NORTHERN ARIZONA UNIVERSITY

ACADEMIC STRATEGIC PLAN 2012-2013

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2011-12 ACADEMIC STRATEGIC PLAN for 2012-2013

Academic Program and Organizational Unit Initiatives for 2012

Northern Arizona University's academic directions continue to focus on making our degree programs more relevant both to students and reflective of societal need and public demand. Also, our commitment to student success, framed by performance funding, has led us in the direction of developing structures to increase retention rates, reduce time to graduation, and streamline degree programs in support of those goals.

Proposed Program Changes

Very few academic program changes are under consideration. A few changes in degrees are presented as a means of offering students a more appropriate and relevant degree to their field or professional preparation: the MA in English will be split into two separate degree programs—the MA/English, and a **new MFA** in creative writing; the Master of Arts in the Teaching of Mathematics will be changed to an **MS in Mathematics Education**, so as to avoid the erroneous impression that it is a degree that leads to secondary teacher certification. The MA in School Psychology is being changed to an Education Specialist degree, which is midway between a masters and Ph.D., but more accurately reflects the appropriate degree for those wishing to become school psychologists. This is consistent with professional expectations both in other states as well as at our sister institutions in Arizona.

In terms of progress on items included in our Academic Strategic Plan last year, our new **Physician's Assistant Program** (PA) is accepting applications for the Fall 2012 semester, to be delivered at the Phoenix Biomedical Campus (PBMC); to date, over 150 applications have been received for only 25 places. In Fall of 2013, an additional 25 students will be admitted, and for Fall 2014, the plan is to admit 50 new students. As indicated previously, a program fee will help offset some of the costs of delivering this program.

Because of considerable demand for admission to our Doctor of Physical Therapy Program, NAU will now offer this degree in Phoenix (PBMC), beginning in the Fall semester of 2012--as well as on the Flagstaff campus. We are in the process of seeking approval from our accreditors for a new site, and faculty are currently being hired.

A new **Doctorate of Nursing Practice** (DNP) will begin in Fall of 2013, reflecting the new standard of doctoral credential requirements in place for 2015.

The **Ph.D.** in Earth Sciences and Environmental Sustainability has been of considerable interest to applicants, and the program admits its initial class in Fall of 2012.

Organizational Changes

NAU is establishing a University College (UC), a home for first year students, and a new approach in serving our first-year students. This new unit represents a transformative shift in NAU's orientation to first-year students, with courses offering unified pedagogy proven successful in engaging students, utilizing strategies of engagement, enhanced feedback, strengthened advising, and special faculty whose focus will be on student success in the first year. Faculty will be eligible for assignment, either partial or full, in the University College. "First-year Learning Initiative " (FYLI) courses taught in the UC will have protocols offered in all sections of particular classes. that is, they will be coordinated. Special interventions such as NAU's "Grade Performance Status" and other interactive "early warning" strategies are heavily utilized in this unit as a way of ensuring that students will remain on track in their programs. The University College will be headed by a dean (who is also the Vice Provost for Academic Affairs) in its current configuration. Evaluation of the UC will be done annually and comprehensively after three years to ensure that the goals of increasing retention are being met. The Faculty Senate endorsed the concept of the University College in February, 2012, and it has also been endorsed by the leadership of the academic division, the President, and the ABOR Academic Affairs Committee. The AAC approved this new structure at its November 10, 2011 meeting.

Only one academic department wishes to change its name to reflect more accurately its role in providing language learning in a global world. The Department of Modern Languages will be renamed the Department of Global Languages and Cultures.

Centers and Institutes

No changes in NAU's centers and institutes are planned at this time. The two proposed on our previous year's academic strategic plan have both moved forward, and an endowed chair position has been obtained with private funding for one.

Decision-Making Process

As in prior years, all curriculum decisions are made by faculty within departments, forwarded to college curriculum committees and the University Curriculum Committee for final review, prior to being forwarded to the Provost's Office for approval and conferral with the President. Program or curricular changes that affect all NAU students are presented for consideration to the Faculty Senate.

Northern Arizona University A. SUMMARY OF 2012 ACADEMIC PROGRAM REQUESTS

PROPOSED NEW PROGRAMS Baccalaureate	Projected Enrollment	Degree	College/School	Campus
N/A				
Masters				
Creative Writing	40	MFA	College of Arts & Letters	Flagstaff
Mathematics Education	40	MS	College of Engineering, Forestry & Natural Sciences	Flagstaff
School Psychology	36	Educationa I Specialist (EDS)	College of Education	Flagstaff
Doctoral				
N/A				
PROPOSED DISESTABLISHMENTS	Enrollment	Degree	College/School	Campus
Baccalaureate				
Advertising	141	BS	College of Social and Behavioral Sciences, School of Communication	Flagstaff
Merchandising	63	BS	College of Social and Behavioral Sciences, School of Communication	Flagstaff
Public Relations	147	BS	College of Social and Behavioral Sciences, School of Communication	Flagstaff
Masters				
Master of Arts in Teaching Mathematics	31	MAT	College of Engineering, Forestry & Natural Sciences	Flagstaff
School Psychology	39	MA	College of Education	Flagstaff
Quaternary Science	2	MS	College of Engineering, Forestry & Natural Sciences	Flagstaff

PART I

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2012-13 ACADEMIC STRATEGIC PLAN A. NEW ACADEMIC PROGRAMS

<u>Table 1:</u> <u>List of Proposed New Degree Programs:</u>

Name of Proposed Degree (degree type and major)	College/School (location)	Program Fee Required? (Yes or No)	State Funds Required? (Yes or No)	Brief Description/Justification (max 100 words).	Projected 3 rd year Enrollment & Implementation Date
Creative Writing, MFA	Master's Doctoral D College of Arts & Letters	No	s No	The curriculum for this program already exists at NAU as a Masters of Arts in English with a creative writing emphasis. The benefit to students is that an MFA is a more acceptable degree for advanced creative writing professionals. Students with an MFA are more readily sought to teach at the college level and are more accepted in the publishing industry as professional writers. The University of Arizona also offers an MFA which accepts a limited number of applicants. An additional offering of the MFA will allow students to complete their studies in Arizona.	40 students Fall 2012
Mathematics Education, MS	College of Engineering, Forestry & Natural Sciences	No	No	This proposed program will replace the Master of Arts in Teaching Mathematics. It has become common for programs such as this to be titled Master of Science programs. The proposed name change clarifies the intent of the program to both prospective students and prospective employers. In addition the new degree will be designed to meet all of the NCATE and National Board (NBPT) requirements to earn NCATE "Advanced Plan" certification.	40 students Fall 2012

School	College of	No	No	This proposed program will replace the M.A.	36 students
Psychology,	Education			School Psychology + Certification program.	Fall 2012
Educational				The EDS degree is considered to be a more	
Specialist (EDS)				advanced degree beyond the master's degree	
				level. Nationally, there are many programs that	
				offer the EDS degree in School Psychology. In	
				Arizona, the University of Arizona offers an	
				EDS degree in School Psychology. The EDS	
				title better reflects the advanced level of the	
				graduate degree.	

<u>Table 2:</u> <u>List of Proposed Changes to Existing Programs (e.g., rename, disestablishment, move or merge):</u>

Current Degree Name (CIP code)	College/School (location)	Recommended Action (e.g., rename or disestablish)	*Justification/brief Description (max 50 words)	*Impact on Current Students (max 50 words)
Disestablish				
Master of Arts in Teaching Mathematics, MAT (13.1311)	College of Engineering, Forestry & Natural Sciences	Disestablish	The M.A.T. is being replaced by the proposed M.S. in Mathematics Education. The label "M.A.T." typically refers to a master's degree leading to teaching certification in secondary mathematics. The existing M.A.T. does not lead to teaching certification. It has become common for such programs to be titled Master of Science programs.	Current students will be given the option to switch to the MS in Mathematics Education provided they meet the requirements of the new degree. Those who want to finish the MAT will have that option.
School Psychology, MA (42.0101)	College of Education	Disestablish	The M.A. is being replaced by the proposed School Psychology, Educational Specialist (EDS). A transcript for the M.A. in School Psychology + certification only lists the 24 additional	Current students will have the option to stay with the MA or to earn the EDS. provided they meet the requirements of the

			hours required for certification. This is problematic due to pay scales that are based upon the degree obtained rather than credit hours earned. Additionally, some states or school districts recognize the EDS degree in certification and hiring practices, but are not familiar with the M.A. degree title. The EDS title better reflects the advanced level of the graduate degree.	new plan.
Quaternary Science, MS (30.0101)	College of Engineering, Forestry & Natural Sciences	Disestablish	The program is underutilized and has insufficient enrollment and graduation rates. The content area was incorporated into the MS in Environmental Sciences and Policy as a subplan called "Paleoenvironmental Sciences".	Current students will be permitted to finish the Quarternary Science degree or change to the new subplan provided they meet the requirements of the new subplan.
Merge				
BS Advertising (09.0903) BS Public Relations (09.0902) BS Merchandising (52.1902)	College of Social and Behavioral Sciences	Merge and name to Strategic Communication s	The BS in Strategic Communications will offer an emphasis in advertising, public relations or merchandising.	Students in these programs will have the choice to either complete their catalog degree plan as registered or switch to the BS degree in Strategic Communications with an emphasis in either advertising, public relations or merchandising.

<u>Table 3:</u> <u>Exception to Proposed Transfer Credit Limit</u>

Program	Action Requested	Projected Enrollment	College/School	Campus
NAUTeach:	NAUTeach prepares secondary science and	15-30 students per year	College of Engineering,	Flagstaff
Secondary	mathematics teachers for certification to teach in		Forestry and Natural	
Education -	grades 7 through 12. Students pursuing this		Sciences	
B.S.Ed.	degree will earn a major in their content area and			
degrees:	will be eligible for secondary certification in			
	Arizona. This proposal seeks an exception to the			
Biology	ABOR policy on transfer credit limit to allow more			
Chemistry	than 64 credit hours from the Maricopa			
Earth Science	Community colleges for the following degrees			
General	included in the NAUTeach program:			
Science	Biology, B.S. Ed: 69 CH			
Mathematics	Chemistry, B.S. Ed.: 74 CH			
Physics	Earth Science, B.S. Ed.: 69 CH			
	Mathematics, B.S. Ed.: 69 CH			
	*Physics, B.S. Ed.: 69-82			
	*A student pursuing the Physics B.S.Ed. has the			
	potential to take more than 69 units at the			
	community college, but it is dependent on which			
	major electives the student selects. If the student			
	did the chemistry track s/he could transfer in an			
	additional 13 units.			

PART I

Northern Arizona University B. ACADEMIC ORGANIZATIONAL UNITS

<u>Table 1</u> <u>List of Proposed New Academic Units:</u>

Name of	Level	The name of	Brief Description (max 50 words)	Justification/need (max 50	New Resources,
Proposed	(College,	the existing		words)	if any and
Unit	School,	College,		,	Source
	Department,	School, etc.			
	Division, etc.)	under which			
		the proposed			
		unit will be			
		established (if			
		applicable)			
n/a					

<u>Table 2</u> <u>List of Proposed Changes to Existing Units (e.g., rename, disestablishment, move or merge):</u>

Current Unit Name	Recommended Action (e.g., rename, move, disestablish, merge, etc.)	Justification/Brief Description of the proposed action (max 50 words)	Impact on Current Students (max 50 words)	Expected Fiscal Impact
Department of Modern Languages	Rename to Department of Global Languages & Cultures	The new name more closely reflects its current mission and values.	None	None

NORTHERN ARZONA UNIVERSITY OUTCOMES FROM 2010-2011 ACADEMIC STRATEGIC PLAN

PART II

A. ACADEMIC PROGRAMS

(1) IMPLEMENTED (Students Enrolled or Ready to enroll):

+Program Title/Degree College (Campus)	CIP Code	First semester to enroll/projected 3 rd year enrollment	New Resources, if any, and Source
Baccalaureate			
Bachelor of University Studies (BUS)	30.9999	Fall 2012	Supported by resources in division of undergraduate studies and existing courses.
Masters			
Physician Assistant (MS)	51.0912	Fall 2012	Internal reallocation of state funding, TRIF and a program fee.
Doctoral			
Earth Sciences and Environmental Sustainability (PhD)	14.1301	Fall 2012	Internal reallocation of state funding, and differential tuition or program fee.
Nursing Practice (DNP)	51.3818	Fall 2012	One new faculty line will be obtained with internal reallocation of funds.

(2) PROPOSED PROGRAMS UNDER DEVELOPMENT

Program Title/Degree College (Campus)	Proposed CIP Code	Comment	New Resources, if any, and Source
Elementary Education (BSED) – NAU-Yuma	13.1202	Currently, NAU-Yuma is under the Flagstaff campus State Board of Education approval authority for the Institutional Recommendations leading to a student's provisional Arizona teaching license. NAU is continuing to pursue independent approval status for this degree under the	None

	Arizona State Board of Education. NAU- Yuma has initiated the process for obtaining independent status through the Arizona State Board of Education. NAU- Yuma will submit a report by July 15, 2011 and a site visit will be scheduled some time in 2011-2012.	
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(3) PROPOSED PROGRAMS UNDER DISCUSSION

Program Title/Degree College (Campus)	Proposed CIP Code	Comment	New Resources, if any, and Source
Occupational Therapy (OTD)	60.0254	This program is still under discussion for the future when funds are available to hire a director and faculty for the program.	To be determined.

(4) PROPOSED PROGRAMS – PROPOSALS WITHDRAWN FROM PLANNING INVENTORY

Program Title/Degree	College	Location	Proposed CIP Code
Bioinformatics (BS)	College of Engineering, Forestry and Natural Sciences	Flagstaff	26.1103

(5) DISESTABLISHED PROGRAMS

Program	College	Location	CIP Code
Engineering Physics, BS	College of Engineering, Forestry	Flagstaff	14.1201
	& Natural Sciences		
Physical Science, BS	College of Engineering, Forestry	Flagstaff	40.0101
	& Natural Sciences		
Public Planning, BS	College of Social and Behavioral	Flagstaff	44.0501
_	Sciences		
Sociology, BA	College of Social and Behavioral	Flagstaff	45.1101
	Sciences		

History, PhD	College of Arts & Letters	Flagstaff	54.0101
Earth Science, MS	College of Engineering, Forestry and Natural Sciences	Flagstaff	40.0601

(6) PROGRAM DISESTABLISHMENTS PENDING INTERNAL REVIEW/APPROVAL

Program	College/School (location)	Action	CIP Code
n/a			

(7) NAME CHANGES TO EXISTING PROGRAMS IMPLEMENTED

New Name	Old Name	College/School (campus)	CIP Code
Geographic Science and	Geography (BS)	College of Social and Behavioral	45.0701
Community Planning (BS)		Sciences	

(8) TRANSFER OF EXISTING PROGRAM IMPLEMENTED

Program	College/School (new location)	Campus	CIP Code
n/a			

(9) EXCEPTION TO TRANSFER CREDIT LIMIT IMPLEMENTED

Program	College/School (new location)	Campus	CIP Code
RN-BSN	School of Nursing, College of Health and Human Services	On-line degree completion	51.3801

PART II

NORTHERN ARIZONA UNIVERSITY B. ORGANIZATIONAL UNITS

ESTABLISHED

New Unit	Within	Campus	New Resources, if any, and Source*
University College	n/a	Flagstaff	The University College was approved by the Academic Affairs Committee on November 10, 2011. Some additional funding will be invested in course redesign and related facilities.

DISESTABLISHMENTS

Old Unit	Merged with (if applicable)	Campus	New Resources, if any, and Source*

CHANGES TO EXISTING UNITS

New Unit	Within	Campus	New Resources, if any, and Source

PART III

Northern Arizona University CENTERS AND INSTITUTES

Table 1 List of Proposed New Centers/Institutes

Name	Administrative Home	Justification	State Funds

Table 2 List of Proposed Changes to Existing Centers/Institutes

Name	Administrative Home	Justification	State Funds
N/A			

Table 3 Status Update on Previously Proposed Centers and Institutes (e.g., implemented, disapproved, under revision).

Name of Proposed	Administrative	Action	Initial	Other Supporting
Center/Institute	Home		University Resource (\$\$) Commitment*	Funds* (e.g., grants, gifts)
Sustainable Energy Solutions Institute	College of Engineering, Forestry & Natural Sciences	Identifying key staffing needs and major funding opportunities; developing industry contacts and advisory board.	TRIF (\$130K - \$275K per year over five years, decreasing as other revenues are built)	Ongoing US Dept of Energy/NREL funds; US Dept of Energy Wind for Schools program.
Landscape Ecology and Conservation Institute	College of Engineering, Forestry & Natural Sciences	Appointed an endowed chair for the Olajos-Goslow Chair of Southwestern Environmental Science & Policy. Signed major collaborative agreement with several land management agencies and NGO's for partnerships in northern Arizona; taking initial steps toward spinning out a non-profit consulting firm.	TRIF (\$150K - \$200K per year over five years, decreasing as other revenues are built)	Olajos-Goslow Chair is a \$1.5 million endowment gift.