



Northern Arizona University

STRATEGIC PLAN • 2004 - 2009

MESSAGE FROM THE PRESIDENT



John D. Haeger

Dear Colleagues,

It has been a challenging but productive year at Northern Arizona University. We endured layoffs, budget cuts, and continued enrollment shortfalls on the Mountain Campus. Yet in spite of these challenges, the building blocks have been put in place for a promising future. The Arizona Board of Regents' *Changing Directions* initiative has opened the door to new, fruitful, and academically exciting ways to operate. Let me mention a few that underlie my optimism.

Our capital planning staff has worked hard to leverage funding for building renewal. We will be amazed at the changes in NAU's physical presence and the improvements in academic facilities over the coming decade.

We have increased and diversified revenue streams. Specific accomplishments include:

- 1) developing with the Regents a rationale for tuition and fees that will better maintain the university in the future
- 2) moving toward an accounting system that will increase indirect cost recovery from grants
- 3) eliminating geographic boundaries that kept Distance Learning out of the high-demand metropolitan areas
- 4) developing sophisticated public-private partnerships to support various aspects of research and residence life
- 5) revitalizing our fund-raising efforts both centrally and with help from the colleges and schools

We continue to improve the undergraduate academic experience. The Gateway Student Success Center opened last year to provide consistent and personalized advisement to new students. More freshmen have the opportunity to learn from our best and brightest faculty. And the new LOUIE degree audit will allow students to go online to track their progress toward a degree.

We also are pursuing critical partnerships with community colleges, the city of Flagstaff, agencies that provide grant and contract funding, and the other Arizona universities. We have better relations with the Board of Regents, the Governor's Office, and the Legislature than we have in many years.

I believe the NAU community embraces our historic three-part mission:

- 1) to provide superb undergraduate education on the Mountain Campus
- 2) to offer top-flight research and graduate programs that make superior education possible
- 3) to deliver education to place-bound students statewide

The devil is in the details, of course, in making the three parts of our mission complement rather than compete with each other, but we are closer than we have ever been. If we work together—students, faculty, staff, alumni, citizens, community, and state leaders—we will succeed. All of us, I guarantee, will be proud of the results.

Sincerely,

A handwritten signature in blue ink that reads "John D. Haeger". The signature is fluid and cursive, written in a professional style.

John D. Haeger
President
Northern Arizona University

if we work together—students, faculty, staff, alumni, citizens, community, and state leaders—we will succeed.
All of us, I guarantee, will be proud of the results.

N A U V A L U E S

EXCELLENCE IN EDUCATION

DIVERSITY IN FACULTY, STAFF, AND STUDENTS

A CIVIL AND ENGAGING CAMPUS CLIMATE

EDUCATIONAL SUCCESS

STUDENT SUCCESS

INTEGRITY

The complete Strategic Plan and university priorities (with objectives and responsible offices) are on the web at www4.nau.edu/pair/UniversityPlanning/strategic_plans.htm

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2004-2009

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University
Administration

Before delineating the goals for Northern Arizona University for the next five years, it is essential to review the **accomplishments** from President John D. Haeger's first *Strategic Plan* issued in 2002-2003.



GOAL 1: Be a Premier Undergraduate Residential Learning Community

Accomplishments:

- 96% of graduating seniors rated their overall university experience as excellent or good; alumni raised that satisfaction level to 99%.
- 88% of undergraduate degree recipients were involved in a research-related or capstone experience.
- NAU opened the new Pine Ridge Village apartment-style housing for upper-division students.

GOAL 2: Increase and Manage Enrollment

Accomplishments:

- NAU's Distance Learning Program enrolled a record number of undergraduate and graduate students in both fall and spring semesters.

- The six-year freshman graduation rate increased 46%.

GOAL 3: Strengthen Graduate Education, Economic Development, and Research to Meet the Needs of Arizona, the Southwest, and the Nation

Accomplishments:

- NAU's graduate student population reached a new high in fall 2002 with more than 6,330 students enrolled.
- NAU's external award dollars have grown 150% over six years to more than \$50 million.
- The university provided a 50% tuition waiver to graduate teaching and research assistants.
- The Center for Sustainable Environments supported more than 120 graduate students from federal, state, and foundation grants and contracts.

GOAL 4: Build on Our National Reputation for Excellence in Professional Programs

Accomplishments:

- NAU has exceeded all the projected goals for Proposition 301 programs in business, health care, and education.
- The College of Social and Behavioral Sciences has begun a tri-university master's of social work program designed to address the critical shortage of master's-level social work professionals in rural northern Arizona, especially on the reservation. The collaborative model allows NAU to offer an accredited program in Flagstaff.
- The U.S. Department of Education awarded NAU's College of Education an \$800,000 grant to help remedy a shortage of special education teachers.

- Northern Arizona University was awarded a three-year, \$450,000 federal grant from the U.S. Department of Health and Human Services and Health Resources and Services Administration. The grant will provide Internet courses for individuals to earn a bachelor of science in health education and promotion or to earn certification as speech pathology assistants.

We continue to improve the undergraduate academic experience. More freshmen have the opportunity to learn from our best and brightest faculty.



GOAL 5: Provide Leadership in the Development, Use, and Assessment of Technologies in Educational Programs

Accomplishments:

- Access provided via distance technologies continued to expand. In spring 2003, more than 3,100 students enrolled in courses using the web or interactive instructional television.
- Seniors report high levels of technological expertise:
 - 96% are satisfied with the availability of computer labs and workstations.
 - 88% report that the academic environment integrates technology into the learning process.
 - 70% say their education at NAU contributed quite a bit or very much to their ability to use computers and information technology.

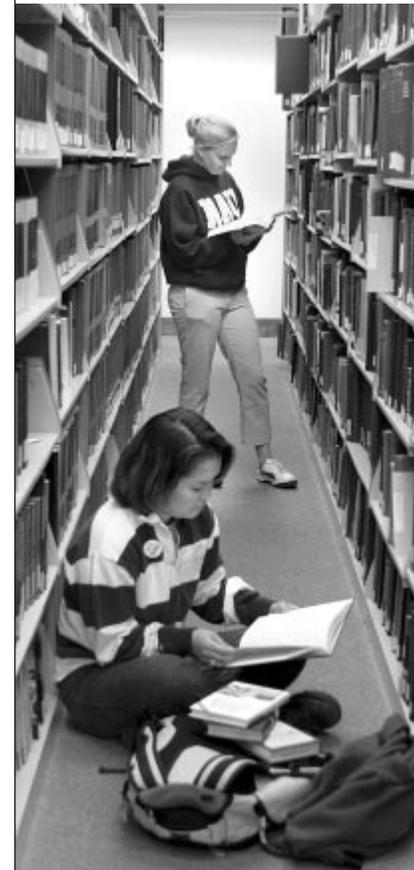
- Wireless local area networks have been installed in several key student and academic areas, including the Student Union, du Bois Center, South Learning Resource Center, and the new Gateway Student Success Center.

GOAL 6: Foster a Culture of Diversity

Accomplishments:

- NAU showed overall growth in the fall 2002 enrollment of underrepresented students (African-American, Hispanic, Asian, and Native American).
- The number of Hispanic students enrolled in Distance Learning programs increased to more than 1,100 in fall 2002. Hispanic students comprise more than 50% of NAU-Yuma students.
- NAU ranks third in the nation (533 institutions reporting) in master's degree completions for Hispanic students; and 34th in all degree completions for Hispanic students.

- The College of Engineering and Technology was awarded a \$1.13 million grant by the William and Flora Hewlett Foundation to fund a project that will focus on recruitment and retention of minorities and women, which are underrepresented groups in the engineering field.





GOAL 7: Be the Nation's Leading University Serving Native Americans

Accomplishments:

- NAU enrolled more than 1,300 Native American students.
- In 2002, comparing all institutions across the United States for Native American students, Northern Arizona University ranked
 - 4th in awarding bachelor's degrees
 - 1st in master's degrees
 - 7th in doctoral degrees
 - 4th in total Native American headcount enrollment

- NAU employed 180 full-time Native American faculty and staff.
- The university formed a Commission on Native Americans to provide recommendations on Native American programming.

GOAL 8: Ensure Financial Stability and Growth

Accomplishments:

- NAU and the Arizona Board of Regents set a tuition rate that better reflects the cost of providing a quality education while maintaining tuition at a level that ensures Arizona's public

universities are among the most affordable in the country. The university mitigated the impact of the tuition increase on Arizona's neediest citizens by dedicating 14% of tuition revenue for need-based financial aid.

- Implementation of the new Peoplesoft Student Administration System, called new LOUIE, took a giant step forward as registration went live and existing student data was converted.
- Priorities budgeted for fiscal year 2004 included \$3 million in new compensation for:
 - the university portion of the Arizona Pension System increase
 - increased cost of the university's health plan

the building blocks
have been put in place for a
promising future.





although NAU prepares a capital planning document that is separate from the Strategic Plan, several

significant projects have been completed in the past year, and substantial construction and renovation projects are planned for the next three years that merit special attention.

Accomplishments:

- The Gateway Student Success Center opened in summer 2003.
- The south campus infrastructure upgrade resolved significant electrical concerns for the campus.
- Modular buildings were added to provide flexible “swing space” for colleges displaced during building renovations. The School of Communication moved into the first set of buildings during summer 2003.

A combination of legislative appropriations, revenue bonds, and donations will fund several important building projects over the next several years that will enhance the living and learning environment on the Mountain Campus.

Projects identified for 2004-2005 include:

- completing of the School of Communication building in summer 2004
- building a new College of Business Administration
- adding more modular swing space
- building an applied research facility

- renovating the College of Engineering and Technology
- upgrading campus infrastructure

Projects identified for 2005-2007 include:

- building a \$35 million laboratory for the physical sciences
- upgrading the north campus cooling infrastructure
- building an apartment-style residence hall
- partnering with Arizona Western College for a new science building at NAU-Yuma

College To Become Centerpiece of Communication Technology

In August 2004, NAU’s School of Communication will open the doors of its renovated building on north campus to showcase modern facilities that will be the backbone of communication technology at NAU.

The centerpiece of the refurbished building will be its impressive and multifunctional newsroom, the World News Center, which will house *The Lumberjack* student newspaper, NAU Live! (TV), and KJACK radio.

In addition to contemporary classrooms

and lecture halls that will provide students and faculty with an enhanced teaching and learning environment, the building will also feature high-tech labs and studios, including a commercial photography studio that will accommodate objects as large as an automobile, a seventy-seat open lab with three digital editing bays, and a recording studio. Future plans include the construction of a multimedia, interactive theater-auditorium for conferences, seminars, and workshops.

NAU’s newly renovated School of Communication opens August 2004.



LOOKING AHEAD —
2004 - 2009

strategic planning charts the university's future. It articulates priorities for the university by canvassing the needs of our many constituencies. It enables us to work together with a common sense of purpose. In the following pages, we outline our future strategic goals, and while some of these goals may change, the larger mission of Northern Arizona University remains constant: to provide an outstanding undergraduate residential education strengthened by important research and graduate programs and sophisticated methods of distance delivery.

—John D. Haeger
President, Northern Arizona University



GOAL 1: Strengthen Undergraduate Educational Excellence in a Residential Learning Community



superior undergraduate education on the Mountain Campus lies at the center of all that NAU stands for and seeks to accomplish.

Other aspects of our mission will ground our work in the excellent residential teaching and learning experiences.

Specifically, we will:

- increase academic excellence in programs
- enhance the quality of the residential living and learning environment
- construct and renovate academic buildings and invest in infrastructure to support instruction and research

Percentage of NAU undergraduate degree recipients involved in a research-related or capstone experience

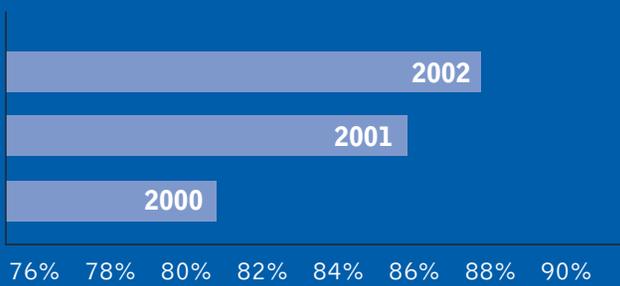


Photo at right: Pine Ridge Village apartment-style residence hall opened in fall 2002.



Regents Professors Exemplify Excellence

When NAU talks about academic excellence, it's talking about faculty like Kiisa Nishikawa and Jim Simmerman, recipients of 2003 Regents Professor honors from the Arizona Board of Regents. Both not only excel in their fields but excel in teaching students.

Visit <http://jan.ucc.nau.edu/~kiisa/gallery.html> and you can see photos and videos of some of the work by Nishikawa and her students on the evolution of motor learning in vertebrates.

The professor of biological sciences and her students are looking at the feeding behavior of toads and how sensory input (the toad sees a bug) triggers motor output (the frog snares the bug with its tongue).

Nishikawa also has directed NAU's Minority Student Development Program to increase the number of under-represented minority students in the biomedical professions.

Simmerman is a poet and a professor in the Department of English. He has published in the best

creative writing journals and written six books of poetry.

Asked once by a colleague why he chose to teach at NAU over other institutions, his answer was simple: the students. He said students "inspired him in the classroom; their enthusiasm fed his hunger for poetry."

In addition to teaching, Simmerman also donates his time and expertise helping local and regional writers, giving readings, and running poetry workshops for the public schools.

GOAL 2: Increase and Manage Enrollment

the Mountain Campus can support a student body that equals or slightly exceeds the high points achieved in the mid 1990s. These enrollment levels will enhance the superior

learning environment we are committed to providing.

Thus, we have a commitment to:

- increase student enrollment
- improve student retention



The professors are very hands-on and take time to make sure each individual student succeeds. Every one at NAU—the administration, faculty, and staff—works hard to make college life as enjoyable as possible.

*Matt Raivio
Sociology*



Gateway Center Restructures NAU's Academic Advising

The Gateway Student Success Center is redesigning the structure of academic advising at NAU to provide students with accurate, consistent, responsive service. Toward this end, the center aims to accomplish four key objectives:

- provide academic advising in concert with career counseling so that first-year students make solid education and career decisions in an atmosphere of informed exploration
- enhance online resources that allow students, faculty, and staff easy access to information and self-service opportunities
- develop an evaluation and assessment process to determine the specific strengths and areas for further improvement in campuswide advisement activities
- design and deliver training for faculty and professional advisors to ensure they have the tools to integrate academic advising, career planning, and job preparation in their work with students.

The ultimate goal of the Gateway Student Success Center is to nurture a community that honors students and supports their academic and career development.



GOAL 3: Strengthen Graduate Education, Economic Development, and Research



at NAU undergraduate and graduate students receive hands-on opportunities to participate in the advancement of cutting-edge knowledge.

Last year NAU received over \$50 million in grant and contract support—double the amount expected of a university of our type (Doctoral I).

To further advance our education, research, and service efforts, we will:

- attract and retain the highest quality graduate students

- increase the capability to support and conduct research, economic development, and faculty, staff, and student scholarship
- be a center of excellence focused in areas such as forest health restoration, science, technology, and workforce development



I chose to pursue a degree in forestry with an ecological restoration emphasis because I wanted to work outdoors, and I wanted to make a difference in the way we take care of our land.

*Nikki Cooley
Forestry*

Restoring the Land, Reconnecting People

As forested landscapes of the West are in widespread collapse from increasingly severe wildfire and insect epidemics, NAU's Ecological Restoration Institute is dedicated to reversing the decline of wildland and community health.

Through the Office of the President, the ERI provides comprehensive academic support to a variety of cooperative efforts led by land management agencies and communities.

Realizing that wildland and community health problems are interdisciplinary by nature, the ERI engages the university community across disciplinary boundaries—not just foresters, ecologists, and environmental scientists but also engineers, economists, social scientists, and educators.

In addition to the important university functions of knowledge discovery, synthesis and transfer, the ERI stresses

a learning-by-doing approach, involving faculty, staff, and students in on-the-ground projects with land management agencies, nongovernmental organizations, and policy makers.

The ERI strives to make a difference on real-world ecological and social problems as Arizona leads the way in restoring land health and reconnecting people with the land.

GOAL 4: Build on Our National Reputation for Excellence in Professional Programs

nau offers an increasing number of degree and certificate programs in areas in which Arizona and the nation need a growing supply of trained professionals.

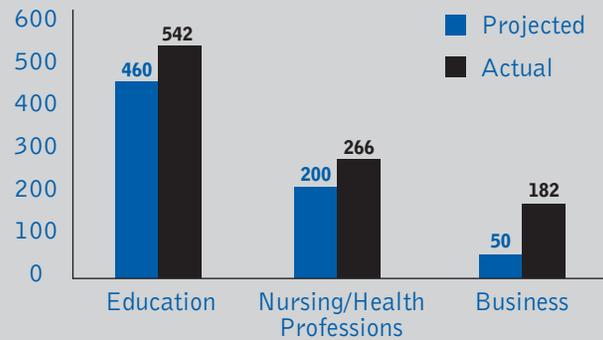
In some of these programs, employment rates for graduates approach 100 percent.

We will maintain this impressive record by:

- building on an existing strength by expanding access and reinforcing quality in teacher education programs
- enhancing access and quality in professional programs



Enrollment Exceeds Projections in Prop. 301 Professional Programs for 2002-2003



College Provides Educational Leadership

The College of Education is the cornerstone of NAU, whose roots are in teacher preparation. Today, the COE is a national leader in education whose goals are to support K-12 education, expand distance education programs, and foster excellence in faculty.

The college will expand its role in preparing education professionals by improving access and reinforcing quality in teacher education. The COE plans to institute an electronic portfolio system for assessment and program enhancement, allowing for continual evaluation of its programs.

As part of its distance education mission, the COE will use Proposition 301 funds to establish 2 + 2 partnerships with community colleges in Maricopa and Pima counties. In addition, the college will create and

implement the NAU portion of Arizona Regents University science-math certification program.

The college will serve K-12 schools by addressing federal mandates (No Child Left Behind and the Individuals with Disabilities Act) and counseling requirements, especially in relation to scientifically based research. Plans are in place to establish summer institutes to assist schools in these research efforts. The COE also will support its faculty by encouraging more inquiry into educational issues and disseminating the important discoveries of its researchers.

GOAL 5: Provide Leadership in the Development, Use, and Assessment of Technologies in Educational Programs

students come to college far more sophisticated in communications technologies than any previous generation.

The adapting of technology to educational programs is a key to unlocking its dramatic potential to improve our lives.

We will continue to:

- deliver effective programs/courses using technology
- build faculty expertise
- build student technological expertise

Students are Well Connected

From cell phones to the Internet, today's students expect to be connected. They want to communicate with friends and family, to conduct research, and to recreate on the web.

Information Technology Services has been building the campus information technology network infrastructure for several years. With computer labs across the campus and the state, NAU students are always close to staying connected.

Nearly 85 percent of students in the residence halls are hooked to the

high-speed network connection in their rooms. ITS continues to add wireless networks to several student locations, allowing laptop users to log on without a network cable.

The future points to almost all administrative and academic services being on the web, providing students with an easy way to conduct university business and to access course and research materials. More and more courses will be presented over the web, which could make students' busy lives a bit easier.



New Technology, New Programs Highlight Distance Learning

NAU Distance Learning is engaged in aggressive efforts to convert the existing, unreliable microwave system to a completely digital network providing voice and video services to all NAU statewide campuses.

The satellite-based University House channel on the Dish Network will also be used to provide information on NAU to a national audience. Satellite courses will be delivered and stored in local-campus servers around Arizona allowing students easy access to instructional programs. NAU will implement the

enhanced system by the end of June 2004.

Distance Learning continues to conduct ongoing marketing analysis to determine trends, student need, and market opportunities for distance programs.

Likewise, current student surveys, focus groups, and general feedback include requests for more online programs. NAU Distance Learning is implementing new programs in parks and recreation management, the master of arts in communication, and the master of arts in general English, with more to follow.



GOAL 6: Foster a Culture of Diversity

the modern world is characterized by diverse people interacting in a global context.

Arizona, with its long-standing Native American cultures and growing Hispanic population, reflects the environment in which students will live and work after graduation.

Northern Arizona University has a societal obligation to:

- increase diversity among students, faculty, and staff
- encourage infusion of diversity in curriculum development, research efforts, and campus culture



My own experience here at NAU has been one of tremendous growth and learning. In addition to the numerous facilities and resources available, the professors and staff have been outstanding in supporting my personal career goals.

*Tanya Lea Kuns
Communication*

Programs to Attract Students into Engineering Pipeline

NAU's College of Engineering and Technology is developing programs to attract underrepresented populations into engineering majors, thanks to the Engineering Talent Pipeline established this year.

The Engineering Talent Pipeline—funded by a \$1.13 million, five-year

grant from the Hewlett Foundation—has a strong focus on recruitment and retention and on the development of programs targeting high school students throughout Arizona. This year will see the establishment of a peer-mentoring program where NAU's National Science Foundation scholars mentor incoming freshmen from a variety of

ethnicities. The Hewlett Foundation funds will also be used to revitalize Engineering Week and Engineering Day at NAU, which attract high school students from across the state.



GOAL 7: Be the Nation's Leading University Serving Native Americans



regional ties and a host of shared environmental and cultural concerns link Northern Arizona University to its Native American neighbors.

We will work together on behalf of the indigenous cultures of the Southwest and other areas of the United States.

We are therefore committed to:

- expand and develop Native American educational opportunities

Variety Characterizes Native American Initiatives

A \$333,000 donation from the Fort McDowell Yavapai Apache Nation will support at least twenty projects at NAU over the next two years to recruit and retain Native American students. The projects include scholarships, internships, and graduate assistantships. Their purpose is to engage students in research, academic studies, and professional conferences so they gain knowledge and experience in their major field of study.

NAU's Native American Commission supports efforts to increase Native American recruitment, retention, and graduation rates, and plans to raise \$10 million to support Native American programs on campus and another \$30 million to build a Native American center for cultural, social, and academic activities.

• • •

The Wells Fargo Fund, which is shared between

NAU's College of Business Administration and the Applied Indigenous Studies department, continues to create educational opportunities for Native American students. This year the CBA plans to implement a speaker series, a web-based economic development journal serving tribal communities and assisting tribal businesses with e-commerce.

The Applied Indigenous Studies department is developing extended majors that focus on cultural resource management, traditional knowledge, and health policy issues relating to native peoples. The AIS department is also implementing an exchange program with Northern Territory University in Australia. This program will give students and faculty the opportunity to learn about and exchange ideas with international indigenous communities.



The key to success is not only having knowledge but also the wisdom to put that knowledge to use.

*Dwight A. Francisco
Morris K. Udall Native
American Congressional
Internship*

Partnership Targets Unequal Cancer Burden

Cancer mortality in Native Americans is increasing. This is a somber statistic that NAU and the Arizona Cancer Center want to change.

NAU and the Arizona Cancer Center have formed the Native American Cancer Research Partnership to reduce the unequal burden of cancer among Native Americans in the Southwest. The partnership, or NACRP, is funded by a five-year, \$7.5 million grant from the National Cancer Institute.

The partnership supports cancer research that involves Native American students at NAU and the Arizona Cancer Center at

the University of Arizona. Research currently focuses on environmental causes of cancer. Students in the program receive training designed to increase the number of Native American health-care professionals and researchers in oncology-related fields, explained Julie Baldwin, NACRP director at NAU.

Another critical component of the partnership is outreach to Native American communities to address the concerns of Native people about cancer education and research. As Baldwin noted, "Trust and communication are fundamental components of cancer treatment."

GOAL 8: Ensure Financial Stability and Growth

patterns of financing higher education are changing nationwide as state governments struggle to balance their budgets.

Today, new sources of funding and careful, data-driven resource reallocation are essential to the success of any public university.

To ensure fiscal vitality, the university will:

- engage in activities and programs leading to stability and growth
- identify priorities to guide resource allocation

University Identifies Planning Priorities

Similar to all Arizona state agencies, NAU uses a five-year rolling time horizon to structure its planning process. However, annually the Strategic Planning Council recommends to the President's Cabinet and president an update of the *Strategic Plan*.

A much smaller subset of the *Strategic Plan* goals and strategies are identified as university priorities. University priorities are issues that require immediate attention.

The priorities for 2003-2004 call upon the university to:

- develop a multi-year compensation plan to achieve equity with peers in faculty and staff compensation
- create a distinctive Northern Arizona University identity
- increase enrollment and retention
- develop processes that routinely link strategic planning and budgeting
- increase and diversify revenue streams
- revitalize NAU's buildings and infrastructure
- foster a culture of diversity



Strategic Planning Council

The complete *Strategic Plan* and university priorities (with objectives and responsible offices) are on the web at www4.nau.edu/pair/UniversityPlanning/strategic_plans.htm



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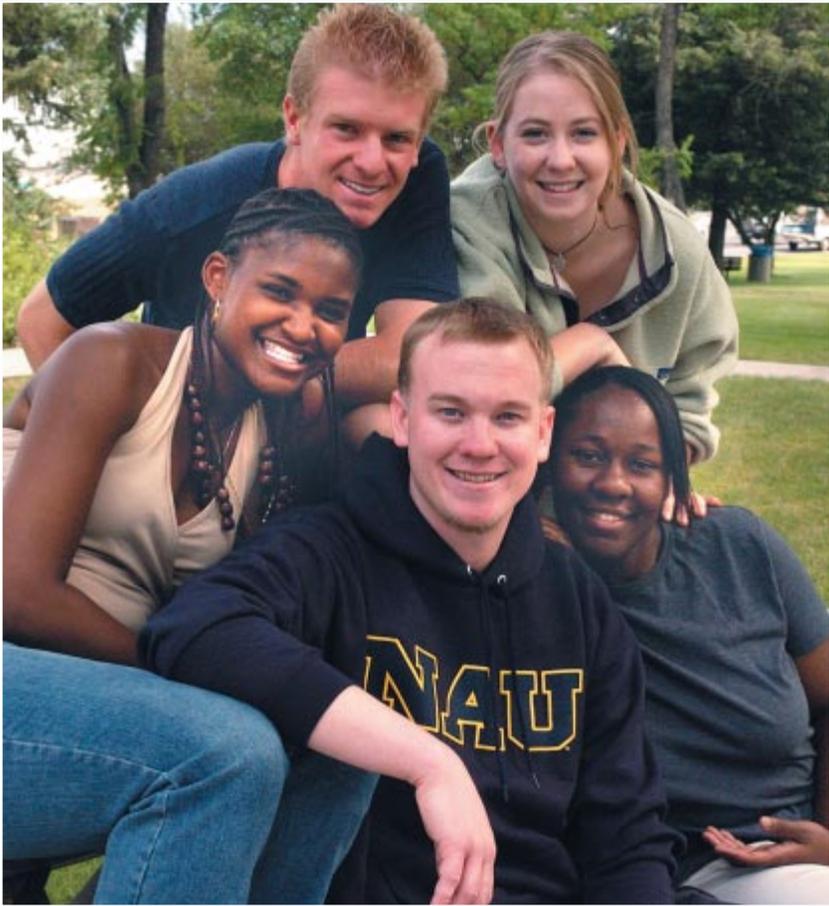
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Context, Planning, and Vision

Northern Arizona University has a history of service to the state of Arizona, the Southwestern United States, including the broad expanse of the Colorado Plateau, and the nation. We embrace a century-old relationship with neighboring Native American cultures and other key aspects of our unique locale. The institution grounds its planning on this strong tradition. Excellence in undergraduate education on the Mountain Campus lies at the center of everything NAU stands

for and seeks to accomplish. Supporting this core mission are nationally recognized graduate and research programs and a commitment to enhancing student access through innovative distance delivery systems. The vision of Northern Arizona University is to recapture the generous and confident spirit of American public higher education by offering a variety of superior learning opportunities to the diverse citizenry from which we draw our students.

