

EXECUTIVE SUMMARY

**B1
President Cruz Rivera
Proposed Annual and Multiple-Year At-Risk Compensation Goals**

Annual Goals

1. Submit a report that documents the assembly of a high-quality, collaborative, mission-driven and effective leadership team for NAU, that delineates administrative and deliberative structures, and that clearly articulates processes for decision-making and consultation. (\$ 15,000)
2. Restructure pricing and financial aid along with necessary concomitant marketing and recruiting practices, promotional positioning, and attendant materials and communications to drive revenue and differentiate NAU in the market ahead of the Fall 2023 recruitment cycle. The report on this goal will document the proposed changes as well as the rationale for changes, and the corresponding assessment plan. (\$ 25,000)
3. Develop a set of institutional goals and objectives through a collaborative process that leads to a clearly differentiated and distinguished NAU brand position within the Arizona and broader higher education landscape. The report on this goal should include a clear articulation of the value proposition for NAU, an initial set of strategic imperatives, NAU's optimal, focused, regionally-connected and -embedded scholarly, research and creative agenda and the concomitant marketing strategy and corresponding intended brand positioning. (\$ 35,000)

Multiple-Year Goals 2021-2024

1. Develop and implement a plan to expand the number of students from working class families enrolled by NAU, increase overall graduation rates, and narrow completion gaps for working class, first-generation, and minoritized groups, as a means to enhance NAU's contribution to equitable postsecondary value. (\$ 20,000)
2. Develop and submit a plan for implementation of statewide expansion of NAU's Allied Health Programs and traditional NAU programs to include programs in Maricopa County, Pima County, Yuma County and distributed learning centers outside these three counties. (\$ 30,000)
3. Develop and implement an operational plan to advance each of the five strategic priorities outlined in the University's Diversity Strategic Plan: 1) accelerate toward a culturally competent community and accessible environment; 2) increase, support, retain and graduate underrepresented students; 3) increase, support,

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retain and advance underrepresented faculty, staff, and administrators; 4) adopt accurate and reliable evaluation and assessment methods and metrics for all diversity and inclusion strategies and initiatives; and, 5) establish transparent and universal paths of communication and responsibility for diversity and inclusion. (\$ 30,000)

4. Develop and implement a plan to increase the University's profile and visibility within the Phoenix, Statewide, and National Latinx communities as a means to enhance NAU's Hispanic Serving Institution (HSI) status and develop partnerships, programs, and student engagement efforts to better serve Hispanic students and the communities they represent. (\$ 20,000)
5. Develop and implement a plan to further enhance NAU's profile as a national leader in the service of Native American students and the communities they represent. Successful implementation of the plan will lead to increased numbers of degrees and credentials awarded to Native American students, as well as strengthened partnerships leading to enhanced direct benefits to Native American and Indigenous communities. (\$ 20,000)