

2022-2025

Strategic Planning Committee (SPC) Report

NORTH AMERICAN UNIVERSITY



TABLE OF CONTENTS

I. EXECUTIVE SUMMARY

II. UNIVERSITY MISSION & STRATEGIC FRAMEWORK

III. SOC #1: ENHANCE THE QUALITY OF ACADEMIC PROGRAMS

IV. SOC #2: STRENGTHEN INSTITUTIONAL EFFECTIVENESS

V. SOC #3: EMPHASIZE STUDENT CENTEREDNESS & PROMOTE GLOBAL CITIZENSHIP

VI. SOC #4: ENGAGEMENT WITH STAKEHOLDERS

VII. SOC #5: INCREASE FINANCIAL CAPACITY THROUGH MAXIMIZING CURRENT AND NEW RESOURCES

VIII. CONCLUSION



I. EXECUTIVE SUMMARY

This report presents a comprehensive three-year analysis (2022-2025) of North American University's Strategic Planning Committee (SPC) oversight activities. The purpose is to evaluate institutional performance against the university's five strategic goals, track key performance indicators (KPIs), and recommend data-driven actions for the next planning cycle (2025-2028). This document will support internal planning and serve as an official communication to the Executive Leadership Team, Board of Trustees, and other institutional stakeholders.

REPORTING PERIOD

- **Start:** Fall 2022
- **End:** Spring 2025
- **Scope:** Data submitted through annual reports from each Strategic Objective Committee (SOCs 1-5), including quantitative KPIs, qualitative reflections, and progress narratives across all university sectors.

OVERVIEW OF STRATEGIC GOALS (1-5)

Goal	Strategic Focus
1	Enhance the Quality of Academic Programs
2	Strengthen Institutional Effectiveness
3	Emphasize Student-Centeredness and Promote Global Citizenship
4	Engage with Stakeholders (Students, Alumni, Employers, Community)
5	Maximize and Make Efficient Use of University Resources (Financial, Physical, Human)

Each goal is managed by a Strategic Objective Committee (SOC) chaired by designated academic and administrative leaders, ensuring cross-functional oversight and accountability.



STRATEGIC PLANNING COMMITTEE CHAIRS (2024-2025)

Committee	Chair
Strategic Planning Committee (SPC)	Larry Whittington
SOC #1 – Enhance the Quality of Academic Programs	Dr. Halil Tas
SOC #2 – Strengthen Institutional Effectiveness	Larry Whittington
SOC #3 – Emphasize Student-Centeredness and Promote Global Citizenship	Yusuf Yildirim
SOC #4 – Engage with Stakeholders (Students, Alumni, Employers, Community)	Dr. Ihsan Said
SOC #5 – Maximize and Make Efficient Use of University Resources (Financial, Physical, Human)	Dr. Ibrahim Suslu

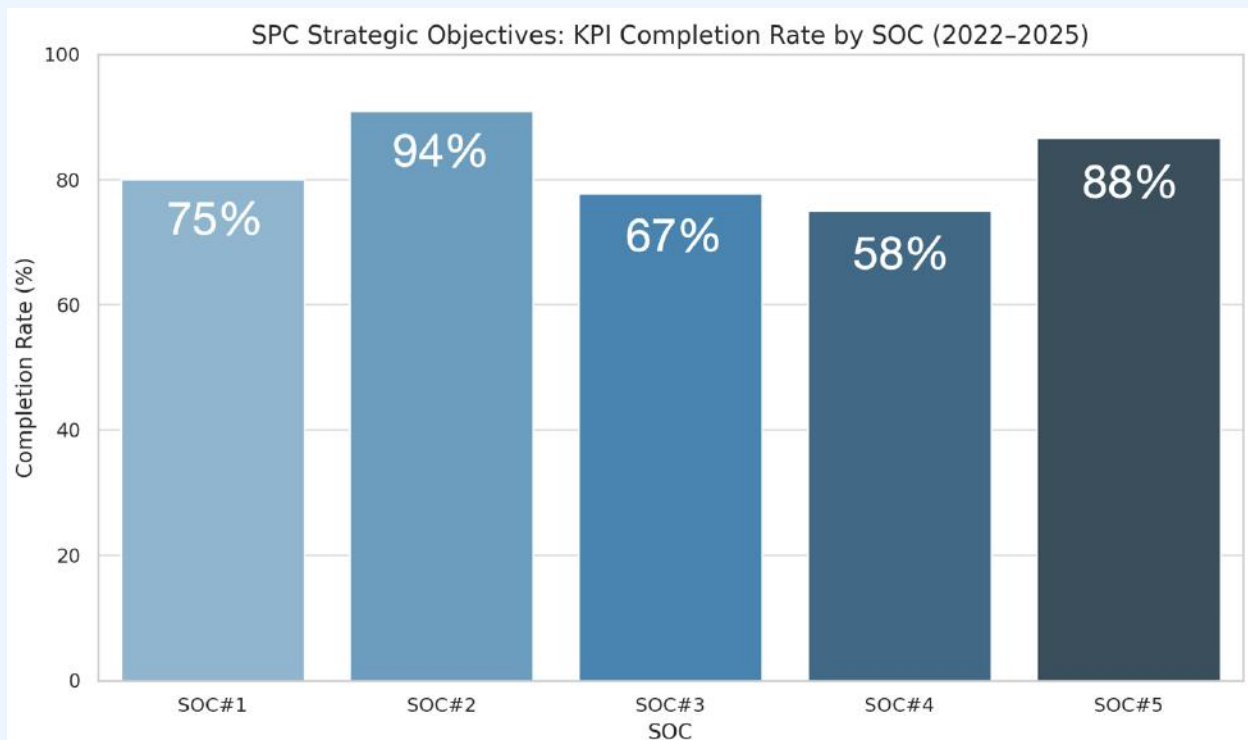
KEY THEMES & TRENDS (2022-2025)

Theme	Summary
Cross-Department Collaboration	Improved between SOC's and campus units, especially within Academic Affairs, OIEP, and Enrollment. However, evidence sharing needs refinement.
Data-Informed Decision Making	Progress observed in budgeting, technology adoption, and curriculum design. More consistent KPI tracking is needed in some areas.
Stakeholder Engagement	Faculty and student involvement in planning has increased, yet alumni and employer integration remain an area for growth.
Technology Integration	Advancements in instructional tools and backend infrastructure supported several academic and administrative objectives.
Policy and Compliance Alignment	Institutional Effectiveness led timely updates to multiple policies, ensuring alignment with ACCSC and THECB expectations.



Enrollment Growth	Notable increases in undergraduate and graduate enrollment across two consecutive years, especially in non-degree student categories.
Facilities Modernization	Enhancements to classrooms, labs, and dormitories were achieved despite budget constraints and delayed approvals.
Challenges in Consistency	Several SOC's experienced inconsistent reporting, lack of evidence uploads, and member attendance issues that hindered full-cycle evaluation.

KPI COMPLETION RATE BY SOC (2022-2025)





II. UNIVERSITY MISSION & STRATEGIC FRAMEWORK

NAU MISSION STATEMENT

North American University (NAU) is a private, non-profit institution dedicated to teaching excellence and student centeredness. NAU strives to provide an environment that fosters lifelong learning, cultural understanding, and preparation for global citizenship.

CORE VALUES

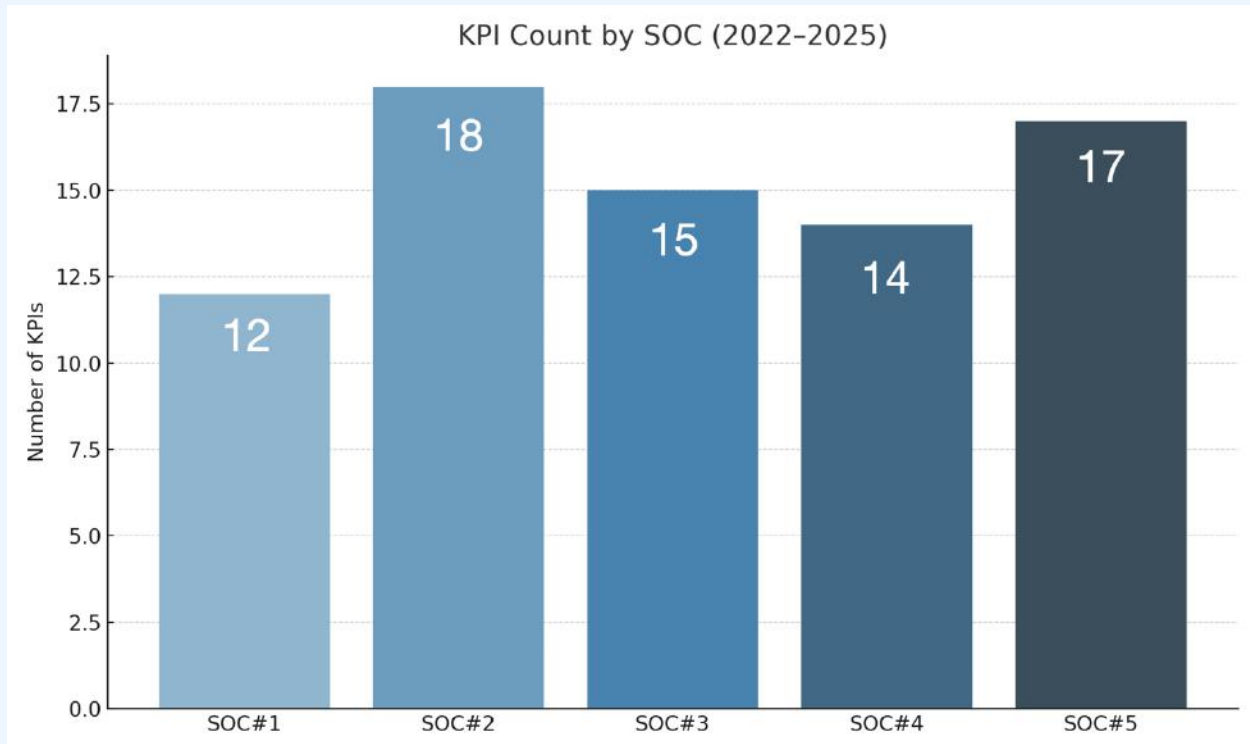
- Academic Excellence
- Student Centeredness
- Global Engagement
- Integrity and Ethical Behavior
- Innovation and Continuous Improvement
- Community Responsibility

STRATEGIC GOALS SUMMARY

- **Goal 1:** Enhance the Quality of Academic Programs
- **Goal 2:** Strengthen Institutional Effectiveness
- **Goal 3:** Emphasize Student Centeredness and Promote Global Citizenship
- **Goal 4:** Engage with Stakeholders
- **Goal 5:** Maximize and Make Efficient Use of Resources

KPI COUNT COMPARISON BY SOC

The visual below shows the number of Key Performance Indicators (KPIs) tracked by each Strategic Objective Committee (SOC) between 2022-2025.



III. SOC #1: ENHANCE THE QUALITY OF ACADEMIC PROGRAMS

CHAIR: DR. HALIL TAS

SUBOBJECTIVES SUMMARY

Goal 1: Enhance the Quality of Academic Programs focused on ensuring alignment with NAU's mission while emphasizing curricular improvement, faculty development, and student success.

Subobjectives included:

1.1: Invest in mission-aligned academic programs

- 1.1.1: Establish advisory bodies and faculty senate
- 1.1.2: Align new degrees with labor market demands
- 1.1.3: Strategically allocate resources to programs
- 1.1.4: Invest in up-to-date instructional technology

1.2: Invest in mission-aligned academic programs

- 1.2.1: Recruit and retain qualified faculty
- 1.2.2: Provide professional development and conference opportunities



- 1.2.3: Foster faculty innovation and research

1.3: Invest in mission-aligned academic programs

- 1.3.1: Expand recruitment and admissions
- 1.3.2: Offer academic field experiences and internships
- 1.3.3: Maintain a diverse and inclusive learning environment

1.4: Invest in mission-aligned academic programs

- 1.4.1: Utilize student-centered instruction
- 1.4.2: Ensure a safe and supportive learning environment
- 1.4.3: Leverage student services and mentoring
- 1.4.4: Integrate instructional technology for career alignment

STRENGTHS

- *Consistent Governance Structures:*
 - Faculty Senate and Curriculum Development Committees met consistently across academic years. Each academic department held regular Program Advisory Committee (PAC) meetings. Faculty Senate met monthly except during summer, demonstrating governance continuity.
- *Resource Access & Technology Investment:*
 - All classrooms are equipped with overhead projectors and computers. Smartboards and live-streaming capabilities were added, and faculty had access to up-to-date computers, Office 365, and campus-wide Wi-Fi. These infrastructure improvements support the delivery of quality academic programs.
- *Open Educational Resources (OER):*
 - The library expanded its holdings, offering over 316,000 EBSCO eBooks and 171,000 TexShare eBooks, representing a growth of over 45,700 titles from the previous year.
- *Faculty Support and Development:*
 - Faculty received annual \$1,000 research/conference stipends. Institutionalized faculty hiring committees and participation in Starlink and Texas Safe Colleges trainings contributed to professional growth. New grant writing seminars and peer training workshops were launched in 2025.



- *Active Career Services Engagement:*
 - Career fairs were hosted each semester, and internship opportunities were available for all students. Academic departments (notably Business and Computer Science) organized field visits and speaker engagements to connect students with job markets.

CHALLENGES

- *Budget Constraints for Program Expansion:*
 - While budgets exist for each department, repeated mentions indicate funding was insufficient for larger initiatives or technology updates. For example, faculty computers were noted as outdated in early cycles, and Cultural Day was canceled in 2025 due to a budget freeze.
- *Professional Development Documentation Inconsistencies:*
 - No clear metric of how many faculty participated in PDs or what percentage improved. Lack of quantifiable performance indicators in evaluating impact of PDs on instruction quality.
- *Faculty Evaluation Consistency:*
 - Faculty evaluations were skipped in Fall semesters. This irregularity suggests inconsistency in performance monitoring, which may hinder instructional improvement cycles.
- *Limited Grant Activity:*
 - While grant-writing was supported in 2025, there was minimal institutional participation prior to that. Prior years relied on individual faculty efforts with no structured university-wide grant strategy.

SOC #1 DATA HIGHLIGHTS

Subobjective	SOC #1 Annual Report Key Highlights
1.1.1	Advisory committees were held regularly by all departments, with a shift to one PAC meeting per year starting in 2024-2025 due to accreditation policy changes. Faculty Senate met monthly (excluding summers), and curriculum



	development meetings were consistently held at department and university-wide levels.
1.1.2	Career services held frequent job fairs and invited professional speakers; business departments led field trips and outreach. Career-related programming aligned with local job market needs and included partnerships with companies and internships.
1.1.3	All academic departments maintained individual budgets, with annual reviews in May-June and approval by July. Library expanded access to OER, TexShare, and EBSCO resources. Four computer labs remained operational with updated equipment. Faculty had access to updated devices and printing services.
1.1.4	Classrooms were equipped with projectors, overheads, and computers. Faculty received updated devices and access to licensed software. Wi-Fi and Office 365 remained available to all. Canvas was piloted in Fall 2024 and adopted in Spring 2025.
1.2.1	Qualified faculty were recruited annually across multiple departments. Professional development (PD) workshops were held at least twice per year, including sessions during all-employee meetings. Faculty hiring committees operated within each department.
1.2.2	Faculty engaged in PD through Starlink Learning. Texassafecolleges.com, and other providers. Annual faculty evaluations were conducted by chairs. Grant writing committee was initiated, meeting regularly by 2024-2025. Research support of \$1K per faculty member was maintained for conference and publication expenses.
1.2.3	Faculty were encouraged to join professional organizations. Training on tools such as Turnitin, Microsoft Teams, and the new Canvas LMS was provided regularly. Faculty-student ratios were monitored, and professional growth was reviewed during evaluations.

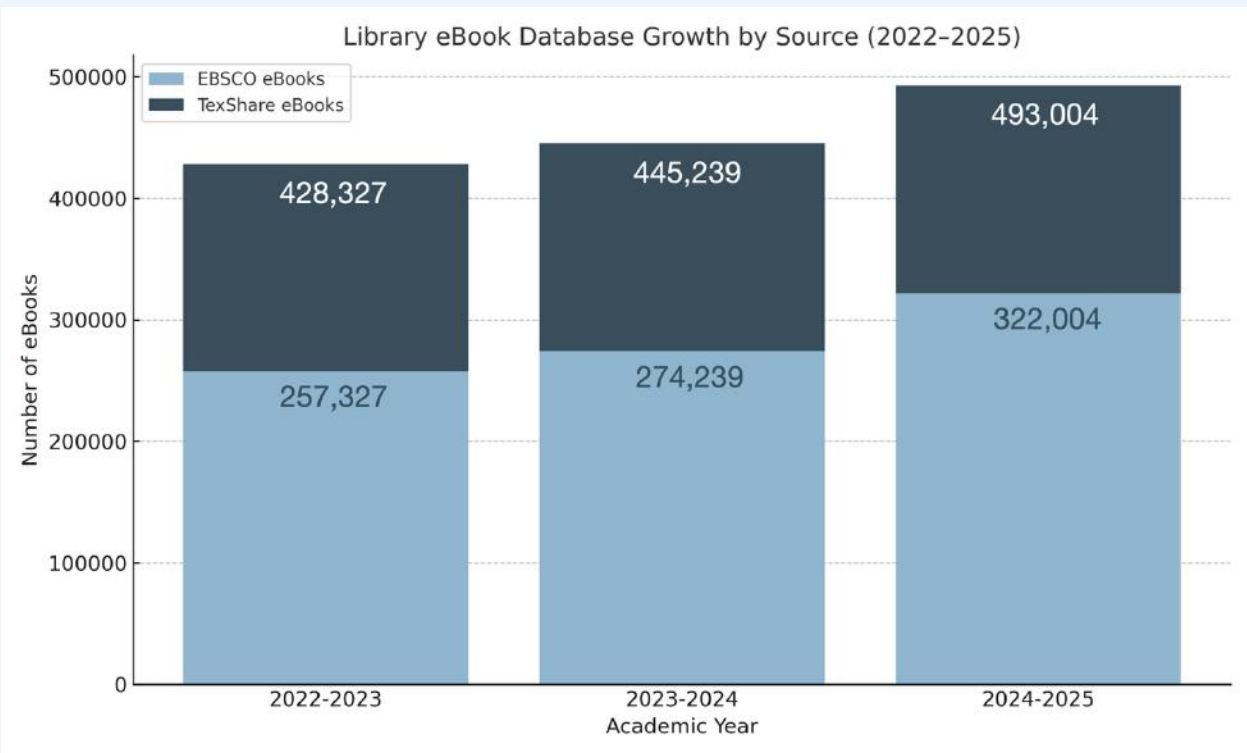


1.3.1	Domestic and international recruitment expanded significantly from 2022-2025, with over 100 school visits statewide and recruitment efforts in 80+ countries. Collaborations with HCC, Harmony Schools, and international agencies increased applicant pools. The Free Tuition program was promoted to all new students.
1.3.2	Internship opportunities were available to all graduate and undergraduate students annually. Academic clubs organized multiple field trips and competitions, with 10-14 active clubs per year. International student accessed OPT and CPT options consistently.
1.3.3	Cultural events such as Cultural Day and Spring Festival were held in 2022-2024. In late Spring 2025, an administrative decision was made to discontinue these specific observances in future years to align with updated federal and state compliance requirements.
1.4.1	Career fairs were organized each semester from 2022-2025, with faculty providing consistent internship support. Faculty incorporated varied learning styles in instruction and encouraged weekly course engagement. Peer teaching opportunities were integrated into tutoring services starting in 2023.
1.4.2	Safe learning environments were maintained each year, with adequate classroom facilities, open communication channels, and counseling services available. Lockable classrooms were standard. Orientation programs included safety information. Lockdown seminars were held intermittently but not consistently each year.
1.4.3	Student Services, advising, workshops, and mentoring were active throughout 2022-2025. Faculty advising remained consistent, with mentoring programs supporting first-year students. A Student Center with academic mentors was established in 2025.
1.4.4	All classrooms were equipped with teaching technology tools annually. Faculty received training in updated technological platforms, including

	Office 365, Turnitin, and Canvas (fully implemented in Spring 2025). Technology integration supported academic programs and career preparation.
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LIBRARY EBOOK DATABASE GROWTH BY SOURCE

The visual below illustrates the growth in NAU Library’s eBook holdings between 2022 and 2025, separated by subscription to EBSCO eBooks and access provided through TexShare membership. Beginning in Fall 2022, the TexShare consortium significantly expanded the library’s digital offerings, adding over 171,000 additional eBooks. The chart demonstrates consistent growth in both resources, with total holdings increasing from accessibility for students and faculty.



RECOMMENDATIONS FOR 2025-2028 CYCLE

1. *Introduce KPIs with Measurable Targets:*
 - E.g., track % of faculty participating in PD, # of advisory recommendations implemented, etc.



2. *Create a Faculty Technology Lifecycle Plan:*
 - Replace outdated equipment on a 3-year rotation schedule.
3. *Formalize Grant Infrastructure:*
 - Establish a Grant Office subcommittee and incentivize submissions with support for writing and compliance.
4. *Diversify PD Offerings & Track Impact:*
 - Collect pre/post assessment data and require short reflection forms for each session attended.
5. *Enhance Budget Planning Transparency:*
 - Departments should justify budget requests aligned with strategic initiatives to prevent resource delays.
6. *Revive and Sustain Student Cultural Events:*
 - Seek external sponsorships or allocate funding to ensure consistent student engagement.

IV. SOC #2: STRENGTHEN INSTITUTIONAL EFFECTIVENESS

CHAIR: LARRY WHITTINGTON

SUBOBJECTIVES SUMMARY

Goal 2: Strengthen Institutional Effectiveness focused on advancing NAU's planning infrastructure and evidence-based decision-making, this goal emphasized cross-departmental collaboration, integrated training, and improved communication strategies to drive institutional improvement. Subobjectives included:

2.1: Bridge the institutional effectiveness planning process through interdepartmental collaboration to ensure continuity

- 2.1.1: Collaborate with departments and committees to share IE best practices
- 2.1.2: Explore IE improvement strategies within Strategic Objective Committee
- 2.1.3: Strengthen OIEP through review and analysis of data collection
- 2.1.4: Utilize IEP rubric when IEPs are lacking
- 2.1.5: Support IE best practices within the Strategic Planning Committee (SPC)
- 2.1.6: Communicate IE strategies within SACSCOC meetings



2.2: Achieve institutional and departmental goals through comprehensive campus-wide cross-training program

- 2.2.1: Promote ongoing institutional effectiveness training initiatives
- 2.2.2: Complete IE information sessions during all faculty/staff meetings
- 2.2.3: Track progress of training sessions through survey data collection process and review gaps and areas for improvement

2.3: Prioritize technological advances to support the institutional mission and accomplish academic and departmental goals

- 2.3.1: Collect data about technology solutions to advance and support the mission of the Office of Institutional Effectiveness and Planning
- 2.3.2: Administer Faculty and Staff Survey to garner insight in relation to technology solutions
- 2.3.3: Expand IE master database to house additional IE documents
- 2.3.4: Enhance knowledge of technology solutions aligned with institutional effectiveness best practices

2.4: Disseminate consistent communication in a timely manner for well-informed decision-making and continuous improvement

- 2.4.1: Distribute IE training sheets and best practices through various channels campus wide
- 2.4.2: Reinforce IE process and cycle through various committees

STRENGTHS

- *Cross-Departmental Engagement:*
 - High engagement in interdepartmental collaboration and committee presence strengthened institutional effectiveness dialogue.
- *Effective Adoption of Technology Solutions:*
 - Successful implementation of Canvas and promotion of webinar-based training supported IE delivery and access.
- *Consistent Planning and Documentation Review:*
 - Regular review of strategic planning documents and consistent reporting processes were maintained.



- *Improved Data Access and Organization:*
 - OneDrive-based database organization increased document visibility and centralized IE materials.

CHALLENGES

- *Decline in Faculty and Staff Satisfaction:*
 - Faculty/staff satisfaction scores fell below the 85% benchmark in the 2024-2025 academic year.
- *Inconsistent Workshop Frequency:*
 - Some subobjectives were not supported by the recommended number of annual trainings or workshops.
- *Low Survey Response Rates:*
 - Faculty and staff survey participation rates remained below the 80% benchmark, limiting actionable insights.

SOC #2 DATA HIGHLIGHTS

Subobjective	SOC #2 Annual Report Key Highlights
2.1.1	Participation expanded beyond original groups to include Administrative Affairs, Academic Affairs, and the President’s Cabinet. Attendance at these committees occurred consistently from 2022-2025. Target met each year with 3+ committee meetings attended annually.
2.1.2	Two meetings were held each year between 2022-2025, with recordings or minutes retained. Workshop frequency did not meet the “at least one annual workshop” target during 2023-2025.
2.1.3	Satisfaction dropped in 2024-2025 to 70%, below the 85% benchmark. Previous years showed higher satisfaction: 86% (2022-23), 79% (2023-24).
2.1.4	Consistently tracked and supported departments in need (4-6 departments annually). Satisfaction dipped to 73% in 2024-25, below the 85% benchmark.



2.1.5	Met target of 2+ document reviews annually from 2022-2025.
2.1.6	Multiple meetings occurred each year to support SACSCOC efforts. Attendance confirmed in October, December, and April for both 2023-24 and 2024-25.
2.2.1	Annual IEP training sessions were held each year. Teams groups were maintained and updated regularly.
2.2.2	Achieved through presentations at Chairs, faculty/staff, and Administrative Affairs meetings.
2.2.3	Satisfaction ratings exceeded 85% in 2022-24. 2024-25 saw a drop in satisfaction scores to 70%.
2.3.1	Multiple systems reviewed (Jenzabar internal webinar, Canvas, PeopleSoft, Microsoft Teams). Canvas was implemented successfully in 2024-25.
2.3.2	Response rates decreased: 31% (2023-24), 17% (2024-25), far below the 80% target.
2.3.3	Continued improvement of OneDrive structure. Policies folder shared with UMCR in 2024-25.
2.3.4	Attendance confirmed for SACSCOC and ACCSC conferences annually. Participation in national accreditation-related workshops was consistent.
2.4.1	Channels used: targeted emails, Microsoft Teams, internal newsletters. Continued updates to templates and recordings across the 3-year cycle.
2.4.2	Committee engagement expanded from 4 to 6+ between 2022-2025. Included Strategic Planning, Newsletter, Accreditation, and Expanded Chairs.

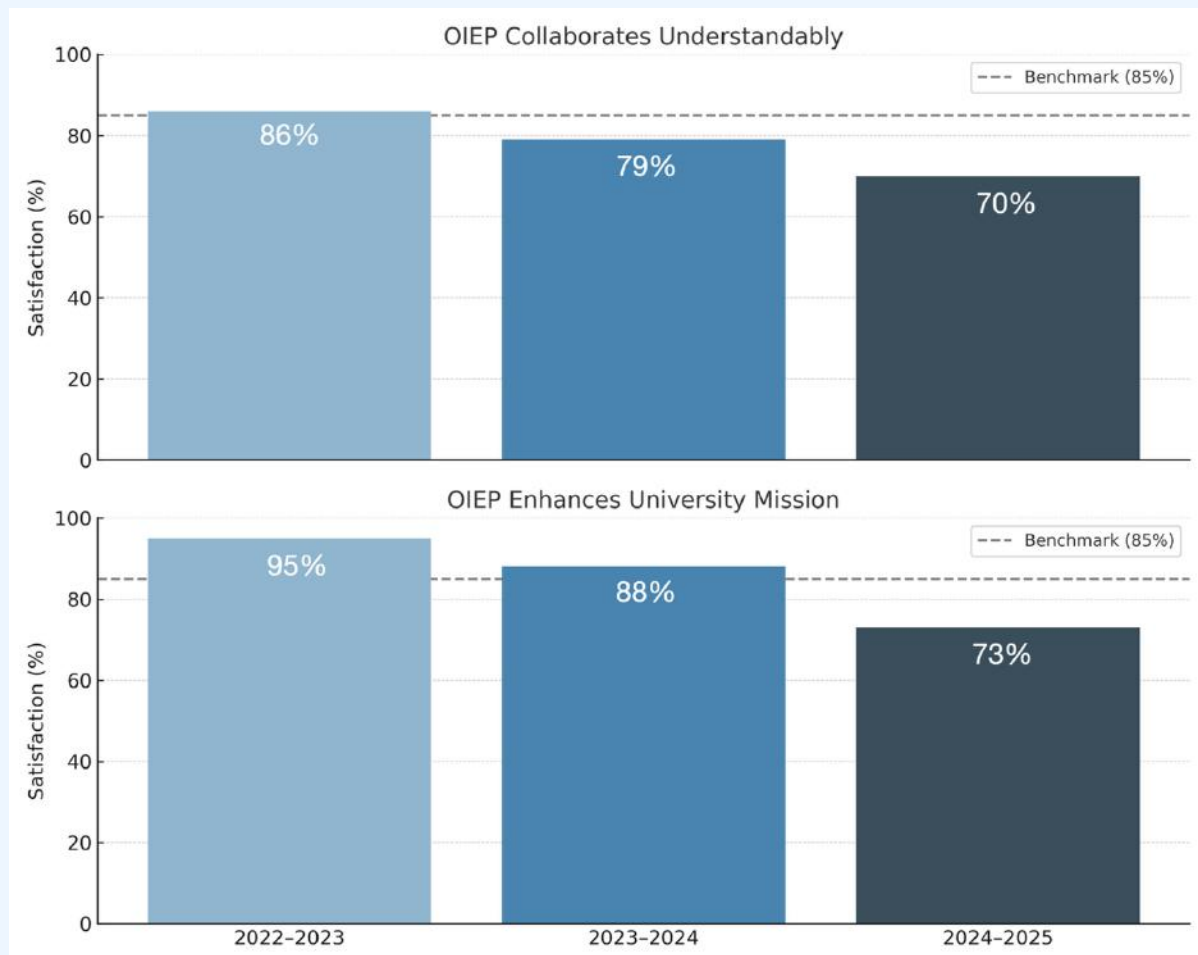


FACULTY AND STAFF PERCEPTIONS OF OIEP EFFECTIVENESS (2022-2025)

To ensure institutional effectiveness efforts are informed by those directly involved in implementation, NAU's Office of Institutional Effectiveness and Planning (OIEP) regularly administers satisfaction and engagement surveys to faculty and staff. These surveys assess perceptions of OIEP's communication, collaboration, and support in advancing the university's mission. In particular, two core items have been tracked over time:

1. "OIEP communicates and collaborates with departments in an understandable way."
2. "OIEP works with departments and offices to enhance the mission of the University."

The charts below summarize employee satisfaction to these items from 2022 to 2025. While some variation in satisfaction is observed, the data offer insight into how the OIEP's efforts are perceived and where continuous improvement is needed. Note that the total number of respondents has fluctuated across years [2022-23: **50**, 2023-24: **43** of 138 (31%), 2024-25: **37** of 219 (17%)], affecting percentage-based interpretations. These metrics provide direct feedback from campus stakeholders and will inform OIEP's future priorities as it works to rebuild confidence and strengthen cross-departmental collaboration.



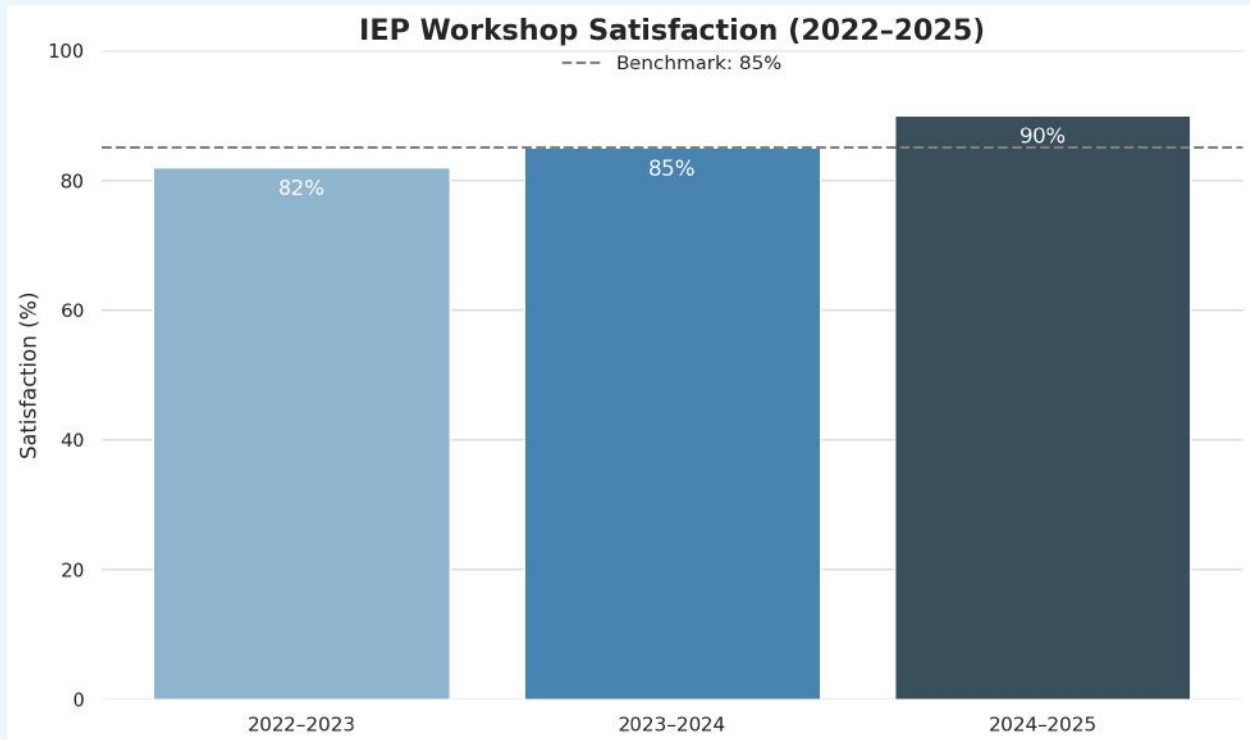


IEP WORKSHOP SATISFACTION (2022-2025)

To support ongoing institutional effectiveness across departments, NAU's Office of Institutional Effectiveness and Planning (OIEP) delivers annual IEP workshops focused on data-driven planning, assessment strategies, and accreditation alignment. These workshops are a cornerstone of Goal 2, Objective 2.2, aimed at ensuring cross-campus understanding and implementation of the institutional effectiveness cycle.

The chart below tracks satisfaction levels from participants who attended the IEP workshops during the 2022-2025 academic years. Feedback was collected through post-workshop surveys, with satisfaction defined as the percentage of respondents agreeing or strongly agreeing that the session was helpful, engaging, and applicable to their department's improvement efforts. A benchmark of 85% serves as NAU's internal target for success.

The visual reflects a steady increase in satisfaction, with the 2024-2025 workshop achieving a high of 90%, indicating strong faculty and staff endorsement of the workshop's value and relevance.





RECOMMENDATIONS FOR 2025-2028 CYCLE (SOC #2)

1. *Increase Survey Participation:*

- Make IE surveys a contractual responsibility and incentivize participation (e.g., raffle, department-based recognition).

2. *Monitor Satisfaction Trends:*

- Use follow-up surveys or focus groups to identify reasons behind the 2024-25 satisfaction decline.

3. *Enhance Workshop Frequency*

- Commit to hosting at least one campus-wide annual workshop, in addition to team-specific training.

4. *Data Centralization:*

- Build a more structured IE dashboard with analytics that reflect participation, satisfaction, and outcome benchmarks.

5. *Strengthen Communication Channels:*

- Formalize updates through the internal newsletter and use ADP notifications to ensure policy visibility.

V. SOC #3: EMPHASIZE STUDENT CENTEREDNESS & PROMOTE GLOBAL CITIZENSHIP

CHAIR: YUSUF YILDIRIM

SUBOBJECTIVES SUMMARY

Goal 3: Emphasize Student Centeredness and Promote Global Citizenship focused on cultivating inclusive programming, co-curricular engagement, mental health support, and information literacy. Three primary objectives shaped the initiatives:

3.1: Provide programs and activities that encourage students to respect and value diverse cultures

- 3.1.1: Host cultural celebrations (e.g., Halloween, Thanksgiving, Spring Festival)
- 3.1.2: Promote international awareness (e.g., International Conference, Cultural Day)
- 3.1.3: Facilitate library and heritage displays (e.g., BHM, Women's History Month)
- 3.1.4: Promote student leadership through clubs, SGA, and field trips



3.2: Cultivate a student-oriented environment responsive to academic and career needs

- 3.2.1: Implement career readiness initiatives (Career Fairs, resume workshops)
- 3.2.2: Enhance academic support (study halls, peer mentoring, tutoring)
- 3.2.3: Support well-being (counseling, break stations, therapy dogs)
- 3.2.4: Develop information literacy skills (library class presentations, emails)

3.3: Provide services and support to students throughout enrollment

- 3.3.1: Deliver enrollment and immigration advising
- 3.3.2: Host outreach events (Open Houses, fairs, school visits)
- 3.3.3: Foster school partnerships (Counselor Appreciation events)

STRENGTHS

- *Consistent Signature Programming:*
 - Signature events such as the International Conference, Halloween Party, and library bulletin boards were consistently achieved and contributed to cultural and academic enrichment.
- *Robust Career Development Initiatives:*
 - Career Services hosted over 12 unique workshops and maintained biannual Career Fairs, supporting employability and professional readiness.
- *Sustained Instructional Outreach:*
 - Library instructional outreach reached all Freshman Seminar sections across all years, supporting information literacy and engagement.
- *Ongoing Academic & Wellness Support:*
 - Study support and well-being initiatives – such as therapy dogs, break stations, and Study-a-Thons – were consistent and well utilized.

CHALLENGES

- *Program Cancellations Due to Budget Constraints:*
 - Budget constraints led to cancellation of Spring Festival and Cultural Day in 2024-2025, limiting cultural programming diversity.



- *Administrative Decision on Heritage Observances:*
 - Heritage observances such as Black History Month, Hispanic Heritage Month, and Women’s History Month were held as scheduled during the 2024-2025 academic year. However, in late Spring 2025, the University made an administrative decision to discontinue these observances in future years to align with updated federal and state nondiscrimination requirements.
- *Inconsistent Co-Curricular Engagement:*
 - Community service and peer mentoring initiatives varied across years and lacked consistent coordination and follow-through.
- *Low SGA Visibility and Participation:*
 - The Student Government Association (SGA) lacked consistent engagement and visibility during non-election periods, limiting its institutional impact.

SOC #3 DATA HIGHLIGHTS

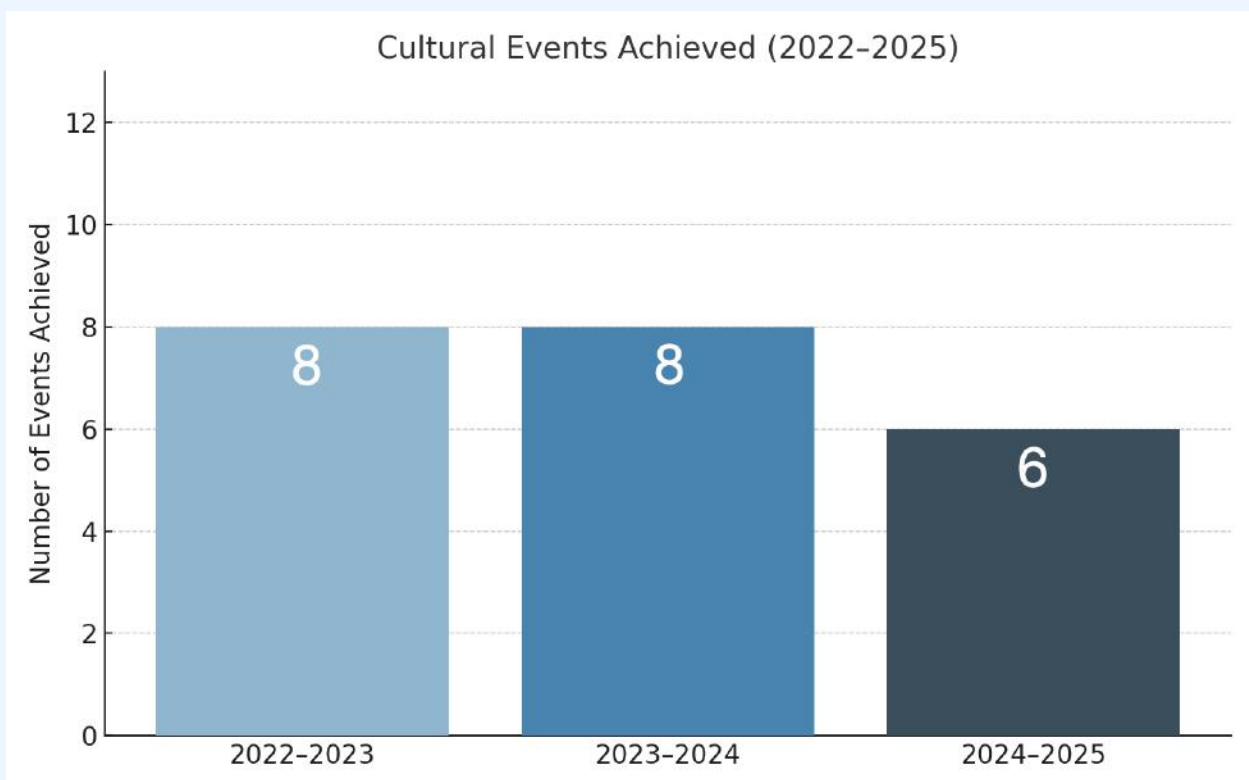
Subobjective	SOC #3 Annual Report Key Highlights
3.1.1	Halloween, Thanksgiving, and BBQ events achieved each year.
3.1.2	International Conference achieved yearly. Cultural Day merged or canceled.
3.1.3	Book/poster displays achieved. Heritage observances held in 2024-2025; administrative decision made to discontinue in future years.
3.1.4	53 total club events held in 2024-25. SGA formed and active in Fall 2024.
3.2.1	Career Fairs held every semester; topics diversified by 2024-25.
3.2.2	Study Hall and Study-a-Thon consistent. PMP revived in Fall 2024.
3.2.3	Counseling availability met but session count declined. Break station ongoing.
3.2.4	21 class presentations in 2024-25. Library announcements increased.
3.3.1	Advising target met. ISO reporting dipped to 94% in 2024-25 (below target).



3.3.2	Outreach goals achieved for Open Houses, fairs, and school visits.
3.3.3	Counselor Appreciation resumed in 2023-24 and recommended to continue.

CULTURAL EVENTS ACHIEVED (2022-2025)

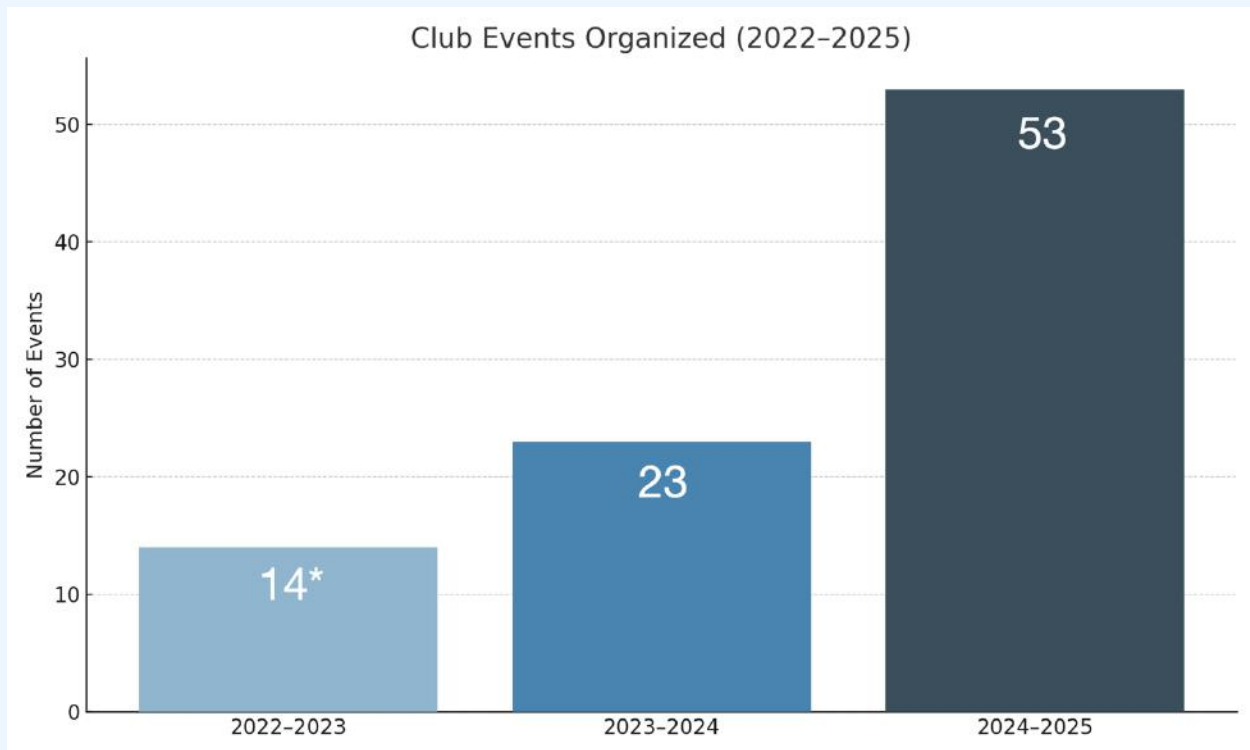
To support NAU's mission of fostering student-centeredness and promoting global citizenship, Strategic Objective Committee #3 (SOC #3) has monitored a range of cultural events hosted by departments such as Student Affairs, the Library, and Athletics. These events aim to engage students in cross-cultural experiences, celebrate diversity, and build a sense of community across campus. The chart below displays the number of distinct cultural events achieved each academic year from 2022 to 2025. Events counted include seasonal celebrations, cultural observances, and community-building activities that were hosted as standalone experiences. Merged or overlapping events were counted once, and informational displays or academic conferences were excluded to better reflect immersive student engagement.





STUDENT CLUB EVENTS ORGANIZED (2022-2025)

Student-led clubs play a vital role in fostering campus engagement, leadership development, and a sense of belonging at NAU. Under Strategic Objective Committee #3 (SOC #3), annual tracking of student club activities has helped gauge the level of student participation and organizational vibrancy. The chart below displays the total number of club-organized events achieved each academic year between 2022 and 2025. This includes events hosted by all active student clubs during both Fall and Spring semesters. The data reflects consistent efforts to expand extracurricular programming despite budgetary and participation challenges in the later years.



The value of **14*** for academic year 2022-2023 is noted as *partial* because events were held for only 4 out of 6 active clubs that semester. The chart includes events organized by active student clubs. The increase in events during 2024-2025 reflects higher event activity despite a decrease in the total number of clubs, highlighting greater engagement per club.



RECOMMENDATIONS FOR 2025-2028 CYCLE (SOC #3)

1. *Preserve High-Impact Traditions:*

- Reinvest in Spring Festival and Cultural Day or develop replacement multicultural events that align with new federal guidelines.

2. *Broaden Inclusion Efforts:*

- Design virtual and hybrid activities to support engagement for online and international students.

3. *Revitalize Peer and Service Models:*

- Expand Peer Mentoring and open community service beyond Athletics to all departments.

4. *Boost SGA Engagement:*

- Increase visibility of SGA and clarify its support roles to the student body.

5. *Sustain Mental Health & Literacy Support:*

- Continue therapy dog, break stations, and literacy workshops while measuring student utilization.

6. *Improve ISO Follow-Up Rates:*

- Develop automated check-ins and reminders to improve final status reporting for international students.

VI. SOC #4: ENGAGEMENT WITH STAKEHOLDERS

CHAIR: DR. IHSAN SAID

SUBOBJECTIVES SUMMARY

Goal 4: Engagement with Stakeholders focused on deepening NAU's relationships with internal and external constituencies, including students, alumni, employers, and community members. This goal emphasized increased communication, improved data collection from stakeholders, strategic fundraising efforts, and outreach that supports institutional programs and student success. Subobjectives included:

4.1: Promote institutional programs and activities to stakeholders

- 4.1.1: Communicate regularly with employers, advisory boards, alumni, and community leaders



- 4.1.2: Utilize social media channels to share university activity and increase visibility
- 4.1.3: Student-focused outreach through retreats, clubs, and advising
- 4.1.4: Promote student involvement through departmental gatherings, student-administration meetings, and club activity
- 4.1.5: Strengthen employee communication through internal news, HR updates, and administrative forums

4.2: Seek input from stakeholders on an ongoing basis in the development of institutional plans and programs

- 4.2.1: Administer satisfaction surveys to gather feedback from students and employees
- 4.2.2: Maintain high standards for student course evaluations and participation
- 4.2.3: Conduct ongoing curriculum reviews through Program Advisory Committees (PAC)

4.3: Seek and increase support from stakeholders for programs, funding, and resources

- 4.3.1: Increase internship and employment opportunities through employer engagement
- 4.3.2: Secure financial support through advisory committees, grants, and athletic fundraising

4.4: Provide outreach to stakeholders

- 4.4.1: Organize public-facing community events, speaking opportunities, campus tours, and employer site visits

STRENGTHS

- *Sustained Student Engagement Activities:*
 - Consistent success in student engagement through departmental gatherings, student-administration meetings, and active club programming.
- *Athletic Fundraising Surpasses Goals:*
 - Athletic fundraising, admissions, and uniform support met or exceeded targets, demonstrating strong organizational and community investment.



- *Effective Internal Communications:*
 - Regular HR announcements and internal NAU news updates contributed to improved communication with employees and met key performance indicators.

CHALLENGES

- *Insufficient Documentation Across Initiatives:*
 - Major gaps in reporting for outreach events, advisory board meetings, social media metrics, and donor engagement hindered performance verification.
- *Underperformance in Feedback Channels:*
 - Student and employee satisfaction surveys, as well as course evaluation participation, consistently fell below institutional benchmarks.
- *Widespread Data Gaps in Recent Years:*
 - Many KPIs across 2023-2025 lacked updated reporting or evidence of follow-through, limiting the ability to evaluate impact.
- *Lack of Employer Engagement Tracking:*
 - No centralized process existed to document internship or employment opportunities, resulting in unverified claims and unclear employer partnerships.

SOC #4 DATA HIGHLIGHTS

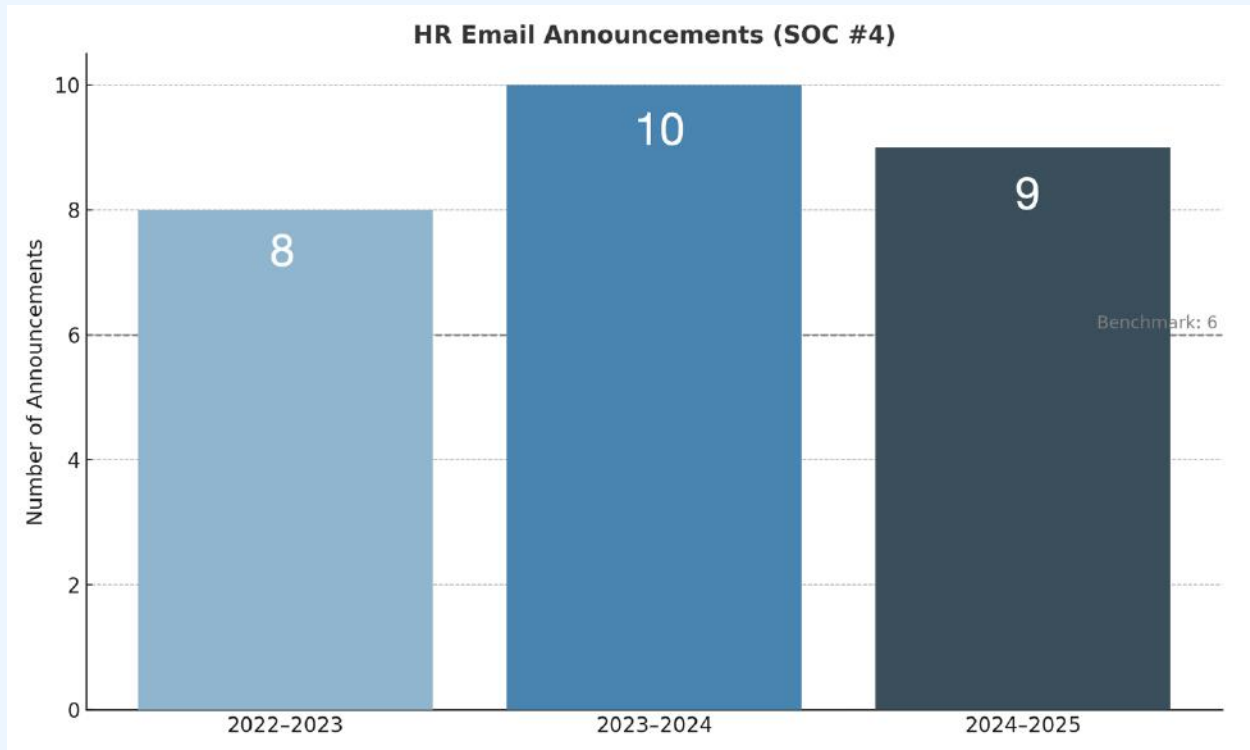
Subobjective	SOC #4 Annual Report Key Highlights
4.1.1	No verifiable data provided for newsletters, advisory board meetings, or distribution list expansion. Targets not met.
4.1.2	No data submitted for social media posts, views, or engagement across three years.
4.1.3	Departmental retreats, club activities, and student-administration meetings met or exceeded targets in all three years.
4.1.5	HR email announcements and internal news exceeded targets; no data submitted for employee-administration meetings.



4.2.1	Student and employee satisfaction surveys administered, but participation fell short of 90% target. No 2024-25 data submitted.
4.2.2	Course evaluation outcomes below the 95% benchmark in 2024-25. Student participation also fell short of 80% target.
4.2.3	Curriculum discussions occurred annually via PAC; target met.
4.3.1	Internship and employment opportunities fell short of 30-employer target. No 2024-25 data submitted.
4.3.2	Athletic fundraising and revenue targets exceeded. No data submitted for grants or advisory fundraising in 2024-25.
4.4.1	No evidence provided for community events, campus visits, or stakeholder site visits in 2023-24 or 2024-25. Targets not met.

COMMUNICATION TO EMPLOYEES THROUGH HR CHANNELS (2022-2025)

Strategic Objective Committee #4 (SOC #4) tracked the frequency of internal communication to employees via Human Resources email announcements as a measure of stakeholder engagement and information dissemination. The chart below displays the number of HR email announcements sent each academic year from 2022-2023 through 2024-2025. NAU's internal benchmark for this metric is six announcements per year. Each year surpassed this target, with a peak of 10 announcements in 2023-2024, reflecting consistent communication efforts from HR throughout the cycle.



RECOMMENDATIONS FOR 2025-2028 CYCLE (SOC #4)

1. *Establish Evidence Submission Protocols:*

- Require supporting documentation (e.g., flyers, sign-in sheets, screenshots, links) for every reported initiative or event and implement a centralized digital submission portal with standardized templates to ensure consistency and verifiability.

2. *Clarify Ownership of Subobjectives:*

- Assign each KPI to a specific department or office, ensuring designated accountability for outcomes and reporting, and conduct an annual review with department leads to reaffirm responsibilities and clarify expectations.

3. *Revise Outreach Strategy for Employers and Alumni:*

- Rebuild and validate distribution lists for employers, alumni, and community stakeholders, and explore CRM platforms (e.g., HubSpot or Salesforce Education Cloud) for managing outreach and engagement.



4. *Improve Social Media Reporting:*

- Coordinate with University Marketing and Communications Resources (UMCR) to capture verified analytics (followers, posts, impressions) and standardize quarterly reporting of NAU-wide social media engagement across departments.

5. *Strengthen Fundraising Infrastructure:*

- Create a dedicated advancement office or designate a full-time fundraising coordinator and develop a tracking system that includes donation source, event alignment, and follow-up protocols.

6. *Enhance Data Collection for Stakeholder Feedback:*

- Increase student and employee participation in satisfaction and course evaluation surveys through structured campaigns and incentives and use analytics to assess response demographics and identify underrepresented groups.

7. *Expand Community Engagement:*

- Establish a recurring schedule of community-facing events (e.g., job fairs, health fairs, speaker series) and assign lead personnel for each while encouraging academic departments to participate.

8. *Track Internal Communication More Rigorously:*

- Monitor all HR and administrative communications sent to staff and faculty and evaluate reach and effectiveness through pulse surveys or focus groups.

9. *Formalize Stakeholder Visitations:*

- Document all stakeholder visits to and from campus, logging purpose, participants, and outcomes, and link visitations to strategic goals such as recruitment or partnership development.

10. *Reassess KPIs for Feasibility and Impact:*

- Hold a KPI review retreat during the first year of the cycle to refine targets-especially those without historical data or clear mission alignment-and ensure all KPIs are measurable, achievable, and supported by reliable sources.



VII. SOC #5: INCREASE FINANCIAL CAPACITY THROUGH MAXIMIZING CURRENT AND NEW RESOURCES

CHAIR: DR. IBRAHIM SUSLU

SUBOBJECTIVES SUMMARY

Goal 5: Increase Financial Capacity through Maximizing Current and New Resources focused on strengthening financial sustainability, increasing enrollment, upgrading facilities, and expanding institutional fundraising. Initiatives were organized into three strategic objectives:

5.1: Enhance Overall Fiscal Responsibility of University Resources

- 5.1.1: Maintain sustainability of Financial Composite Score
- 5.1.2: Advance certification programs and academic outreach
- 5.1.3: Grow undergraduate, graduate, and non-degree enrollment
- 5.1.4: Implement zero-based budgeting
- 5.1.5: Meet financial ratio benchmarks (current, self-sufficiency, margin)
- 5.1.6: Ensure timely policy updates and compliance procedures
- 5.1.7: Improve strategic planning through updated financial policies

5.2: Develop and Update Facilities Master Plan

- 5.2.1: Expand classroom space and cafeteria functionality
- 5.2.2: Address maintenance priorities (A/C, elevators, lighting)
- 5.2.3: Upgrade residential amenities and office furnishings

5.3: Enhance institutional Fundraising and Alumni Engagement Efforts

- 5.3.1: Support targeted fundraising campaigns
- 5.3.2: Strengthen alumni participation and institutional connection

STRENGTHS (Based on 2022-2024 Data)

- *Improved Financial Health:*
 - The Financial Composite Score surpassed benchmarks with a 2.2 in 2023-2024, and zero-based budgeting exceeded the 5% surplus target.
- *Successful Academic Program Development:*
 - The Elementary Education Certification was approved by TEA, adding a new credentialing path for students.



- *Sustained Enrollment Growth:*
 - Undergraduate, graduate, and non-degree enrollment exceeded year-over-year targets in both reporting cycles.
- *Enhanced Facilities and Infrastructure:*
 - Multiple improvements were achieved including cafeteria readiness, additional classrooms, upgraded lighting, and dormitory amenities.
- *Effective Athletic Fundraising:*
 - Athletics expanded fundraising through new channels and consistently surpassed event-based expectations.
- *Policy and Compliance Milestones:*
 - More than five institutional and at least two finance-related policies were updated each year, contributing to regulatory alignment.

CHALLENGES

- *Missing 2024-2025 Report:*
 - The absence of a final-year report limited trend analysis and full-cycle performance review.
- *Delayed Academic Program Completion:*
 - Physical Education Certification remained pending due to ongoing delays from TEA, hindering planned implementation.
- *Incomplete Facility Repairs:*
 - Key projects – particularly HVAC and elevator functionality – were only partially completed across both years.
- *Alumni Engagement Setback:*
 - Postponement of the annual alumni dinner in 2023-2024 marked a decline in alumni engagement activities.
- *Audit Dependencies Restrict Validation:*
 - Several financial KPIs remained pending confirmation due to delays in audit report delivery, affecting data validation.



SOC #5 DATA HIGHLIGHTS (2022-2024 Only)

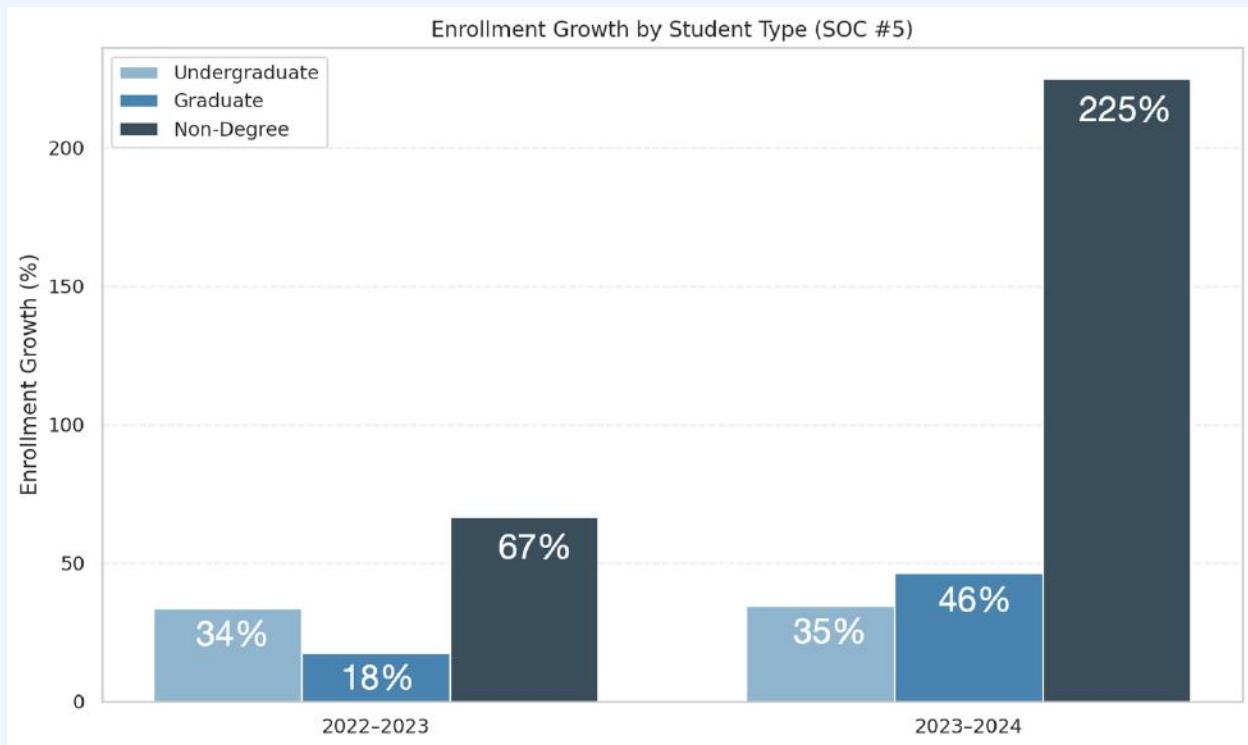
Subobjective	SOC #5 Annual Report Key Highlights (2022-2024 Only)
5.1.1	Financial Composite Score met with 2.2 rating in 2023-2024.
5.1.2	Elementary Certification achieved; Physical Education application delayed.
5.1.3	Enrollment increased: Undergraduate (+34.5%), Graduate (+46.4%), Non-Degree (+225%).
5.1.4	Zero-based budgeting met benchmark in 2023-2024.
5.1.5	All financial ratios met benchmarks in 2023-2024.
5.1.6	Institutional and finance policy updates consistently exceeded targets.
5.1.7	Cash reconciliation and write-off policies were reviewed and implemented.
5.2.1	Additional classrooms added and cafeteria became operational.
5.2.2	Lighting upgrades completed; partial success on A/C and elevator repairs.
5.2.3	Dorm upgrades and common areas maintained.
5.3.1	Fundraising increased from 3 to 5 events between 2022-2024.
5.3.2	Alumni dinner held in 2022-2023 but postponed in 2023-2024.

ENROLLMENT GROWTH BY STUDENT TYPE

To support Goal 5 – Increase Financial Capacity through Maximizing Current and New Resources – SOC #5 tracks year-over-year enrollment growth across three student categories: undergraduate, graduate, and non-degree. The chart below reflects the percentage increase in enrollment from 2021-2022 to 2022-2023 and from 2022-2023 to 2023-2024. Growth in each category exceeded the university’s target of 5%, with non-degree enrollment showing the most dramatic rise in 2023-2024.

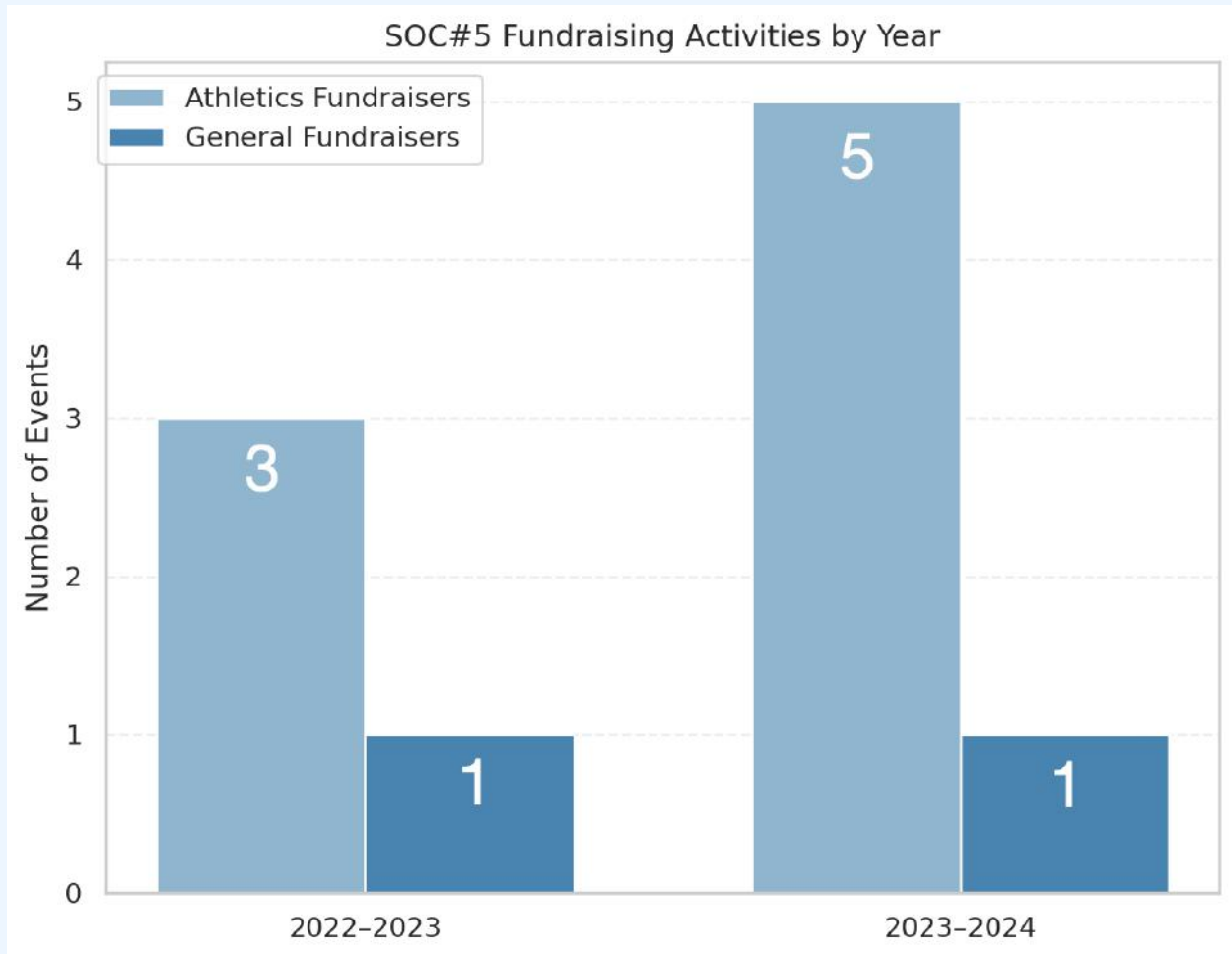


This upward trend illustrates the impact of recruitment strategies and expanded program offerings aimed at diversifying NAU's student base.



FUNDRAISING ACTIVITIES BY YEAR

Strategic Objective Committee #5 (SOC #5) also monitors annual fundraising efforts to evaluate institutional progress toward financial sustainability. This includes initiatives organized by the Athletics Department and Advisory Board, such as Hour-a-thons, restaurant partnerships, and corporate donor outreach. The chart below displays the number of distinct fundraising activities conducted each year. After establishing a baseline of three events in 2022-2023, the university increased its output in 2023-2024, surpassing expectations and showcasing momentum in donor engagement and revenue diversification.



RECOMMENDATIONS FOR 2025-2028 CYCLE (SOC #5)

1. *Ensure Annual Reporting Compliance:*

- Establish internal deadlines and oversight to prevent missed reports.

2. *Finalize Pending Academic Certification:*

- Complete Physical Education certification upon TEA update.

3. *Prioritize Infrastructure Completion:*

- Finish elevator and A/C repairs and tie project tracking into master plan.

4. *Diversity and Document Fundraising:*

- Expand donor base and formalize reporting protocols for fundraising efforts.

5. *Rebuild Alumni Engagement:*

- Reinstate alumni dinners and consider virtual alumni networking opportunities.

6. *Maintain Financial Sustainability:*

- Continue budget alignment with strategic priorities and complete audit reviews.



VIII. CONCLUSION

The 2022-2025 Strategic Planning Committee (SPC) Report highlights significant institutional gains alongside critical areas for continued growth. While most Strategic Objective Committees met key targets and demonstrated innovative approaches to advancing NAU's mission, challenges in documentation, reporting consistency, and stakeholder engagement persist.

To ensure momentum continues, the next strategic cycle (2025-2028) must emphasize greater accountability, cross-functional coordination, and real-time data collection to support measurable progress. The recommendations outlined by each SOC serve as a roadmap for the university to strengthen its infrastructure, elevate academic and student experiences, and build long-term financial sustainability.

This report affirms NAU's ongoing commitment to institutional effectiveness, transparency, and strategic growth. The Strategic Planning Committee thanks all participants, committee chairs, and departments for their contributions and looks forward to continued collaboration in the next cycle.



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