Draft #1 of the Strategic Roadmap Objectives

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Engagement Phase #1: October 14 – October 22.
We encourage your feedback on Draft #1 of the Strategic Roadmap Objectives, as well as submission of additional objectives for consideration in support of the Strategic Roadmap's goals. A range of engagement options are provided at nau.edu/strategic-roadmap. We look forward to your thoughtful input in advancing NAU's work as a leader in delivering equitable postsecondary value to our students and the communities they represent.

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Goal #1: Inclusive Academic Excellence

NAU will offer high-quality, inclusive academic programming – across academic levels, modalities, and locations – designed to deliver equitable postsecondary value and to promote the postgraduate success of our diverse student population, leading to upward social and economic mobility. NAU's leading-edge academic programs and pedagogical excellence will be grounded in high-impact practices, including transformative educational opportunities that advance knowledge and develop capacities essential for professional success, and informed civic engagement, and global citizenship.

Objectives:

1-1:   Develop programs that recognize and draw on the full life experience of students, are responsive to student interests and societal needs, and prepare students for a variety of professional pathways in current and emerging industries.

1-2:   Promote and support pedagogy that meets students where they are, recognizes and draws on the strengths and capacities of students from diverse backgrounds, and helps all students across all learning modalities reach their full potential.

1-3:   Promote diversity in content and pedagogy to equip NAU students with the academic skills, cultural competencies, and the resiliency and adaptability to succeed professionally and contribute to a more just and sustainable global future.

1-4:   Foreground diversity in content and pedagogy as a means of promoting personal and social responsibility in the context of a modern multiracial democracy.

1-5:   Incorporate curriculum content and pedagogy that acknowledge diverse traditions and ways of knowing, as well as historic patterns and contemporary legacies of economic, ethnic, and racial inequality, including slavery and the dispossession of Indigenous peoples.

1-6:   Develop curricular maps that provide for recursive development of key learning outcomes in critical thinking, communication, and problem-solving throughout a student's academic career.

1-7:   Embed high-impact practices into the graduation requirements of each major degree program, so that every NAU graduate will have participated in at least one high-impact practice, such as internship, thesis, research, community service learning, or study abroad.

1-8:   Promote a student-driven signature project in each major program, so that every NAU graduate will have had a formal and sustained opportunity to engage in personalized inquiry and learning, and to connect disciplinary knowledge to personal and professional goals in ways that prepare them to excel as creators, researchers, collaborators, and problem solvers.

1-9:   Develop a robust means for routinely measuring disaggregated educational outcomes across units to identify trends and barriers to student success and inform action to close achievement gaps.

1-10:   Advance a campus culture of inclusion and success in learning through the process of collectively identifying shared values in pedagogical design that enables diversity in all forms to thrive in the academic sphere.

1-11:   Infuse common learning outcomes across academic units and course levels that build upon NAU's General Studies Program essential skills and diversity perspectives.

1-12:   Acknowledge systems and structures that include some and exclude other demographic populations in order to collectively create equitable pedagogical approaches that deliver academic excellence to all students.

1-13:   Provide clarity in the curriculum to accommodate student needs, preferences, and expectations with holistic course scheduling and expense planning. (student support)

1-14:   Provide faculty and academic programs the appropriate resources and assistance to support agency in pedagogical design grounded in high-impact practices, including transformative opportunities.

1-15:   Update promotion and tenure policies to reflect the increased importance of creating a culturally responsive learning environment with high impact practices that enable diversity in all forms to thrive.

1-16:   Design inclusive academic programs across disciplines and national borders that serve students locally and internationally to address common global challenges that affect us all.

1-17:   Assemble interdisciplinary faculty think tanks to collaboratively develop high-impact practices designed for student transformation and the advancement of student skills for professional success, civic engagement, and global citizenship.

1-18:   Offer the highest quality academic programs responsive to student interests, societal needs, and future career opportunities.

1-19:   Systematically incorporate curricular and co-curricular learning into every degree program that engages students with career readiness and supports career success after graduation.

1-20:   Develop and integrate employment opportunities throughout academic curriculums that build the skills and networks necessary to secure gainful employment in a globally competitive marketplace.

1-21:   Increase student knowledge, skills and readiness through comprehensive integrated advising that includes academic, personal, career, international, and financial advising.

1-22:   Improve collaboration between academic programs and employers to ensure student learning objectives are aligned with the skills and knowledge required for employment.

Goal #2: Equitable Student Access, Momentum, Graduation, and Post-Graduation Success

NAU will provide accessible and affordable higher educational experiences coupled with tailored personalized support structures that enable degree completion. While addressing the unique needs of historically underserved, underrepresented, and marginalized communities, NAU will implement pricing policies, admissions standards, locations and learning modalities, student support systems, and educational practices that result in all students' positive academic outcomes and success in professional, personal, and communal life.

Objectives:

2-1:   Continue to assess, develop, and implement strategies focused on generating purposeful support of underrepresented students.

2-2:   Advance a culture of care that strengthens the holistic well-being of all faculty, staff, and students.

2-3:   Design and implement pricing and financial aid resources to maximize access and holistic financial predictability for students, particularly Arizonans and students with the least financial resources available, to ensure they can enroll and persist.

2-4:   Strengthen and sustain our investment in the academic and social engagement of underserved, underrepresented and marginalized communities in support services and activities.

2-5:   Provide timely, nimble, and unique programs and services to raise access and educational attainment at our NAU-Yuma and statewide sites in close partnership and collaboration with our Arizona Community College partners and the communities we serve together.

2-6:   Center students in our decision making to invest our resources in efforts that are most impactful for all students, requiring a paradigm shift to become a true student-centric university.

2-7:   Collaboratively coordinate efforts across campus to deliver a meaningful and cohesive student experience.

2-8:   Foster and incentivize faculty development and connection as an integral part of the student support team, including the classroom as a hub for student belonging.

2-9:   Create, advance, and align services and outreach to improve the student experience, regardless of learning location or modality.

2-10:   Improve technology infrastructure to deliver equitable access to content and resources and timely student communication to cultivate a strong sense of student belonging.

2-11:   Examine efficacy of current efforts, map to best practice, clear barriers, and sunset what may not be working to maximize resources and meet student needs for each subpopulation.

2-12:   Coach students on the development of their "NAU Life Design" through discovery of their academic, engagement, and vocational experiences that will purposefully and positively influence their lives and communities post-graduation.

2-13:   Employ best practices to close the gap in completion rates for vulnerable populations.

2-14:   Create and expand opportunities for greater collaboration between alumni, community, and current students

2-15:   Examine post-completion wellbeing, median earnings, type of employment, etc. at various time intervals, comparing completers and non-completers.

2-16:   Examine post-completion economic outcomes, graduate credential completion/enrollment, type of employment, and retention in Arizona.

Goal #3: Impactful Research, Scholarly, and Creative Activities

NAU will promote and support collaborative and impactful research, scholarly, and creative activities that engage the diverse communities we serve, advance interdisciplinary knowledge, provide transformative learning opportunities, and contribute to solving problems of global relevance.

Objectives:

3-1:   Strengthen NAU's discovery enterprise with impactful research, scholarship and creative endeavors that are regionally, nationally and internationally recognized.

3-2:   Foster interdisciplinary research and centers that maintain and grow NAU's areas of distinctive excellence and establish grand-challenge areas of investment for NAU to impact our regional and national communities.

3-3:   Evaluate and enhance NAU's impact and productivity in research, scholarship and creative endeavors by tracking traditional metrics such as national rankings, research expenditures, publications, citations, patents, and faculty and student recognition via awards, honors, and invited talks.

3-4:   Evaluate and enhance NAU's impact and productivity in research, scholarship and creative endeavors by tracking equity and student-engagement metrics, such as: number of undergraduates involved in research, scholarship and creative endeavors; diversity of UGS and GS students involved in these activities; unit activities that directly advance NAU's goals to support and increase Native American and Hispanic student involvement in research participation; units and scholars incorporating traditional or Indigenous knowledge; and, scholarship that is driven by collaboration with communities to address problems of regional and community interest.

3-4:   Recruit a more diverse faculty that reflects our communities and diverse student body, while supporting and retaining all faculty that promote excellence, equitable and ethical research, scholarship and creative endeavors.

3-5:   Recognize excellence and equitable execution of research, scholarship and creative endeavors while evaluating merit, promotion and workload.

3-6:   Value the breadth of faculty knowledge and methodologies in research, scholarship and creative endeavors.

3-7:   Value research, scholarship and creative endeavors that value or incorporate traditional or Indigenous knowledge and community engagement.

3-8:   Motivate and increase faculty productivity and growth in research, scholarship and creative endeavors by leveraging regional partnerships with other universities and

institutions, while strategically investing at NAU in critical institutional resources, such as library assets, instrumentation, and human infrastructure.

3-9: Invest in research, scholarship and creative endeavor-based training and opportunities for undergraduate students, toward enhancing student learning and creating work-ready individuals.

3-10: Promote equity in access and achievement in research, scholarship and creative endeavors among undergraduate and graduate learners from diverse backgrounds.

3-11: Reduce the barriers for students from Historically Minoritized Populations to engage with research, scholarship and creative activities.

3-12: Foster a culture of mentorship that encourages, incentivizes and recognizes excellence in mentorship of students and junior colleagues in research, scholarship and creative endeavors.

3-13: Foster a culture that promotes the highest standards of moral and ethical responsibility in research and scholarship.

3-14: Create pathways for all NAU students, regardless of the campus or modality of engagement, to experience and participate in research, scholarship and creative activities.

3-15: Expand and support innovative, interdisciplinary, and cutting-edge research and career training opportunities for graduate students across all of NAU campuses.

3-16: Ensure equity in access and achievement in research, scholarship and creative endeavors among graduate learners from diverse backgrounds.

3-17: Create and nurture partnerships with NAU's local and regional communities, including partnerships with tribal nations, to explore and support research, scholarship and creative endeavors that improve quality of lives and/or create local economic opportunities.

3-18: Cultivate and value non-traditional dissemination of scholarly and creative works that resonate with and benefit the communities we serve.

3-19: Cultivate inclusive scholarly environments that value and respect diverse identities and experiences to our research, scholarly work and creative activities.

3-20: Recognize the responsibility in attaining HSI status by recruiting, supporting and engaging faculty and students from historically minoritized populations in research, scholarly activity and creative endeavors.

Goal #4: Enhanced Practices for Recruiting, Retaining, and Developing Quality, Mission-Driven, Diverse Faculty and Staff

NAU will implement strategies throughout its employment practices to support the recruitment, retention, development, and promotion of a high-quality, mission-driven workforce. This workforce will reflect the demographics and integrate the identities of the local communities, Arizona, and beyond. NAU will advance postsecondary value to students and the communities they represent by committing to and fostering an institutional workforce culture that understands Justice, Equity, Diversity, and Inclusion are embedded in excellence.

Objectives:

4-1: Recruit, retain, develop and promote a diverse, high quality, and mission-driven workforce

4-2: A measurable increase across all academic/nonacademic departments and units in the recruitment, hiring and retention of Native American/Indigenous faculty, staff, and administrators

4-3: A measurable increase across all academic/nonacademic departments and units in the recruitment, hiring and retention of faculty, staff, and administrators from minoritized and underrepresented communities

4-4: Cultivate working environments where diverse identities and experiences are included, valued, respected and fostered

4-5: Incentivize Diversity, Equity, Inclusion and Justice (DEIJ)-centered learning, service, scholarship, and work

4-6: Identify and remove barriers to access for individuals with disabilities by implementing wide-scale Universal Design (UD) and Universal Design for Learning (UDL) approaches

4-7: Focused recruitment of minoritized and underrepresented faculty, staff, and administrators

4-8: Actively support, retain and advance minoritized and underrepresented faculty, staff and administrators

4-9: Instill and foster an institutional culture of shared responsibility where DEIJ initiatives are central and universally engaged across all areas

4-10: Prioritize investments in faculty and staff compensation in order to attract and retain a diverse, high-quality, mission-driven workforce

4-11: Enhance medical and other non-salary benefits across faculty and staff

4-12:   Explore and implement flexible workplace policies

4-13:   Implement strategies that result in a more knowledgeable faculty and staff through training and workforce development

4-14:   Implement policies and practices that promote and support participation by faculty and staff in DEIJ and other events/activities offered throughout the university to increase cultural competence and inclusion

4-15:   Implement policies and practices that promote and support participation by faculty and staff in stress management and self-care

4-16:   Implement/modify faculty and staff appraisal practices to universally value engagement with DEIJ work

4-17:   Implement campus-wide faculty and staff mentoring programs including a focus on support and engagement of minoritized and underrepresented faculty and staff

4-18:   Develop and offer alternative paths for educational requirements into entry level positions and career advancement

4-19:   Institute policies that encourage, recognize and enable staff participation in DEIJ activities

4-20:   Perform regular faculty and staff workload and quality of work assessments to promote healthy and productive work environments

4-21:   Train supervisors and offer employee training in self-awareness, cultural awareness, communication and leadership techniques

4-22:   Implement policies emphasizing regular supervisor/employee meetings and encouraging open dialogue for workforce retention and development

4-23:   Promote pathways to leadership among minoritized and under-represented communities across the university

4-24:   Assess workload policies and processes for faculty and staff toward increasing efficiency and mitigating undue burden

Goal #5: Strong Stewardship of Place and Demonstrated Engagement with Our Communities

NAU will engage with our local and regional communities to foster mutually beneficial relationships that enhance the value of our educational experiences and increase individual, communal, cultural, and economic vitality. NAU will work side-by-side with community leaders, governmental entities, corporations and businesses, non-profit organizations, and many other entities to offer partnership opportunities that advance our students' success, support volunteerism for public good, provide impactful services and research, and directly benefit the wellbeing of our communities.

Objectives:

5-1:   Encourage and develop a culture of volunteerism and service throughout the NAU campus, including students and employees, recognizing community engagement broadly.

5-2:   Seek and encourage broad community input on University decisions that may impact areas beyond campus boundaries (for example: campus master plan, climate action plan, etc.)

5-3:   Foster student led research and creative activity, experiential and service learning, and community engagement opportunities that solve local and regional challenges and equip students to meet local, regional and statewide needs.

5-4:   Collaborate with Native/Indigenous nations to develop projects and programs which can benefit from the talent of university faculty, staff and resources for the direct benefit of Native American and Indigenous communities.

5-6:   Promote appreciation and understanding of Native American/Indigenous people, cultures and nations within the university and broader community.

5-7:   Promote inclusive access to high quality postsecondary education statewide to enhance Arizona's educated citizenry to participate in civic engagement.

5-8:   Engage business and industry in program and curriculum development to help students graduate workforce ready.

5-9:   Connect employers and students to reduce the current workforce/labor shortage.

5-10:   Enhance internship and clinical placement opportunities in Arizona to benefit both student learning objectives and employer needs.

5-11:   Strengthen the NAU Lumberjack community by connecting alumni and students in an increasingly meaningful and impactful way to further career and workforce development and connections.

5-12:   Serve the education workforce needs to include degree-completion, badging, certificates to address employment needs beyond the bachelors degree.

5-13:   Prioritize partnership and clinical placements in underserved areas and communities to address Arizona workforce shortages.

5-14:   Serve a leadership role in providing solutions for communities outside of metropolitan areas facing challenges.

5-15:   Seek and encourage arts and cultural experiences as drivers of economic opportunity and community engagement in the region and state.

5-16:   Fully utilize both physical infrastructure and talent to enhance community access to art and culture activities and performances in Flagstaff and communities served by NAU.

5-17:   Provide diverse events to enhance campus and community dialogue and exposure to a variety of cultural and intellectual opportunities.

5-18:   Construct and strengthen K-12 connections by encouraging development of projects throughout the campus units and divisions.

5-19:   Strengthen relationships with K12 schools and community colleges statewide to insure that NAU students reflect Arizona's population.

5-20:   Inform regional and campus sustainability goals and metrics through research-based practices.

5-21:   Maximize NAU's Flagstaff Campus location to serve as a living lab, equipping students to address broader issues of sustainability and environmental consequence.

5-22:   Seek cooperation and collaboration with the City of Flagstaff on climate and sustainability goals for the long-term health of our communities.

5-23:   Elevate the importance of climate change mitigation and sustainability throughout campus departments and divisions.

5-24:   Adopt and provide resources to implement NAU's climate action plan goals.

Goal #6: Effective Stewardship of Financial, Physical, and Virtual Resources

NAU will effectively and efficiently utilize and maintain our physical, technological and financial infrastructure, with a commitment to the sustainable use of environmental and financial resources. Pursuing new and innovative approaches to generate and secure necessary funding levels, NAU will develop and implement an operational framework to sustainably beautify and modernize the functional physical and virtual spaces we collectively use to teach, learn, create, and engage.

Objectives:

6-1:   Increase the financial stability and strength of the university

6-2:   Reduce the impact of the university through environmentally sustainable practices

6-3:   Engage in continuous improvement practices

6-4:   Ensure safety (defined holistically beyond physical safety) is an integral part of the learning and working environment

6-5:   Maintain a sustainable physical environment that inspires learning and attracts and retains students, faculty, and staff, via initiatives such as campus art projects that showcase student and faculty artworks ensure that arts programs are supported

6-6:   Preemptively remove barriers to access for individuals with disabilities

6-7:   Launch Comprehensive Campaign with clear funding priorities and opportunities that benefits university students and stakeholders

6-8:   Maintain university bond rating and credit rating agency outlook as the university stays within the state mandated debt limit of 8% (8% of expenditures for debt service) and expands available debt capacity in conjunction with expenditure growth

6-9:   Maintain university financial liquidity within ABOR guidelines – liquidity is measured through days cash on hand is metric (defined as the ratio of cash at fiscal year-end divided by annual expenditures multiplied by 365)

6-10:   Develop and implement a long-term, comprehensive financial model and budget process that aligns resources with strategic focus areas, ensures university-wide effectiveness and efficiency, and sustains, expands and diversifies revenue sources

6-11:   Design an educational attainment and equity-driven pricing/financial aid strategy that will differentiate NAU in the market, articulate our equitable value proposition, simplify our affordability/messaging to prospective students and parents, and help improve the financial health of the university and secure it long-term sustainability.

6-12: Develop multi-year (3-5 year) IT project and system priority plan and associated funding plan that optimizes investment levels and IT security with service effectiveness and efficiency to support learning, research and operational continuity, and data driven decision making

6-13: Develop comprehensive facilities and land use plan that embeds diversity, equity, inclusion and justice, safety, and sustainable resource management into NAU's university operations

6-14: Develop long term plan that addresses annual deferred maintenance levels and equipment repair and replacement that addresses safety, accessibility and environmental sustainability requirements as well as modernization and beautification

6-15: Complete Climate Action Plan with establishment of a goal for Carbon Neutrality that establishes sustainability within the university's operational decision making

6-16: Develop and establish a process to review annual funding commitments to support university initiatives

6-17: Strengthen Data Governance processes to support daily university operations, ensure data integrity and prioritize data protection

6-18: Create an organizational structure that is fiscally responsible, is aligned with strategic priorities and is committed to assessing and adapting processes, practices and policies to support the university's mission

6-19: Establish procedure for operational improvement opportunities identified by Internal Audit for follow up action

6-20: Mature Enterprise Risk Management process in conjunction with developing an approach to risk tolerance/risk appetite that is embedded into daily operational activities

6-21: Develop a Vendor Diversity Program designed to create an inclusive and diverse supply chain and promote equal opportunities for all suppliers.

6-22: Evaluate and address identified needs for grant writing support for units and non-faculty Principal Investigators (PIs) and support levels within Office of Sponsored Projects (OSP) that will enable non-academic units to effectively compete for grants that will address financial, physical, virtual infrastructure needs

6-23: Evaluate and address identified processes and funding for IRB (Internal Review Board) to successfully position NAU to compete for projects