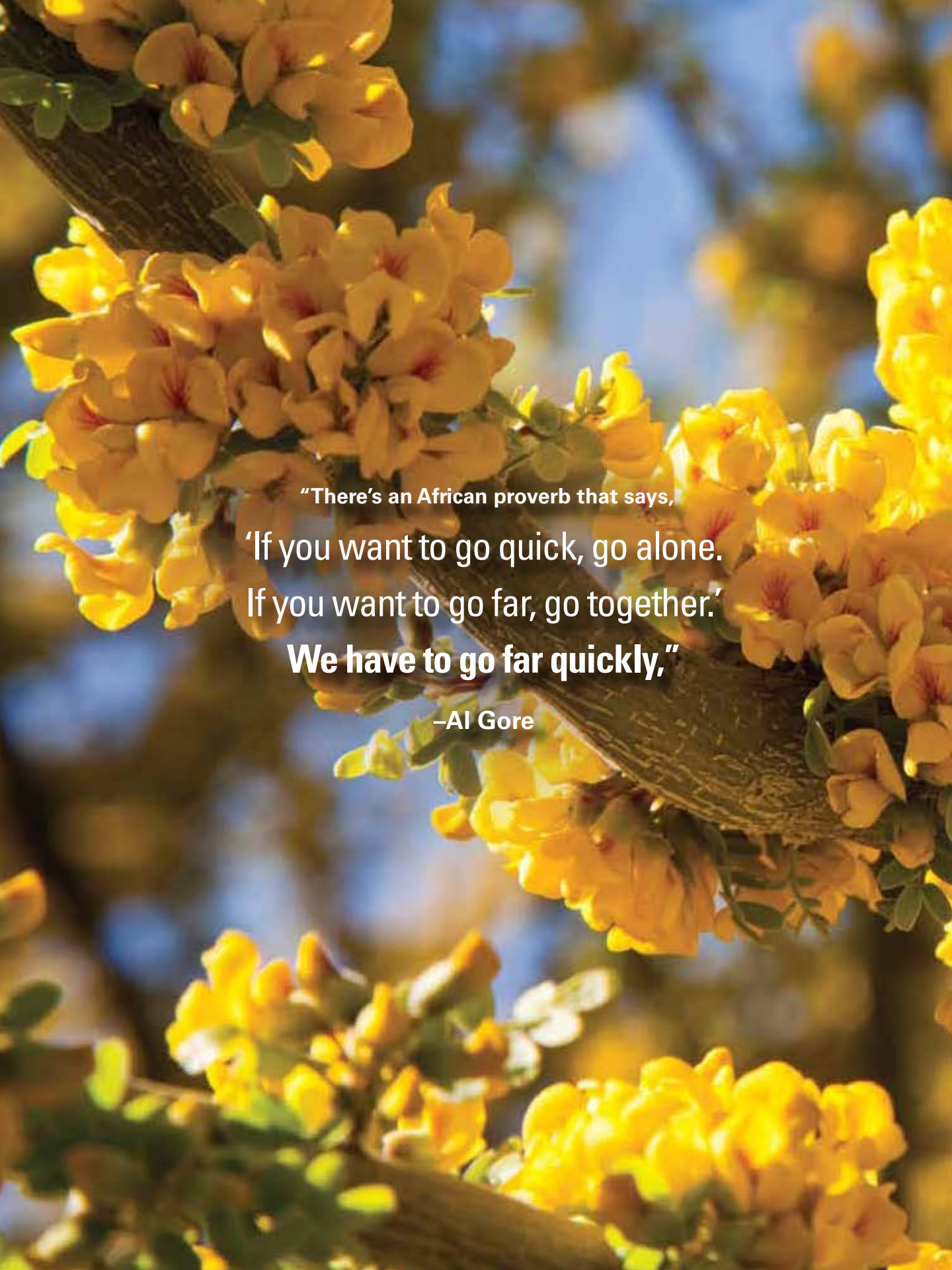




Quest for Success and Sustainability





**“There’s an African proverb that says,
‘If you want to go quick, go alone.
If you want to go far, go together.’
We have to go far quickly,”**

—Al Gore

To the Northern Arizona University Community,

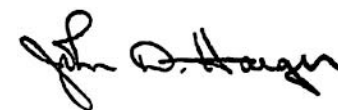
Since our last extensive review of the strategic plan in 2007, dramatic social and economic changes have demanded that we sustain the university in a new, challenging landscape. Our path will advance recent accomplishments and carry on the legacy of Northern Arizona University with new approaches to learning, student success, and discovery that create an inclusive, innovative, and efficient approach to education.

The university’s faculty, staff, students, leaders, and stakeholders have accomplished a great deal. Now, we must accomplish more with fewer resources and greater attention to inclusion and impact on the region. We must re-examine our revenue streams and rethink our curriculum designs.

Northern Arizona University is well positioned to be a leader in sustainable higher education: a model that promotes human potential, community well-being, and environmental responsibility. This means we must significantly improve students’ progress toward graduation to equip them with capacities to contribute and succeed.

In addition to being a center of intellectual discourse, the university is an engine of prosperity and a catalyst for innovation. As faculty, staff, and students engage in scholarly and creative activity, we can apply, and in some cases commercialize, our academic inventions. Building strong partnerships and harnessing new technologies will make education more accessible to a diverse population and will help us renew academic programs for greater impact in communities and on economic development.

We are on the verge of transformative shifts brought about by the economic turmoil of 2008 and the recognition of the challenges presented by the inequalities within our communities. Rather than wait for others to decide our fate, we will cultivate partnerships with all sectors—public and private—to deliver education that is relevant to the needs of a sustainable society.



John D. Haeger
President

Mission

To provide an outstanding undergraduate residential education strengthened by research, graduate and professional programs, and sophisticated methods of distance delivery

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

Trends in Higher Education

Technological advances are revolutionizing learning, mobilizing social forces, and transforming societies to embrace knowledge as the core economic engine.

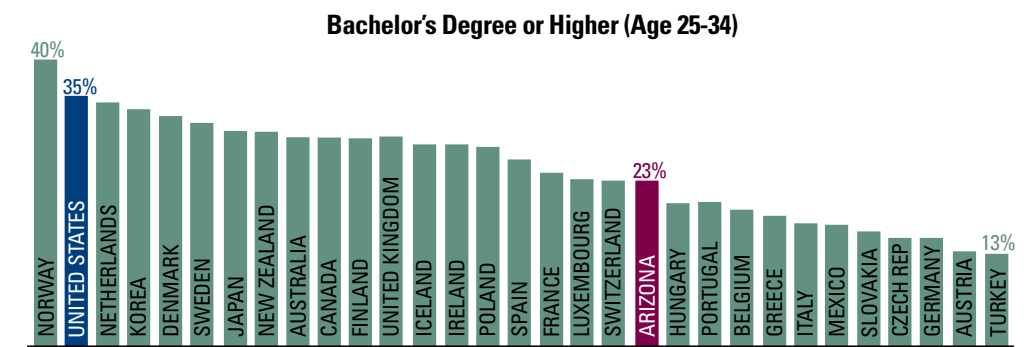
- **Teaching and Learning:** The rise of an open educational resources movement, a focus on discovery instead of instruction, and a recognition of collaborative learning as a more effective method than individual learning are reshaping the higher education landscape.
- **Community Engagement:** Technology-enabled collaboration beyond institutional and national borders, communication, and social networking increase venues for institutions to pursue service learning, seek innovative solutions to global challenges, and leverage a gift culture.
- **Management:** A demographics-driven demand has introduced models of higher education that coexist with the traditional brick and mortar, public-sector higher education system. Private-sector competition, the volatile economy, and blurred public-private boundaries favor scenario-based strategic planning, performance management, and partnerships.

Trends in higher education and changing social, economic, and political environments require a thoughtful approach to investment decisions. Our investment choices are critical and must include collaborative research, development of curricula, and resource sharing. Investments should also support cyber infrastructure, staff and faculty development in e-learning, and learning opportunities to improve access to higher education.

Planning Context

The national and state higher education agendas focus on cultivating a college-going culture, improving students' progress toward graduation, increasing the proportion of the population holding baccalaureate degrees, and expanding institutions' research capacity and productivity while managing costs and ensuring accountability.

Arizona faces significant challenges in its quest to become nationally—and internationally—competitive in building a knowledge-based society. With 64 percent high school graduation and 31 percent college-going rates, the state has deficiencies at every level of the educational pipeline.



Arizona ranks 49th in the nation in participation of low-income students in higher education—an alarming but unsurprising statistic, considering the state's high and growing proportion of diverse populations and its concentrated higher education system, which lacks culturally sensitive options.

“...by 2020, America will once again have the highest proportion of college graduates in the world.”

President Barack Obama
Address to the Joint Session of Congress, February 24, 2009

The Financial Situation

Nationwide, since the early 1980s, the state’s relative fiscal support of public higher education has been declining, limiting educational opportunities for many citizens. Students and their families continue to finance an increasingly higher proportion of their education.

Arizona’s higher education—with \$4.95 of state fiscal support per \$1,000 of personal income—has experienced a 34 percent decrease in support since 2000, one of the greatest public disinvestments in the nation.

Since 2008, the university has been coping with cuts to its state general fund and Technology and Research Initiative Fund (TRIF). In addition, since 2009, the university has received no funding to support enrollment growth and must regularly contend with delayed payments to the general fund.

The state funding trends are unlikely to improve in the next few years, but the demand for high-quality education will continue to rise, presenting the challenge and the opportunity to re-envision the university.

“To increase the educational attainment of Arizona citizens by producing enough high-quality university degrees for the state to be nationally competitive by the year 2020.” Arizona Board of Regents, 2020 Vision

Diversified Mission Focus

Recognizing the state’s demographic trends, Northern Arizona University has developed a financially viable approach to meet the Arizona Board of Regents’ goals of educational and research excellence, workforce development and community engagement, and increased productivity.

To substantially increase the number of baccalaureate degrees while advancing the institution’s research agenda, the university is raising its residential campus capacity, expanding structured programming through NAU–Yuma and NAU–Yavapai, offering degree completion programs at the community campuses, and partnering with community colleges to streamline the transfer process.

	Mission Focus	Curricular Autonomy	Academic Programs	Non-Academic Services	Funding Sources	Relative Tuition Level
Flagstaff Residential Campus	Research/Teaching	Yes	Many Options	Full Spectrum	State/Tuition	High
Branch Campuses (Yuma, Yavapai)	Teaching	Gradual Evolution to Autonomy	Structured	Limited and Outsourced	City/State County Tuition	Moderate
Community Campuses	Teaching	No	Structured	Limited	State/Tuition	Moderate

Acknowledging the need to differentiate our research mission, instructional approach, and curricular portfolios across the university’s main enterprises will

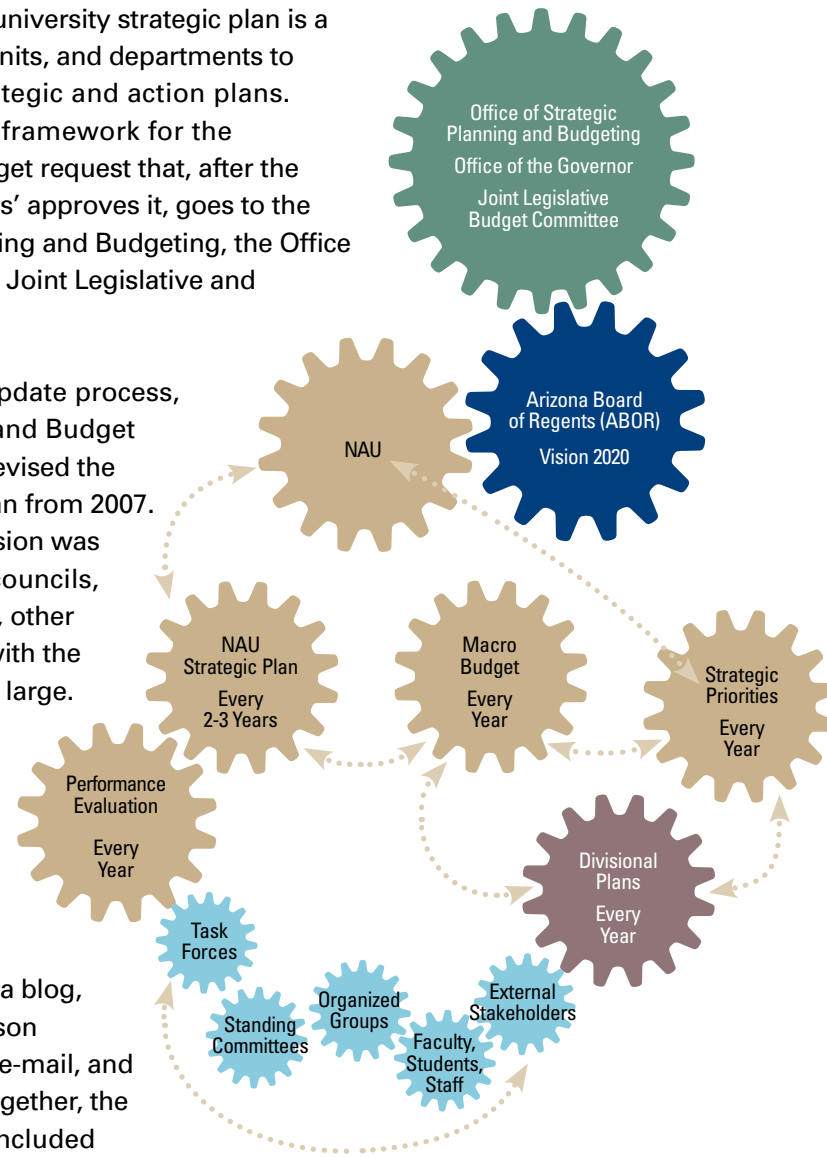
- improve students’ progress toward graduation,
- strengthen the research dimension of the mission at the Flagstaff campus,
- increase access to baccalaureate degrees for citizens across Arizona,
- help ensure the institution’s financial sustainability and flexibility in a changing environment, and
- respond to the state’s workforce needs.

Strategic Planning Process

Every two to three years, the university strategic plan undergoes a thorough review. The university strategic plan is a blueprint for divisions, units, and departments to articulate their own strategic and action plans. It is also an organizing framework for the university's annual budget request that, after the Arizona Board of Regents' approves it, goes to the Office of Strategic Planning and Budgeting, the Office of the Governor, and the Joint Legislative and Budget Committee.

In the first step of the update process, the Strategic Planning and Budget Council reviewed and revised the most recent strategic plan from 2007. The outcome of the revision was shared with university councils, committees, task forces, other organized groups, and with the university community at large.

Individual students, faculty, and staff members had an opportunity to participate by submitting comments through an online form, a blog, a Facebook page, in-person roundtable discussions, e-mail, and video conferencing. Altogether, the 2010 planning process included approximately 250 stakeholders from across the institution who confirmed that the university still embraces the seven goals from 2007 as the key organizing principles for the university.



Institutionalizing and Integration of Planning Processes

In recent years, the university has made much progress in institutionalizing strategic planning and integrating budgeting into the process. The individual divisions now align their plans with the university-level strategic plan—an important and necessary step to advance the institutional goals.

Economic reality often prevents the institution from progressing with all goals at an equal pace. Rather, it requires prioritizing initiatives—a process that is closely tied to annual macro-budget planning.

As a planning culture begins to permeate all levels of the institution, key institutional plans are being developed in concert, better positioning the university to deliver on the promises of its mission in a challenging environment.

The university planning community is tasked to refine benchmarking and performance measures to continuously improve monitoring of institutional progress and to inform allocation of resources in the critical areas.

Divisions:

Academic Affairs ● Research ● Enrollment Management and Student Affairs
 Extended Campuses ● Institutional Effectiveness ● Administration and Finance
 Advancement

Key Planning Documents:

Strategic Plan ● Master Plan ● State of Arizona Five-year Strategic Plan ●
 Divisional Plans

Strategic Planning and Budget Council

John Haeger – Chair, President **Pat Haeuser** – Institutional Effectiveness **Sarah Bickel** – Enrollment Management and Student Affairs **David Camacho** – Diversity and Equity **Bill Culbertson** – Faculty Senate President **Fred Estrella** – Information Technology Service **Mary Lou Galyon** – Classified Staff Advisory Council **Mason Gerety** – Advancement **Liz Grobsmith** – Academic Affairs **Terri Hayes** – Service Professional Advisory Council **Laura Huenneke** – Research **Fred Hurst** – Extended Campuses **Rich Lei** – Past President, Faculty Senate **Jean Lonjaret** – Graduate Student **Ramona Mellott** – Graduate College **Ray Michalowski** – Academic Chairs Council **Karen Pugliesi** – Undergraduate Studies **Leslie Schulz** – Council of Deans **Maribeth Watwood** – Academic Chairs Council **Marsha Yowell** – Faculty Senate Budget Council **Eva Putzová** – Planning and Institutional Research



Strategies:

Enrich undergraduate experience to promote student learning and success

- Cultivate effective learning skills, personal responsibility, and commitment to learning through curricular, co-curricular, and advising programs
- Promote and support pedagogical and technological innovations within academic units to increase student engagement, learning, and success
- Strengthen the first-year and second-year academic experience as a foundation for high achievement
- Strengthen support for teaching and learning of writing within academic disciplines
- Increase integration of academic and co-curricular programming in learning communities
- Value and reward mentoring of undergraduate students by faculty
- Promote undergraduate student participation in research, creative, and professional activities
- Increase participation in and institutional impact of the university honors program
- Enhance vibrancy of campuses and communities

Enrich graduate education to promote student achievement and engagement in discovery and practice

- Promote and support pedagogical and technological innovations to increase student engagement, learning, and success within graduate degree programs
- Encourage graduate student research, creative, and professional practice activities
- Develop opportunities for collaboration between graduate and undergraduate students
- Value and reward mentoring of graduate students by faculty
- Enhance financial support and assistantships for graduate students to build nationally competitive programs
- Develop competitive professional master's and doctoral programs in selected areas of strength
- Promote multi-disciplinary, integrative collaborations in graduate education

Build a strong scaffolding of student support and guidance for achievement

- Develop e-planning tools to support student education and career planning
- Use technology to increase the reach and impact of professional advisors
- Strengthen career planning and mentoring by faculty
- Increase student utilization of academic support programs
- Expand and support community college-to-university programming
- Reduce achievement gaps among diverse student populations

GOAL 1

Learning-centered University: Be a learning-centered university that promotes high levels of student success, engagement, and achievement

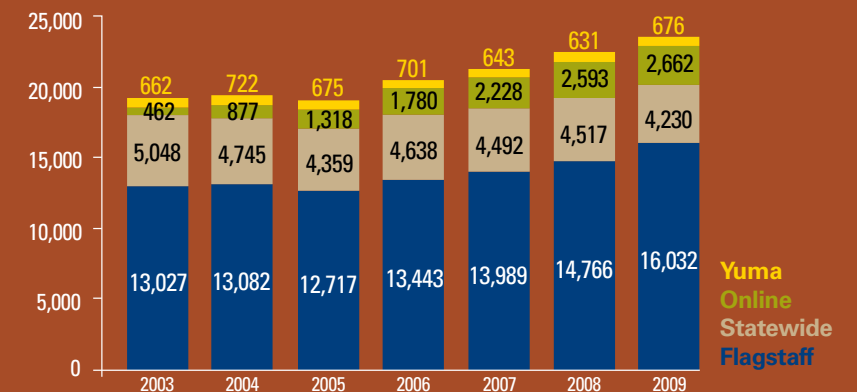
← Dr. Tom Acker, Professor of Mechanical Engineering

I value the atmosphere NAU provided for me throughout my time on campus. Small classes, a personable campus, lots of planned events, and the ability to get to know my professors all contributed to my education. I came to NAU because it felt like a place of learning, not a production line. *Jasmine Stack, Fine Arts*

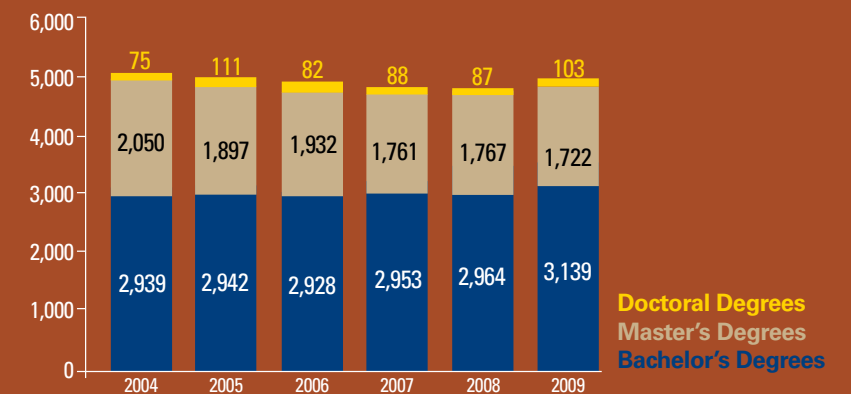
Accomplishments

- NAUTeach—one of 12 programs nationwide and the only one in Arizona with a multi-million dollar grant—now introduces community college students in greater Phoenix to rewarding careers as science and math teachers.
- The W.A. Franke College of Business is among 15 graduate schools nationwide that students rated highest for marketing preparation, according to *Entrepreneur* magazine.
- Northern Arizona University will play a key role in attracting and mentoring innovative and entrepreneurial scholars to be a part of a new fellowship program—The Bisgrove Scholars.

Number of Students Enrolled



Degrees Awarded



Student Access, Progress, and Affordability: Provide responsive educational programs to Arizona citizens wherever they live and work



Strategies:

Recruit and retain students to ensure a vibrant, engaged, and diverse student body

- Enhance marketing and recruitment strategies to attract freshman, transfer, and graduate students to the university
- Strengthen structures and practices that promote progress, shorten time to graduation, and enable easy transfer to the university
- Increase financial resources to support student enrollment and persistence at the university

Provide multiple models and places of delivery to meet the needs of learners

- Increase access by expanding, developing, and marketing academic programs to meet the state workforce needs
- Encourage effective and efficient use of technology in delivering high quality programs and student support services
- Provide student life, learning services, and faculty support programs that respond efficiently to the needs of each learner
- Enhance a multi-campus structure and a governance process to build the institution's flexibility in delivering programs that meet the needs of local communities
- Identify and pursue collaborative opportunities to deliver affordable education for students and the state

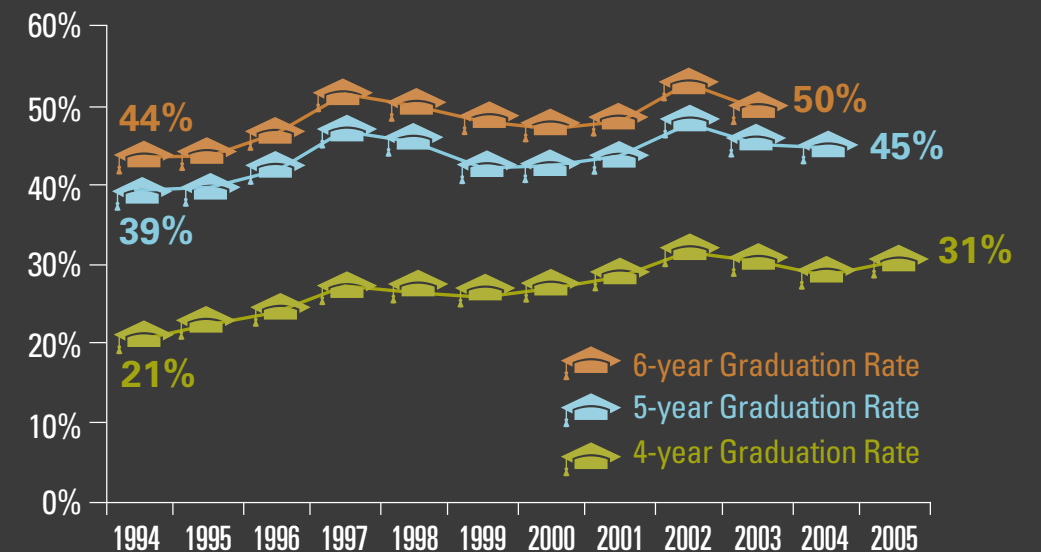
I always knew I wanted to attend NAU, but I never knew there was such an easy way to get there. The CCC2NAU program has made not only the transition to NAU easier, but having NAU library access while being at Coconino Community College has been a great help. I love that I can attend CCC for my classes, but I can also do research and so much more at NAU. As a single mother, I find it hard to balance my obligations to work, school, and my child. The CCC2NAU coordinator, Jennifer Riddle, has always made it a priority to make appointments around my schedule and has taken her time to explain each part of the program. I am sad to be leaving her guidance at the end of the year when I graduate.

Andrea Brown, CCC2NAU/ Sociology

Accomplishments

- The university recorded its highest total enrollment ever in fall 2009, including a new record for its Flagstaff campus. The total fall 2009 student enrollment of 23,600 is a 4.9 percent increase over the 2008 record of 22,507.
- NAU–Yavapai—a new partnership including Northern Arizona University, Yavapai College, and the town of Prescott Valley—will allow students to earn bachelor’s degrees in less than four years through accelerated programming and at about one-third the cost of a traditional, residential college experience.
- To streamline the transfer process, the university has partnered with Coconino Community College and with Yavapai College, to create joint admission programs—CCC2NAU and YC2NAU. After only three semesters of operation, the CCC2NAU program has more than 300 participants.

Graduation Rates of First-time, Full-time Students





Strategies:

Support a vibrant community of scholars

- Promote scholarship that increases engagement with local and regional communities and addresses key global challenges
- Cultivate basic and applied research excellence in biotechnology/bioscience and health, environment and sustainable systems, learning and teaching, and regional social and economic challenges
- Develop applied health initiatives to serve the needs of the local, regional, and state communities
- Lead in the preparation and professional support of Arizona math and science and other educators

Enhance administrative infrastructure to support research activities

- Increase support for grant writing, identification of funding, and a streamlined proposal submission process to increase the number and success of proposals for sponsored research
- Expand research funding from foundations and individual donors
- Enhance sponsored research administration

Promote community engagement

- Engage with partners to address regional economic vitality, environmental stewardship, urban-rural social well-being, and cultural understanding
- Use and support the university's abundant cultural and artistic resources to enhance our engagement with the community and the world
- Encourage service learning by collaborating with local organizations, businesses, and government agencies

GOAL 3

Vibrant Sustainable Community:

Elevate the environmental, economic, social, and cultural vitality of our communities

Be a model of environmentally responsible and sustainable operations and education

- Partner with individuals, institutions, and communities to advance renewable resources and sustainable practices
- Enhance sustainable business practices in areas such as building construction and renovation, renewable energy, institutional purchasing, utility use, regionally grown food, fossil fuel use, carbon emissions, recycling and reduction of food and other waste, landscaping, grounds maintenance, and transportation
- Use the "campus as ecosystem" concept across the curriculum to educate faculty and students about the scientific, cultural, socioeconomic, and ethical dimensions of sustainability
- Implement issue-oriented education focusing on topics such as global climate change, resource depletion, water issues, and species loss
- Improve the collection and analysis of environmentally related data (energy, emissions, transportation, hazardous waste, recycling, certified suppliers, etc.) and use the data strategically in making environmental and economic decisions



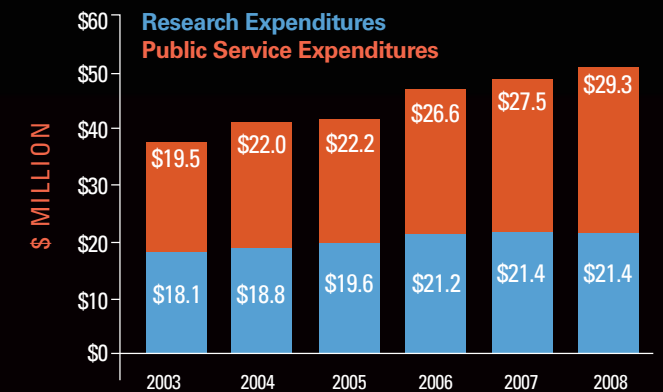
I greatly appreciate that at NAU undergraduates can be involved in research and develop relationships with faculty that lead to a better learning environment.

David Wareham, Biology

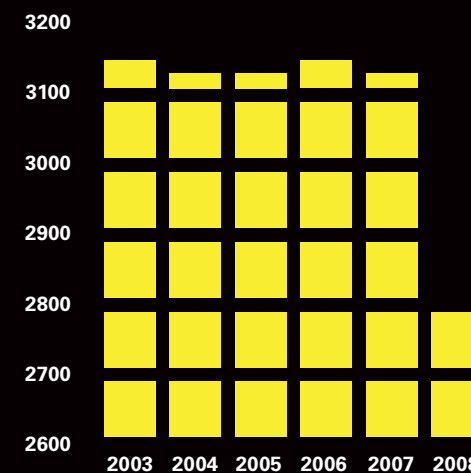
Accomplishments

- A collaboration between Northern Arizona University and the Arizona Cancer Center to research cancer disparities among Native Americans received an \$8.92 million grant from the National Cancer Institute.
- NAU will receive about \$60,000 a year for three years from the U.S. Department of Energy's Wind Powering America program. The university will work with a network of community, state, and industry partners to learn more about wind technology by installing small wind turbines at K-12 schools in rural areas across the state.
- NAU was selected as one of America's top-rated Green Colleges by the Princeton Review/U.S. Green Building Council for demonstrating an extraordinary commitment to sustainability through outstanding environmental policies, campus life, curricula, and career services.
- The NAU Green Fund, a \$5-per-semester student fee to fund resource efficiency, renewable energy, and waste reduction projects on campus, was passed by the Arizona Board of Regents. A survey showed that 67 percent of students favored establishing the Green Fund—to be administered through a student-majority governing committee. Portions of the fund will support education initiatives and student projects.

Research Productivity



Kilowatt Hours



Electricity Consumption per Full-time Student Equivalent

Electricity Consumption per Full-time Student Equivalent



Strategies:

Cultivate a university community that promotes awareness of a diverse and changing world

- Foster global learning objectives to achieve global competence through curriculum and co-curriculum
- Support student engagement in the education abroad activities

Expand teaching and research partnerships with partner institutions around the world

- Facilitate joint and dual degrees
- Exchange artistic, scientific, and cultural experiences with partners across the globe
- Address pressing challenges that impact human conditions

Leverage intellectual human capital to meet the national and global demands of the 21st century

- Explore export of the academic programs abroad
- Develop opportunities to attract outstanding graduate students

Build development opportunities in support of expanded capacity for global learning

- Build financial capacity to support global engagement
- Develop prospects interested in investing in education abroad opportunities for NAU students and enabling international students to receive scholarship support at NAU

← *NAU geographer Erik Schiefer surveys a debris-covered glacier margin. He studied the rate of the Alaskan glacial melt along with Étienne Berthier and Frédérique Rémy of the Université de Toulouse, Garry Clarke of the University of British Columbia, and Brian Menounos of the University of Northern British Columbia.*

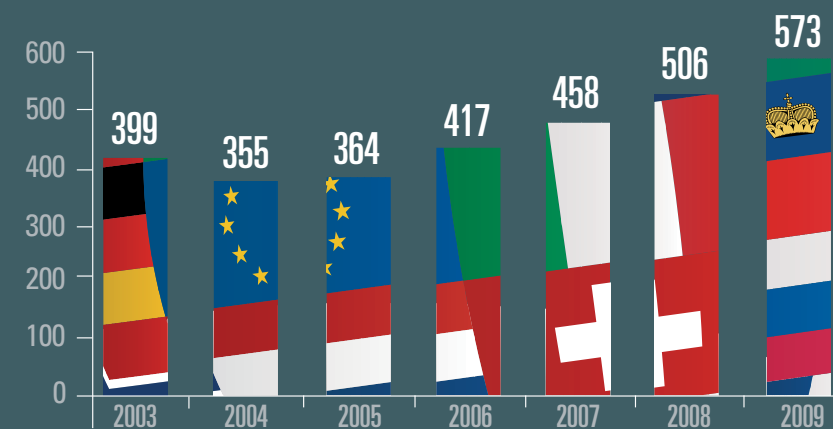
Northern Arizona University has made a historic and ambitious commitment to transform itself into a global campus and prepare its graduates to be globally competent. Not only will this involve the transformation of our curriculum to help achieve global learning outcomes, but it means that our expanding and expansive international engagements will be driven by our desire to advance global learning. In the process, students will be better prepared to meet the demands and challenges of our time, and eventually make important contributions to our communities as global citizens.

Harvey Charles, Vice Provost for International Education

Accomplishments

- An international team of scientists, led by Darrell Kaufman, a Northern Arizona University professor of geology and environmental science, recently completed a five-year study that places recent global warming in the context of long-term climate change.
- Northern Arizona University is one of the top national producers of Fulbright scholars—a program run by the U.S. Department of State to enhance the international interests of the United States and the scholarship.
- In fall 2009, the university enrolled 573 international students—13 percent more than the previous fall.

Number of International Students



Inclusion, Civility, and Respect: Create a culture of inclusion that contributes to a rich learning experience and helps prepare students for engaged social responsiveness in a global environment

Strategies:

Expand diversity of the community


- Recruit and retain student population with diverse perspectives, experiences, and backgrounds
- Recruit and retain administrative, faculty, and staff populations with diverse perspectives, experiences, and backgrounds

Foster a community of inclusion

- Increase efforts to ensure a civil and respectful learning and working environment
- Ensure the safety of students, faculty, staff, and visitors through an appropriate campus design
- Increase collaborative initiatives across all university divisions
- Support diversity initiatives, including those focused on people of color, persons with disabilities, gender, socio-economic status, and other underrepresented groups
- Create opportunities for diverse groups to share their perspectives and knowledge
- Foster and support universally designed environments

Prepare students to engage in complex historical, social, political, and economic trends and issues in understanding human differences

- Create opportunities for student engagement with diversity
- Promote and support learning about inclusion throughout the curriculum
- Provide faculty development workshops, orientations, and presentations, teaching the pedagogy of inclusion

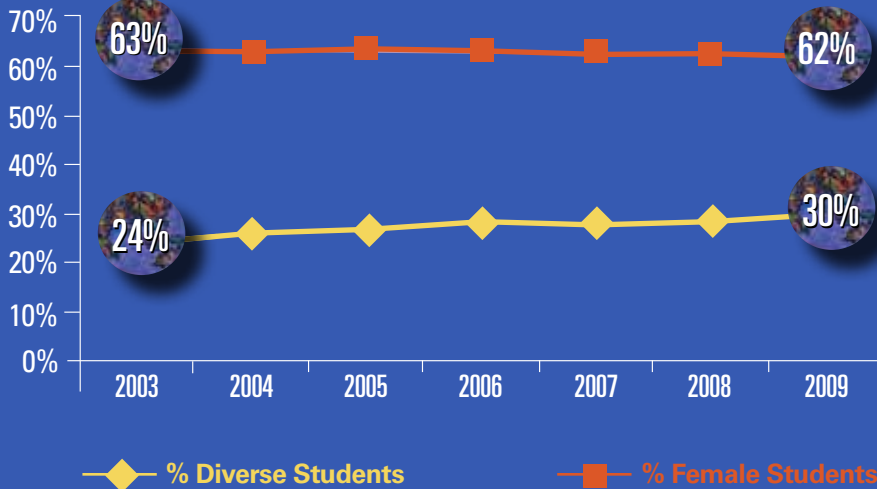


I love that I'm just not another face in the crowd. My professors recognize me by my first name, and that makes me feel comfortable in the academic setting. Alicia Flores, Criminal Justice

Accomplishments

- According to the National Survey of Student Engagement, 52 percent of NAU seniors report the NAU environment encouraged contact among students from different economic, social, and ethnic backgrounds—an 18 percent improvement since 2003. And more than two-thirds of seniors offered diverse perspectives in class discussions or writing assignments.

Proportion of Diverse Students





Strategies:

Provide a university climate and culture that enhance the academic experiences of Native American students, staff, and faculty

- Increase the number of full-time Native American faculty, administrators, and staff
- Promote awareness and understanding of Native American cultures
- Expand curricula that focus on and address Native American experiences
- Explore cross-disciplinary programs and approaches that incorporate Native American traditional knowledge and practices in collaboration with tribal agencies and communities

Improve the recruitment, retention, and progress of Native American students

- Increase the enrollment, retention, and progress toward graduation of Native American students
- Expand partnerships with tribal colleges to enhance opportunities for Native American students to continue their education
- Create learning pedagogies and student support frameworks leading to Native American student success
- Raise a substantial endowment to support Native American students and programs through advancement efforts
- Enhance marketing to highlight a commitment to and achievements of Native Americans

GOAL 6

Commitment to Native Americans: *Become the nation's leading university serving Native Americans*



Develop collaborative service and outreach programs with Native American communities

- Strengthen and develop partnerships with tribal governments and others that benefit Native American students, researchers, faculty, and communities
- Enhance fundraising that supports Native American students, faculty, programs, and their communities
- Work with tribes to establish scholarship and retention programs and a designated Native American endowed position

The university relationship with tribal partners is an important element in educating more students. It promotes a college-going culture among the Native American youth, offers support during students' college years, and facilitates service learning that benefits many tribal communities.

Joseph Martin, Special Advisor to the President, Native American Affairs



Accomplishments

- Multiple focus groups with faculty, students, staff, and alumni have informed the architectural design for the Native American Cultural Center. Groundbreaking will take place in fall 2010.
- The Ottens Undergraduate Research Grant for Native Americans in Health and Environmental Sciences fuels Native American undergraduate mentors and research. The program provides students up to \$8,000 each to assist with college expenses. Students receive additional support through career counseling provided by the university's Native American Student Services, which provides programs to ease students' transition to college and to connect them with resources that help ensure academic and personal success.

Ranking in Degrees Awarded to Native American Students

2004	2005	2006	2007	2008
#1	#2	#1	#1	#1
MASTER'S DEGREES (ALL DISCIPLINES)				
#6	#5	#5	#6	#7
BACCALAUREATE DEGREES (ALL DISCIPLINES)				

DIVERSE: Issues in Higher Education



GOAL 7

Innovative, Effective, and Accountable Practices: Exemplify an innovative, effective, and accountable learning community



Strategies:

Continuously improve institutional effectiveness and organizational performance

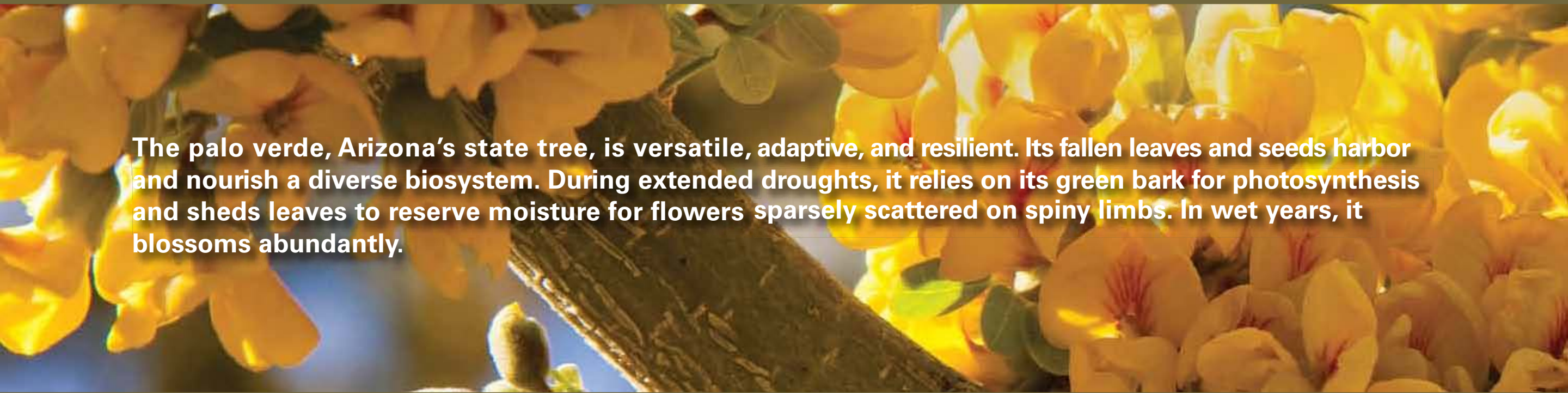
- Improve assessment of institutional performance by refining measurements and adopting best practices
- Strengthen budgetary and financial performance to achieve financial accountability and transparency
- Support appropriate information infrastructure to ensure the quality and availability of needed data and services for faculty, staff, students, and partners
- Increase effectiveness of communication among administrators, students, staff, faculty, students, and parents
- Cultivate a culture of philanthropy among faculty, staff, students, parents, and alumni
- Increase the number of active alumni
- Design products and environments to be usable by all people to the greatest extent possible

Implement curriculum and course scheduling practices that strengthen service to students and increase institutional effectiveness

- Explore alternative term-scheduling models
- Strengthen the infrastructure for course schedule planning and class enrollment management
- Promote student-learning-based curriculum design

Maximize administrative, faculty, and staff commitment through workforce practices and services that contribute to the long-term viability of the university

- Recruit and retain highly qualified administrators, faculty, and staff with a commitment to service in support of undergraduate, graduate, and professional education
- Encourage excellence through effective leadership, supportive management and services, professional development, career enhancement, and meaningful evaluation
- Strengthen faculty development with programs to promote commitment and excellence in teaching and mentoring
- Increase training for academic and administrative leaders through leadership and professional development programs
- Align faculty and staff expectations, evaluations, and rewards with the university mission to promote effectiveness and excellence
- Create a progressive climate that encourages innovation, acceptance to change, entrepreneurial activities, collaboration, philanthropy, and forward thinking

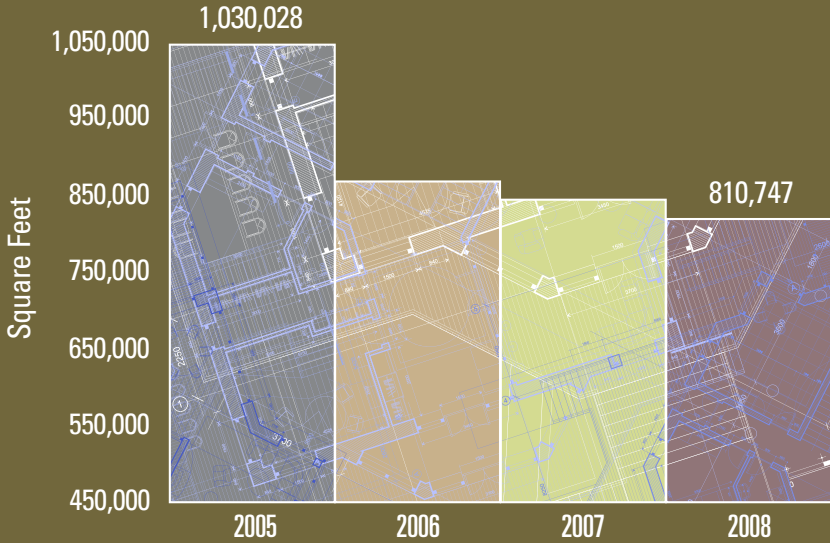


The palo verde, Arizona's state tree, is versatile, adaptive, and resilient. Its fallen leaves and seeds harbor and nourish a diverse biosystem. During extended droughts, it relies on its green bark for photosynthesis and sheds leaves to reserve moisture for flowers sparsely scattered on spiny limbs. In wet years, it blossoms abundantly.

Accomplishments

- The university has upgraded its technology infrastructure, including wireless installation for all academic buildings that support classes and full support of SharePoint—a collaboration and video conferencing tool—making communication easier and more efficient.
- The president's 2010 innovation fund targets several improvements in the curriculum design area, such as comprehensive redesign of entry-level mathematics and statistics, bioinformatics curriculum development, and transformation of STEM education.

Amount of Unsatisfactory Campus Space





palo verde

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Arizona Board of Regents – Vision 2020

Educational Excellence

Research Excellence

Workforce and Community

Productivity

Strategic Goals

Learning-centered University

Student Access, Progress, and Affordability

Vibrant Sustainable Community

Global Engagement

Inclusion, Civility, and Respect

Commitment to Native Americans

Innovative, Effective, and Accountable Practices

NORTHERN
ARIZONA
UNIVERSITY



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