase participation and attainment, push the frontiers of knowledge, educate the workforce of the future, and promote equitable postsecondary value.
- To accelerate our work toward **carbon neutrality** by 2030, NAU hired a Chief Sustainability Officer along with other key positions, launched a **University Sustainability Advisory Board**, and created the Green Seed investment fund.
- The **Indoor Recycling Project** implemented a new bin system, planning to distribute 2,605 new containers across the Flagstaff campus, with the intention of increasing recycling rates while decreasing landfill waste.
- NAU is migrating from Blackboard Learn to **Canvas** to enhance students' learning and experience with a more uniform, engaging learning management system. This singular platform solution will also increase institutional efficiency.



## Potential Indicators of Success

While individual initiatives and efforts will have specific indicators to monitor implementation and programmatic impact, the collective impact of our roadmap-aligned portfolio of initiatives and efforts is perhaps best captured through the following proposed indicators of success. The USPAB considers the following as potential broad indicators that, when taken together, define progress across our strategic priorities. The list will be refined through ongoing discussions with institutional leaders.

Table 1. Progress Indicators

<b>Broaden Participation and Increase Educational Attainment Progress Indicators<sup>1</sup></b>	<b>Strengthen Post-College Outcomes Progress Indicators<sup>1</sup></b>	<b>Drive Social and Economic Impact Progress Indicators</b>
<ul style="list-style-type: none"> <li>• Enrollment by location and student groups</li> <li>• Retention rates by student groups</li> <li>• Persistence rates by student groups</li> <li>• Graduation rates by student groups</li> <li>• Degrees awarded by student groups</li> </ul>	<ul style="list-style-type: none"> <li>• Academic program portfolio aligned with workforce needs and future demands</li> <li>• 100% Career Ready curricula and aligned support services</li> <li>• Number of internships/experiential learning/student teaching/mentored research, scholarship, and creative activities opportunities available relative to need</li> <li>• Percentage of students engaged in internships/experiential learning/student teaching/mentored research, scholarship, and creative activities by student groups</li> <li>• Student sense of belonging across student groups</li> <li>• Post-college employment by student groups</li> <li>• Post-college wages by student groups</li> <li>• Post-college debt by student groups</li> </ul>	<ul style="list-style-type: none"> <li>• Economic Mobility Index</li> <li>• Carnegie Community Engagement designation</li> <li>• Carbon Neutrality</li> <li>• Diversification of revenue streams</li> <li>• Investment in public service activities</li> <li>• Investment in impactful research, scholarship, and creative activities.</li> <li>• Faculty/staff satisfaction</li> <li>• Faculty/staff demographic profiles reflect student demographics</li> <li>• Economic impact for communities</li> <li>• Partnership with public and private sectors to place graduates in careers and meet current and future workforce needs</li> </ul>

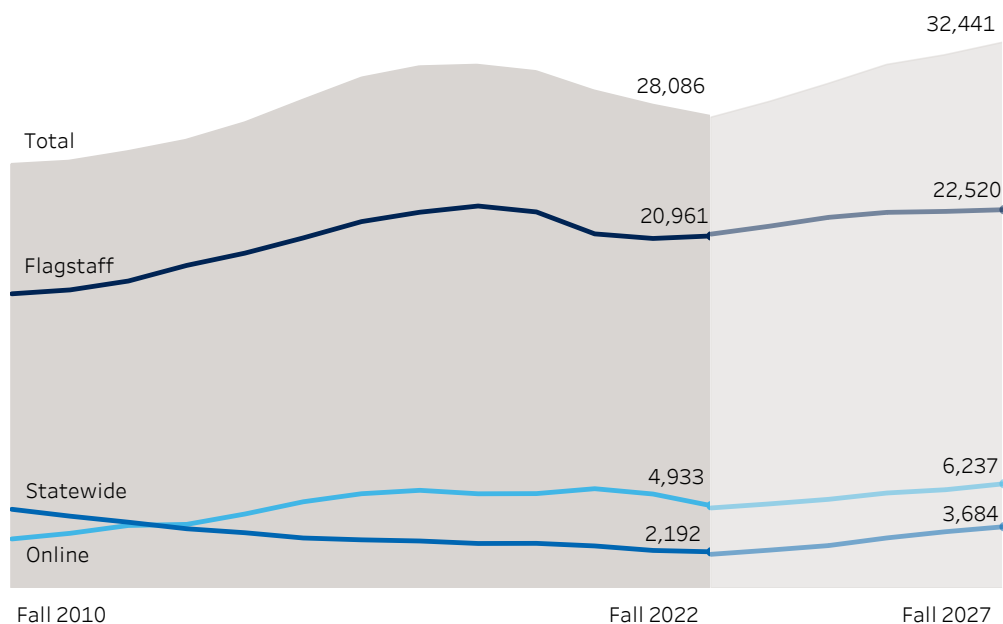
<sup>1</sup>We note “student groups” to emphasize that achieving uniformly high rates by eliminating gaps between different sociodemographic groups in participation, attainment, belonging, and employment is essential to NAU’s vision as a national leader in equitable postsecondary value.

## Key Institutional Data

NAU's Office of Strategic Planning, Institutional Research, and Analytics (SPIRA) supports tracking, analysis, and visualization of institutional data to inform decision-making.

Baseline data, such as enrollment and degrees awarded as seen below, will inform progress monitoring in the future. Per federal and state reporting guidelines, enrollment measures are taken at a single point in time—fall 21<sup>st</sup> day census—whereas degrees awarded span an Academic Year (AY).

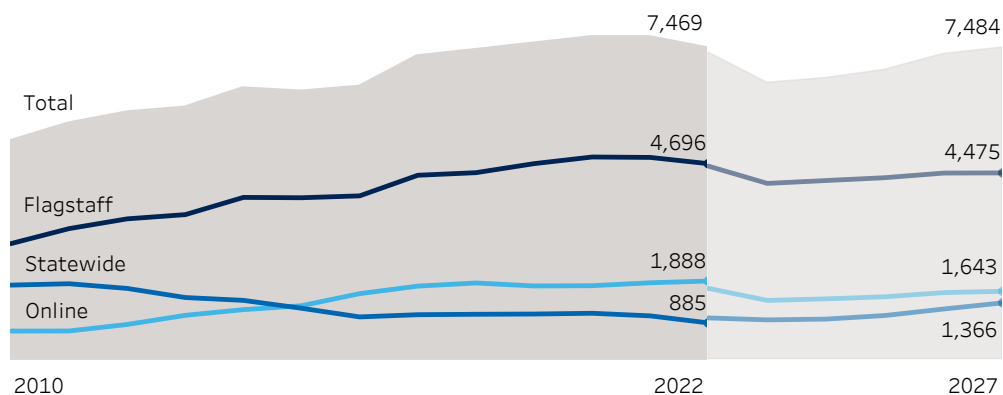
Figure 2. NAU enrollment trends from fall 2010 (25,197 students) to fall 2022 (28,086 students) by campus location at 21<sup>st</sup> day census. Fall 2023 to fall 2027 represent targets set by the institution.



	Enrollment		Target
	Fall 2010	Fall 2022	Fall 2027
Total	25,197	28,086	32,441
Flagstaff	17,522	20,961	22,520
Statewide	4,719	2,192	3,684
Online	2,956	4,933	6,237

While enrollment at the Flagstaff campus will plateau due to space restrictions, enrollment at statewide locations and online is expected to increase, with NAU supporting over 32,000 total students by fall 2027.

Figure 3. Degree trends from AY 2010 (5,263 degrees) to 2022 (7,469 degrees) by campus location. AY 2023 to 2027 are targets set by the institution.



	Degrees Awarded		Target
	2010	2022	2027
Total	5,263	7,469	7,484
Flagstaff	2,783	4,696	4,475
Statewide	1,790	885	1,366
Online	690	1,888	1,643

Degree attainment is correlated with enrollment; therefore, the trend is similar to enrollment, only delayed by a few years. By AY 2027, NAU will be awarding close to 7,500 degrees with the majority continuing to be located at the Flagstaff campus.

## Conclusion

This report provided a point-in-time overview of institutional roadmap-aligned efforts, which collectively, are advancing the priorities in *NAU 2025 – Elevating Excellence*. Through the intentionality of our efforts, we are broadening participation, supporting student success, and improving post-college outcomes to drive social and economic impact in Arizona. In the year ahead, USPAB will monitor progress, as well as provide critical feedback regarding alignment and magnification of efforts across the university's divisional efforts and initiatives.

# Appendices

## Appendix I: *NAU 2025 – Elevating Excellence*

[nau.edu/president/strategic-plan](http://nau.edu/president/strategic-plan)

## Appendix II: University Strategic Planning Advisory Board 2022–23 membership

**K. Laurie Dickson, Chair;** Vice President for University Strategy and Senior Associate to the President

**T. Noecker, Vice Chair;** Director, Strategic Planning and Institutional Analytics

**Laura Jones, President’s Representative;** Associate Vice President for Strategic Planning, Institutional Research, and Analytics and Chief Data Officer

**Ashok Subramanian; Provost’s Representative;** Dean, The W. A. Franke College of Business

**Michelle Mack, Faculty Representative;** Regents’ Professor in the Department of Biological Sciences and the Center for Ecosystem Science and Society

**Pamela Bosch, Faculty Representative;** Professor, Department of Physical Therapy and Athletic Training

**Judith Scholar Winfield, Staff Representative;** Contracts Analyst, Facility Services

**Kyrie Fry, Staff Representative;** Director, University Marketing

**Brendan Trachsel, ASNAU Representative;** ASNAU President

**Danielle June, GSG Representative**

## Appendix III: University Strategic Planning Advisory Board 2022–23 meeting schedule

**October 4, 2022** Orientation to University Strategic Planning Advisory Board (USPAB) Charge, USPAB membership, and Strategic Roadmap

**November 1, 2022** Overview of strategic efforts, including overarching goals, Coverage Map showing current efforts in relation to strategic priorities and components, and support for Second Call for proposals to focus on Student Success

**December 5, 2022** Panelist discussion for members to learn about institutional efforts and strategies, shared by Harlan Teller (Chief Marketing Officer), Kim Ott (Associate Vice President, Communications), Anika Olsen (Vice President, Enrollment Management), Bjorn Flugstad (Senior Vice President, Finance and Business Services), and Megan Cunningham (Director, University Budget Office)

**February 2, 2023** Overview of Arizona Board of Regents (ABOR) metrics and targets, and Higher Learning Commission Quality Initiative endorsement to use the 100% Career Ready initiative

**March 2, 2023** Strategic Roadmap monitoring to identify leading and lagging indicators

**March 30, 2023** Selection of leading and lagging indicators for monitoring recommendation and orientation to Risk Analysis in collaboration with the Enterprise Risk Management Oversight Committee

**May 4, 2023** Endorsement of the Strategic Roadmap Annual Report and Fiscal Year 2024 expectations and membership

## Appendix IV: First Call for Elevating Excellence proposals

In May 2022, in response to the initial call for Elevating Excellence Impact Funding, we received 108 Elevating Excellence proposals from faculty and staff throughout the university, with a collective ask of over \$20 million.

Each proposal was reviewed by members of the President’s Council, and they were considered holistically when considering awards, with an eye toward funding a portfolio of projects that, taken together, would have a measurable and balanced impact across the seven strategic priorities of Elevating Excellence.

Given the depth and breadth of excellent proposals received, we appreciated President Cruz Rivera’s authorization to award more than the initial \$2 million allocated. We nearly doubled the amount awarded using TRIF and one-time state funds to bring our total to approximately **\$4 million**. Funding became available in August 2022 and expires in June 2024.

As shown in Figure 4, the **23 funded projects** spanned the seven strategic priorities. A list of First Call funded projects can be found in Appendix VI and at [nau.edu/president/strategic-plan/call-proposals/first-call-proposals](https://nau.edu/president/strategic-plan/call-proposals/first-call-proposals).

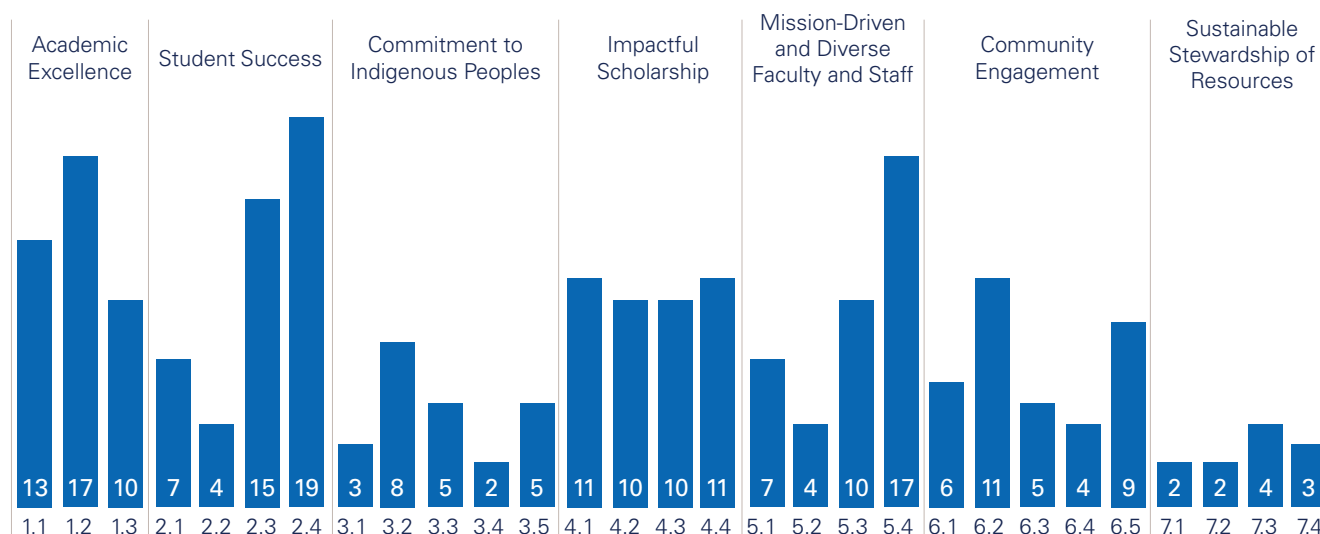
Figure 4. Count of First Call funded proposals to advance the Strategic Roadmap organized by the primary priority they supported.



Additionally, funded projects were evaluated relative to contributions to the 29 components articulated in *NAU 2025 – Elevating Excellence*. Most projects aligned with multiple components, as illustrated in Figure 5. Three components were the most frequently cited:

- 19 proposals support Component 2.4, “...improve student momentum and postgraduation success...”
- 17 proposals support Component 1.2, “...students will participate in high-impact learning opportunities...”
- 17 proposals support Component 5.4, “...promote student success with mission-driven faculty and staff...”

Figure 5. Count of First Call funded projects to advance the Strategic Roadmap organized by priority and component.



## Appendix V: Second Call for Elevating Excellence proposals

In recognition of the importance of excellent teaching, inclusive learning environments, a sense of belonging and community, and robust academic and social support to building a truly student-centered university community, the Second Call for proposals focused on advancing institutional efforts to **increase undergraduate and graduate student success**.

In January 2023, ninety proposals from faculty and staff throughout the university, with a collective ask of over \$10 million, were submitted. Each proposal was reviewed by members of the President's Council with an eye toward funding projects that collectively will spur significant progress toward meeting our bold goals for uniformly high retention, persistence, and graduation rates across our diverse student populations.

Approximately **\$1 million** distributed across **eight selected proposals** during fiscal years 2024 and 2025 will accelerate transformative change, at scale, and elevate the success of our students at NAU.

Figure 6. Count of Second Call funded projects to advance the Strategic Roadmap organized by the primary priority they supported.

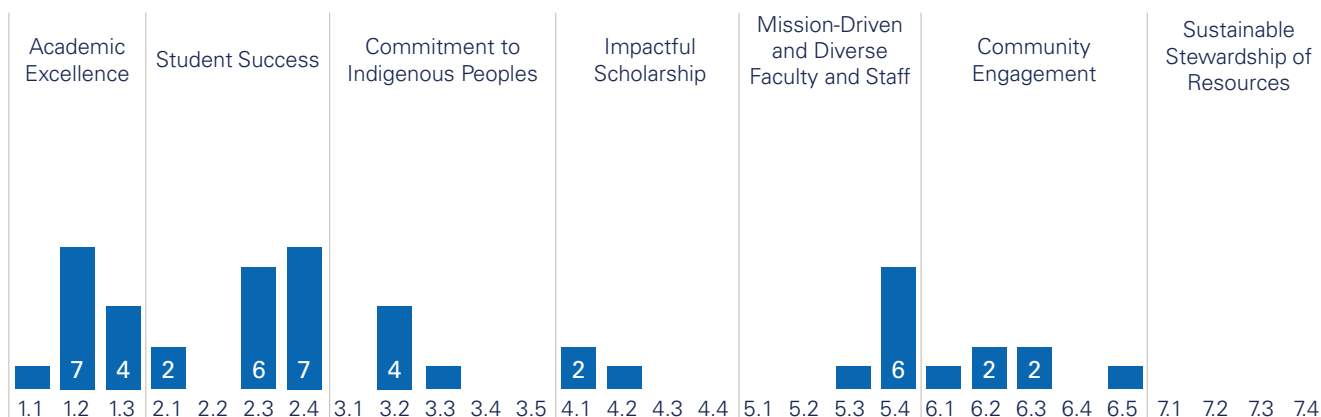


Funded projects from the Second Call are listed in Appendix VI and at [nau.edu/president/strategic-plan/call-proposals/second-call-proposals](https://nau.edu/president/strategic-plan/call-proposals/second-call-proposals).

Additionally, funded projects were evaluated relative to contributions to the 29 components articulated in NAU 2025. The eight Second Call funded projects aligned with six priorities and contributed to sixteen components, as visualized in Figure 7. Four components were the most frequently cited:

- 7 proposals support Component 1.2, "...students will participate in high-impact learning opportunities..."
- 7 proposals support Component 2.4, "...will improve student momentum and postgraduation success..."
- 6 proposals support Component 2.3, "...will improve retention rates and increase educational attainment..."
- 6 proposals support Component 5.4, "...promote student success with mission-driven faculty and staff..."

Figure 7. Count of Second Call funded projects to advance the Strategic Roadmap organized by priority and component.



## Appendix VI: Documented Efforts

The following list, presented by strategic priority and sorted alphabetically, documents efforts launched or significantly modified since summer 2021, that support *NAU 2025 – Elevating Excellence*. First\* and Second Call\*\* proposals are noted by corresponding asterisks.

This list is not exhaustive and continues to grow and expand as projects are brought to our attention.

### Academic Excellence

- 100% Career Ready Initiative
- 100% Career Ready – Career Development positions added\*\*
- 2023 Equitable and Inclusive Teaching Seminar
- Career Development expansion to support 100% Career Ready
- Elevating Excellence in General Studies\*
- Enhancing Academic Identity at NAU Yuma\*
- Equitable and Inclusive Teaching Seminar
- Equity Think Tank
- Expanding SA/CEFNS Academic Bootcamp Partnership\*\*
- Faculty Professional Development for International Student Success\*
- Interdisciplinary Associate Degree in Healthcare Management\*
- Lumberjack Lounge | Connect – Explore – Innovate\*\*
- NAU Online Program restructuring
- New and Expanding Programming
- Office of Undergraduate Research and Creative Activity
- Promoting Academic Success and Professional Development of Underrepresented Engineering Students\*
- Statewide Program restricting
- Teaching and learning Center investments
- Tripling capacity for undergraduate astronomy labs\*
- Workforce Training, Lifelong Learning, and Professional Development: Mesa Workforce Development Center

### Student Success

- 11 Hybrid Engagement Hubs
- Academic Advising Initiatives
- Accelerated Nursing Program
- Access2Excellence
- Admissions Pilot
- Affordable Learning Materials Initiative\*
- Arizona Attainment Alliance (A++) Initiative
- Arizona College Experience
- Associate Vice President of Student Life Experience position added
- BIO Bootcamp Expansion
- Call Center Platform
- Campus Recreation equipment and facilities\*
- Care Team program
- College Success Program 2.0
- Community College partnerships
- Early Learning and Development Center
- Embedded Math Achievement Program\*\*
- Embracing the Chem-Bio Connection – Elevating Student Success\*\*
- FACTS parent engagement
- Forestry workforce development: Broadening access to higher education in forestry through innovative online programming\*
- Helios Foundation projects
- HSI Student Leadership
- Indigenous Peoples Open Educational Resources
- Jacks Care 24/7
- Jacks on Track
- Lumberjack Basic Needs Center/Louie's Cupboard
- Meaningful Engagement Network\*
- Military Connected Outreach and Support in the Tucson Area\*
- Partnership with Graduation Alliance: Re-Enrollment Campaigns\*\*
- Peer Equity and Education Program\*

## Student Success (cont'd)

- Peer Jacks Extension
- Pre-Health Professions Student Service Team\*\*
- Scholarship Universe
- Strategic Enrollment Management Plan projects
- Student Service and Support: University Advising Access Connected Care Team
- Suicide Awareness/Mental Health Art Project\*
- Summer and Winter Growth Plan
- Supplemental Instruction Expansion\*
- Transfer Portal Impact
- Tuition Reform projects
- Upward Bound and UB Math Science
- Yuma Educational Success\*

## Commitment to Indigenous Peoples

- Access2Excellence Indigenous Peoples
- Honors Native American Summer Research Program
- Indigenous pathways to a PhD in STEM-H\*
- Indigenous Peoples Field Day
- Indigenous Peoples Living Learning Community
- Native American Cultural Center building expansion
- Native American Cultural Center culturally responsive programming expansion
- Preparing Indigenous Teachers for Arizona Schools (PITAS)
- Seven Generations (7Gen) faculty recruitment and development focused on the scholarship of Indigenous Peoples (Indigenous Scholarship)
- Seven Generations (7Gen) Indigenous Knowledge Center with Tribal College Faculty Exchange Program
- Seven Generations Signature Initiative (7GSI)
- Tribal Consultation Program\*

## Impactful Scholarship

- Biotechnology and Bioengineering
- Cybersecurity and Innovative Materials
- Designing the "NAU Hat Ranch Field Station"\*
- Establishing the NAU Interdisciplinary Undergraduate Field Experience\*
- Mobile Tree Health Monitoring System – 3D Sound Localization of Bark Beetles with Acoustic Holography
- Mobile Tree Health Monitoring System – Direction and Tree Health Recognition Acoustic Tool (Bark Beetles)
- Mobile Tree Health Monitoring System – The Arizona Tree Stress Explorer and Alert System
- NIH grant for Center for Health Equity Research to train Community Health Representatives for Indigenous communities
- Regents' Community Grant
- Supply Chain Management
- Wildland Urban Interface Fire-fuel Mitigation

## Mission-Driven and Diverse Faculty and Staff

- Academic Excellence Scholars
- Annual Compensation Evaluation
- Broad-based salary increases
- Core Business Hours
- Faculty Affairs
- Faculty Recruitment and Hiring process
- Faculty Workload Policy
- HSI advisors
- Hybrid-first workplace
- Increase in Graduate Assistantship stipends
- Learning and Development restructure for staff
- Multi-year appointments
- NAU Policy on Principal Investigator Eligibility changed to include all career-track faculty on campus
- New NAU Workplace projects
- New salary floor for staff
- New Senate Constitution
- Non-competitive selection policy
- One-time salary increases
- Parental leave policy added

## Mission-Driven and Diverse Faculty and Staff (cont'd)

- Performance Management tools
- Promoting Retention and Productivity of a Diverse Group of Faculty at NAU\*
- Provost Fellows
- Salary floors linked to faculty ranks
- Student minimum wage increase and new salary tiers
- Teaching Professor reclassifications
- True Blue Summer Fridays
- Vice President of Inclusive Excellence position added
- Winter Closure added

## Community Engagement

- Advanced Media Lab Expansion and Outreach\*
- Arizona Institute of Education and the Economy (AIEE)
- Carnegie Community Engagement efforts
- Collaboratory and Community Engagement Awareness Campaign
- Community Affairs Liaison/Coordinator for internal/external partnerships and placements
- Elevating Engagement: A Pathway to Student Success and Community Connection\*\*
- Engineering Community Outreach and Research Extension Service\*
- Enhance community relations with welcoming policies
- External affairs/marketing position for CAL
- Free weekend parking on NAU campus during Summer 2023
- Increased staffing to support Alumni Chapters
- Institute for Human Development, Project SCOPE
- Linking campus and local/regional community events (i.e., Festival of Science)
- NAU Wildfire Initiative
- Provost Office Internship Support
- Redesigning alumni communications (Pine magazine) and increasing coordination through Advancement
- Regents' State Agency Partnership Grants
- Staff Community Engagement Time policy

## Sustainable Stewardship of Resources

- Campus Health Services: Technology Optimization and Advancements\*
- Chief Sustainability Officer position added
- Climate Action Plan projects
- DLR Vendor for Campus Master Plan development
- Indoor Recycling Project
- Instructional and Graphic Design Support for High-quality Programming: NAU system wide LMS transition to Canvas
- International Student Enrollment and Partnerships
- NAU Foundation Capital Campaign to maximize philanthropic resources
- Office of Economic Mobility and Social Impact created
- Office of Sustainability created
- University Advisory Board created
- University Budget Advisory Board created
- University Strategic Planning Advisory Board created
- University Sustainability Advisory Board created

Comments and corrections to this report may be sent to [Elevating.Excellence@nau.edu](mailto:Elevating.Excellence@nau.edu).