

**RESOLUTION OF THE  
BOARD OF REGENTS OF  
NAVAJO TECHNICAL UNIVERSITY**

Approving the 2020-2025 Strategic Plan, Mission, Vision, and Philosophy Statement for Navajo  
Technical University, attached hereto as Exhibit "A."

**WHEREAS:**

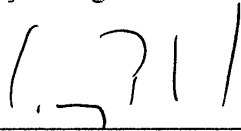
1. The Board of Regents of the Navajo Technical University is responsible for the administration, operations and the development of policy as stated in Navajo Nation Council Resolution CO-58-16, enacted on November 10, 2016, that amended the University's enabling legislation, codified at 15 N.N.C. §§1201-1210; and
2. Pursuant to the University's enabling legislation, Navajo Technical University (NTU) is organized as an institution of higher learning for the primary purpose of providing post-secondary and post-graduate education programs that serve both the academic and vocational/technical needs of the Navajo Nation and its citizens, 15 N.N.C. §1203(A); and
3. Pursuant to the University's enabling legislation, the Board of Regents of Navajo Technical University is authorized to review and approve course curricula, assessment structures, program plans, research and development projects, in accordance with established program priorities and policies of the University, 15 N.N.C. §1205(F), and to review and approve contracts, 15 N.N.C. §1205(R); and
4. Based on a series of sessions held with various stakeholder groups in Crownpoint, Chinle, Kirtland, Teec Nos Pos, Zuni, and with the Board of Regents, the following priorities were identified as the focus for NTU from 2020-2025: Academic Excellence, Financial Services, Communication and Institutional Research, Infrastructure, Development of Instructional Sites, and Sustainability; and
5. The NTU's Strategic Plan guides how resources will be allocated between 2020 and 2025 based on stakeholders' needs; and
6. NTU's mission, vision, and philosophy statements were also revised, along with the strategic priorities from 2020-2025, attached hereto as Exhibit "A."
7. The Administration of the Navajo Technical University hereby recommends the Board of Regents of Navajo Technical University to approve the Strategic Plan, mission, vision, and philosophy statements of Navajo Technical University, attached hereto as Exhibit "A."

**NOW THEREFORE BE IT RESOLVED THAT:**

1. The Board of Regents of the Navajo Technical University hereby approves 2020-2025 Strategic Plan, Mission, Vision, and Philosophy Statements, attached hereto as Exhibit "A."
2. The President of Navajo Technical University is hereby authorized, directed, and empowered to do all things necessary to effectuate the purpose of this resolution.

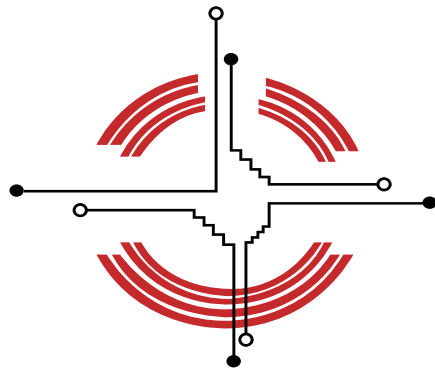
**CERTIFICATION**

I hereby confirm that the resolution was discussed and considered by the Board of Regents of the Navajo Technical University at a duly called meeting held by telephone conference call at which a quorum was present, and that this resolution was passed by a vote of **6** in favor, **0** opposed and **0** abstained on the 15<sup>th</sup> day of August 2020.



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Tom Platero, Chairperson  
NTU Board of Regents



# NAVAJO TECHNICAL UNIVERSITY

ESTABLISHED 1979

## Proposed Strategic Plan for 2020-2025



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A strategic plan documents and establishes a direction of an institution. It assesses where an institution is, where it is going, and how to achieve its goals and objectives. It aligns an institution's mission, vision, and values, along with long-term goals and action plans.

This 2020-2025 strategic plan will be implemented at all NTU locations for the next five years. The priorities in this plan were established from information collected at listening sessions held over two years at the main campus in Crownpoint, NM, as well as, at instructional sites in Chinle, AZ; Kirtland, NM; Teec Nos Pos, AZ; and Zuni, NM. Listening sessions were also held with the surrounding communities that NTU serves. Faculty, staff, students, and community members participated in these listening sessions. The plan aims at strengthening the culture and integrity of NTU; increasing the diversity of Navajo communities; and improving the university with a variety of innovative programs.

The strategic plan includes six priorities:

- **Academic Excellence** (Lead: Provost, Dean of Undergraduate Studies & Dean of Graduate Studies)
- **Financial Services** (Lead: Finance Director)
- **Communication and Institutional Research** (Lead: Communications Director & Director of Institutional Data & Reporting)
- **Infrastructure** (Lead: Vice President of Operations)
- **Development of Instructional Sites** (Lead: Site Coordinators & Directors of Instructional Sites)
- **Sustainability** (Lead: Vice President of Operations & Director of Human Resources)

Each of these priorities includes goals, and each has an assigned lead person or department to ensure continuous improvement, leading to innovations that support the NTU mission. Additionally, NTU revised its mission, vision and philosophy statements based on comments from the stakeholders. Key Performance Indicators (KPI) and the Diné Philosophy of Education (DPE) model, i.e., Nitsáhákees (thinking), Nahátá (planning), Íina (implementing), and Siihasin (reflection) will be used to measure the accomplishments of the strategic plan. The six priorities will be assigned to committees or departments to help address goals and to design, implement, and assess these KPI. The Committee on Institutional Effectiveness (CIE) will be responsible for monitoring the progress of the strategic plan.



**Mission, Vision, and Philosophy**

**Mission:** Navajo Technical University honors Diné culture and language, while educating for the future.

**Vision:** Navajo Technical University provides an excellent educational experience in a supportive, culturally diverse environment, enabling all community members to grow intellectually, culturally and economically.

**Philosophy:** Through the teachings of Nitsáhákees (thinking), Nahátá (planning), Íina (implementing), and Siihasin (reflection), students acquire quality education in diverse fields, while preserving cultural values and gaining economic opportunities.

**2020-2025 Strategic Plan Priorities**

**Priority 1: Academic Excellence (Lead: Provost, Dean of Undergraduate Studies & Dean of Graduate Studies)**

Priority 1: Academic Excellence – NTU will achieve academic excellence through the promotion of research, advanced degrees, and by supporting students and faculty through continuous assessment and strengthening of academic programs.		
Goals	Lead Person/Office	Timeline (Short-Term, Long-Term, or Annually)
1.1. Diné Philosophy of Education (DPE) – Provide instruction and research based on DPE. o Hold regular DPE committee meetings.	Dean of Graduate Studies	Annually
1.2. Assessment of Student Learning (SLC) (program, general education, and co-curricular assessment) through data assessment and student feedback, NTU will enhance innovative instruction and increase the quality of pedagogical and technological support	Provost, Dean of Undergraduate Studies & Dean of Graduate Studies	Annually
o Emphasize the implementation of student learning outcomes, academic support, and retention for all academic programs.	Provost, Dean of Undergraduate Studies & Dean of Graduate Studies	Annually

<ul style="list-style-type: none"> <li>○ Utilize data management tools to gain student perspectives to justify improvements for learning spaces and technology.</li> <li>○ Ensure the SLC holds regular assessment meetings.</li> </ul>	Provost, Dean of Undergraduate Studies & Dean of Graduate Studies	Annually
1.3. Research Promotion – Support and publicize faculty, staff, and students’ engagement in research.	Communications Director	Annually
<ul style="list-style-type: none"> <li>○ Increase the number of students and faculty engaged in research by appointing faculty ambassadors for research from each academic department.</li> </ul>	Dean of Undergraduate Studies & Dean of Graduate Studies	Annually
<ul style="list-style-type: none"> <li>○ Encourage diversity in NTU research. Attract faculty from diverse backgrounds to NTU by increasing the visibility of NTU among doctoral degree granting, minority-serving institutions.</li> </ul>	Dean of Undergraduate Studies & Dean of Graduate Studies	Annually
<ul style="list-style-type: none"> <li>○ Increase marketing and research visibility internally and externally by publishing and showcasing faculty/student scholarship for distribution to target audiences.</li> </ul>	Communications Director	Annually
<ul style="list-style-type: none"> <li>○ Maintaining existing equipment already owned, while investing in cutting-edge research equipment and space across disciplines.</li> </ul>	Provost, Dean of Undergraduate Studies & Dean of Graduate Studies	Annually
<ul style="list-style-type: none"> <li>○ Mobilize and enhance the utilization of Business and Technology incubators to promote entrepreneurial initiatives.</li> </ul>	Director of Institutional Development	Fall 2020
<ul style="list-style-type: none"> <li>○ Develop intellectual property policy.</li> </ul>	Director of Institutional Development	Fall 2020
1.4. Become an autonomous Institutional Review Board (IRB) independent from the Navajo Nation. Establish an independent IRB committee by utilizing the existing faculty research.	President & Provost	Fall 2022
<ul style="list-style-type: none"> <li>○ Implement procedures to ensure that research and scholarship activities are appropriate and abide by the policy.</li> <li>○ Expand the NTU IRB authority to include human subjects and seek approval from Navajo Nation Council</li> </ul>	Provost, Dean of Undergraduate Studies & Dean of Graduate Studies	Fall 2022
<ul style="list-style-type: none"> <li>○ Improve communication and reporting on NTU research opportunities that include collaboration among faculty and students.</li> </ul>	Communications Director	Yearly
<ul style="list-style-type: none"> <li>○ Build research infrastructure and resources.</li> </ul>	Provost, Dean of Undergraduate Studies & Dean of Graduate Studies	Yearly

1.5. Academic Program Review: Ensure the relevance of all academic programs through ongoing curriculum development and program reviews.	Provost, Dean of Undergraduate Studies & Dean of Graduate Studies	Annually
○ Ensure capital improvements that will assist in gaining nationally-recognized programs that attract students to NTU.	Annually	Annually
○ Identify, pursue, and promote opportunities for new high-quality, distinct cultural programs that will help increase enrollment.	Faculty and Instructional Services	Annually
○ Increase capacity in existing programs identified as having high demand.	Faculty and Instructional Services	Annually
○ Invest in state-of-art, cutting-edge technology across programs.	Provost, Dean of Undergraduate Studies, Dean of Graduate Studies & Director of Information Technology	Annually
1.6. Offer more baccalaureate and graduate degrees:	Provost, Dean of Undergraduate Studies & Dean of Graduate Studies	Annually
○ Develop additional programs that are beneficial and are in high demand areas that align with the Academic Master Plan		
1.7. Develop online degree programs: Increase accessibility for participation in online education.	Director of E-Learning, Provost, Dean of Undergraduate Studies & Dean of Graduate Studies	Annually
○ Establish, design, and maintain NTU fully-online programs, as well as, online courses.	Director of E-Learning, Provost, Dean of Undergraduate Studies & Dean of Graduate Studies	Annually
○ Support the development and delivery of affordable, high-quality, fully-online baccalaureate, and master's degree programs following National Council for State Authorization Reciprocity Agreements (NC-SARA) regulations.	Director of E-Learning, Provost, Dean of Undergraduate Studies & Dean of Graduate Studies	Fall 2020
○ Retain full-time online students by implementing best practice strategies such as academic coaches, success coaches, analytics, and early alert interventions.	Director of E-Learning, Provost, Deans of Undergraduate	Annually



	Studies & Graduate Studies	
<ul style="list-style-type: none"> <li>○ Provide effective student support services to support the delivery of multiple, innovative e-learning models.</li> </ul>	Director of E-Learning, Provost, Deans of Undergraduate Studies, Student Services, & Graduate Studies	Annually
<ul style="list-style-type: none"> <li>○ Ensure NTU is using need and demand data when considering programs for online delivery.</li> </ul>	Director of E-Learning, Provost, Dean of Undergraduate Studies & Dean of Graduate Studies	Annually
<ul style="list-style-type: none"> <li>○ Enhance e-learning capacity and course offerings.</li> </ul>	Director of E-Learning, Provost, Dean of Undergraduate Studies & Dean of Graduate Studies	Annually
<p>1.8. Track job placement rate. Develop and integrate career preparation opportunities to include co-op, internships, international education, civic engagement, and other activities that build the skills necessary to secure gainful employment.</p>	Career Services Coordinator	Annually
<p>1.9. Encourage and streamline the Dual Credit career pathways program.</p> <ul style="list-style-type: none"> <li>○ The Dual Credit program allows high school students to earn college credits.</li> </ul>	Director of Enrollment, Dual Credit Coordinator, Provost, Dean of Undergraduate Studies	Annually
1.10. Implement the Sponsored Program Policy.	Sponsored Program Manager, Provost, Dean of Undergraduate Studies & Dean of Graduate Studies	Fall 2020
<p>1.11. Improve student support such as</p> <ul style="list-style-type: none"> <li>○ transportation</li> <li>○ emergency funding</li> <li>○ advising</li> <li>○ counseling</li> <li>○ scheduling</li> <li>○ early alert</li> <li>○ tutoring</li> <li>○ paid internship</li> <li>○ childcare services</li> </ul>	Dean of Student Services, Provost, Dean of Undergraduate Studies	Annually

<ul style="list-style-type: none"> <li>○ housing</li> <li>○ safety</li> </ul>		
<ul style="list-style-type: none"> <li>○ Establish student mailboxes on campus for each student.</li> </ul>	Vice President of Operations	Spring 2021
1.12. Graduation rate: Improve the graduation rate of NTU students.	Provost, Dean of Undergraduate Studies & Dean of Graduate Studies	Annually
<ul style="list-style-type: none"> <li>○ Improve and expand tutoring services, plus better methods for determining freshman math placement and readiness and improve early alert systems to identify and support struggling students before they fail.</li> </ul>	Dean of Student Services and Staff	Annually
<ul style="list-style-type: none"> <li>○ Be more attentive to students' needs, by providing better services as needed.</li> </ul>	Dean of Student Services	Annually
<ul style="list-style-type: none"> <li>○ Implement a better degree planning program (set clear goals and offer personalized attention)</li> </ul>	Provost, Dean of Undergraduate Studies & Dean of Graduate Studies	Annually
<ul style="list-style-type: none"> <li>○ Identify at-risk students (analyze and understand student data to proactively act on student behavior and performance).</li> </ul>	Dean of Student Services	Annually
1.13. Retention Rate: Improve efforts to retain students from fall-to-fall, as well as, semester-to-semester.	Provost, Dean of Student Services, Dean of Undergraduate Studies & Dean of Graduate Studies	Annually
<ul style="list-style-type: none"> <li>○ Coordinate and implement academic advisement that uses intentional intervention milestones for students.</li> </ul>	Dean of Student Services Provost, Dean of Undergraduate Studies & Dean of Graduate Studies	Annually
<ul style="list-style-type: none"> <li>○ Provide increased support for programs that address student preparedness challenges.</li> </ul>	Faculty, Instructional, and Student Services and Staff	Annually
<ul style="list-style-type: none"> <li>○ Enhance student experiences university-wide by enhancing academic learning environments and increasing participation in living/learning communities, student organizations, and student-life programs.</li> </ul>	Dean of Student Services	Annually
<ul style="list-style-type: none"> <li>○ Create and upgrade existing facilities, including student-oriented recreation and intercollegiate athletics facilities.</li> </ul>	Vice President of Operations, Student Services	Annually
<ul style="list-style-type: none"> <li>○ Review policies, processes, and operations to enhance responsiveness to students' needs.</li> </ul>	Provost, Dean of Student Services Dean of Undergraduate	Annually

	Studies & Dean of Graduate Studies	
○ Develop a university-wide, inclusive strategic recruitment and enrollment process, ensuring partnership between Enrollment Management and Academic Departments.	Director of Enrollment	Annually
○ Create a strategic enrollment plan with specific, but not exclusive focus on enhancing our commitment to our region, increasing educational opportunities for under-represented student populations, and serving students with diverse academic needs.	Director of Enrollment	Spring 2020

**Priority 2: Financial Services (Lead: Director of Finance)**

<b>Priority 2: Financial Services – NTU will operate from a position of financial strength by becoming as efficient as possible in its spending and maximizing resources.</b>		
<b>Goals</b>	<b>Lead Person/Office</b>	<b>Timeline (Short-Term, Long-Term, or Annually)</b>
2.1. Annual Program Budget	Finance Director, Vice President of Operations, Provost, Dean of Undergraduate Studies & Dean of Graduate Studies	Annually
○ Include an evaluation of funding levels in the academic and administrative program reviews conducted on a rotating basis/timeline.	Finance Director, Vice President of Operations, Provost, Dean of Undergraduate Studies & Dean of Graduate Studies	Annually
○ Charge a higher tuition rate for registered nursing, baccalaureate, and master’s degree programs.	Finance Director, Vice President of Operations, Provost, Dean of Undergraduate Studies & Dean of Graduate Studies	Fall 2021
○ Ensure quality and efficiency in all university operations by implementing baseline budgeting focused on strategic initiatives and strengthening programs.	Finance Director, Vice President of Operations, Provost, Dean of Undergraduate	Annually

	Studies & Dean of Graduate Studies	
○ Conduct an annual departmental faculty/staff workload analysis to ensure responsible stewardship of resources.	Finance Director, Vice President of Operations, Provost, Dean of Undergraduate Studies & Dean of Graduate Studies	Annually
○ Hold monthly Budget Committee meetings to monitor the financial status of NTU.	Finance Director, Vice President of Operations, Provost, Dean of Undergraduate Studies & Dean of Graduate Studies	Annually
2.2. Staffing: Hire more staff for the Business Office	Director of Human Resources	Spring 2020
○ Hire based on credentials and merit.	Director of Human Resources	Annually
○ Review and amend, as necessary, the policies and procedures to reduce paperwork for procurement.	Finance Director	Spring 2020
2.3. Implement a Jenzabar budget module.	Finance Director	Fall 2020
○ Ensure departments have access to individual budget.	Finance Director	Spring 2020
○ Provide the training required for any individual involved with grants and budgets.	Finance Director	Spring 2021
○ Assign a dedicated individual monitoring expenditure in Jenzabar	Finance Director	Spring 2020
2.4. Implement an electronic Purchase Requisition (PR).	Finance Director & Purchasing Coordinator	Spring 2021
2.5. Fully implement the Izenda module.	Finance Director	Spring 2020
○ Address issues with Jenzabar before implementing Izenda	Finance Director	Spring 2021
2.6. Hire additional financial aid staff to improve disbursement of Pell Grants and scholarship funds no later than three weeks after the beginning of the semester.	Finance Director	Spring 2020
2.7. Develop a decentralization plan for financial services to support instructional sites and all departments.	Finance Director & Accounting Manager	Fall 2020

**Priority 3: Communication and Institutional Research (Lead: Communications Director & Director of Institutional Data & Reporting)**

<b>Priority 3: Communication and Institutional Research – NTU will develop a comprehensive branding, public relations, marketing campaign and data driven decision-making university.</b>		
<b>Goals</b>	<b>Lead Person/Office</b>	<b>Timeline (Short-Term, Long-Term, or Annually)</b>
3.1. Implement a dashboard on the NTU website for sharing of data. Provide increased cooperation with departments to create dashboards and scorecards.	Director of Institutional Data & Reporting	Fall 2020
○ Census data is audited, cleaned, and released in a timely manner.	Director of Institutional Data and Reporting	Annually
○ Implement reporting/documentation repository.	Director of Institutional Data & Reporting	Summer 2020
○ Develop policies and procedures to store and transfer institutional knowledge of our processes and definitions on Data and how NTU determines naming convention, including a glossary of terminology.	Director of Institutional Data & Reporting	Fall 2020
○ Organize and collect data every semester (Data Day, Spring Semester)	Director of Institutional Data & Reporting	Annually
3.2. Issue frequent press releases.	Communication Department	Annually
○ Issue weekly press release with faculty, staff and administration input.	Communications Director	Annually
○ Communicate audit report on annual basis.	Communications Director	Annually
3.3. Organize a data week once per semester.	Director of Instructional Data and Reporting	Annually
3.4. Monthly Newsletter	Communications Director	Annually
3.5. Data-Driven Communication: Actively promote awareness of Institutional Research and NTU's technical expertise through direct communications.	Communications Director & Director of Institutional Data & Reporting	Annually
○ Arrange technical workshops, training sessions, and open office hours.	Communications Director & Director of Institutional Data & Reporting	Annually

○	Improve the functionality and user-friendliness of the IR website.	Webmaster	Spring 2021
○	Increase the integration of data sources.	Director of Institutional Data & Research	Annually

**Priority 4: Infrastructure (Lead: Vice President of Operations)**

<b>Priority 4: Infrastructure - NTU will revitalize the main campus and its instructional sites by investing in infrastructure through improving technology, establishing creative spaces and enhancing curb appeal.</b>		
<b>Goals</b>	<b>Lead Person/Office</b>	<b>Timeline (Short-Term, Long-Term, or Annually)</b>
4.1. Improve landscaping on campus.	Vice President of Operations	Spring 2021
4.2. Improve ADA accessibility compliance at all sites such as compliant sidewalks, automatic doors, elevators, and space to maneuver wheelchairs.	Vice President of Operations	Fall 2020
4.3. Improve cleanliness on campus and site locations (remove old vehicles, buildings, etc.)	Vice President of Operations	Annually
4.4. Provide healthier snack shop locations and vending machines.	Vice President of Operations	Spring 2021
4.5. Construct an academic building in Crownpoint.	Vice President of Operations	Spring 2021
4.6. Construct student housing in Crownpoint.	Vice President of Operations	Spring 2023
4.7. Build more faculty housing in Chinle and Crownpoint.	Vice President of Operations	Fall 2025
4.8. Install more streetlights and cameras on campus.	Vice President of Operations	Spring 2021
4.9. Provide adequate signage on campus and highways.	Vice President of Operations	Spring 2021
4.10. Build food courts.	Vice President of Operations	Spring 2021
4.11. Construct a student veterans' office in Crownpoint.	Vice President of Operations	Spring 2021
4.12. Construct research and environmental laboratories.	Vice President of Operations	Spring 2021
4.13. Conduct a facility assessment, including preventive maintenance of buildings, roads, parking lots, streetlights, etc. Develop a preventive and deferred maintenance plan, with priorities.	Vice President of Operations	Annually

4.14. Promote economic development in the Navajo Nation.	Vice President of Operations	Annually
4.15. Provide outdoor recreation areas/parks for faculty and students.	Vice President of Operations	Annually
4.16. Update Crownpoint Facility Master Plan.	Vice President of Operations & Director of Support Services	Spring 2021

**Priority 5: Development of Instructional Sites (Lead: Site Coordinators & Directors of Instructional Sites)**

<b>Priority 5: Development of Instructional Sites: NTU will increase efforts to develop its instructional sites.</b>		
<b>Goals</b>	<b>Lead Person/Office</b>	<b>Timeline (Short-Term, Long-Term, or Annually)</b>
5.1. Chinle Site: Complete a two-story academic building.	Director of Chinle Site, Vice President of Operations &, Dean of Applied Technology	Summer 2020
<ul style="list-style-type: none"> <li>○ Make Chinle a branch campus.</li> </ul>	Director of Chinle Site, Provost, Dean of Undergraduate Studies & Dean of Graduate Studies	Fall 2021
<ul style="list-style-type: none"> <li>○ Hire a finance director, human resources director, dean of academics, and dean of student services.</li> </ul>	Human Resources Director	Spring 2022
5.2. Bond Wilson: Integrate new technology at Bond Wilson instructional site.	Vice President of Operations	Spring 2021
<ul style="list-style-type: none"> <li>○ Offer more certificates associate degree courses via interactive television (ITV) and online.</li> </ul>	Coordinator of Bond Wilson Site	Annually
5.3. Zuni: offers certificate and associate degree programs in construction technology, counseling, culinary arts, IT, pre-nursing, welding, and CEU courses.	Executive Director of Zuni Site & Dean of Applied Technology	Annually

5.4. Teec Nos Pos: offer courses in accounting, administrative office specialist, construction technology electrical trades, early childhood, general studies, pre-nursing, and welding programs.	Coordinator of Teec Nos Pos Sites	Annually
○ Improve high-speed internet access at Teec site	Vice President of Operations	Spring 2021
○ Acquire a parcel of land for Teec Nos Pos site.	Coordinator of Teec Nos Pos Site, Cabinet Members	Fall 2024
5.5. Fort Defiance: Secure a 60-acre business site lease and develop Fort Defiance instructional site.	Vice President of Operations, Provost, Dean of Undergraduate Studies & Dean of Graduate Studies	Spring 2021
○ Start construction.	Vice President of Operations	Fall 2025
○ Hire a site coordinator.	Human Resources Director	Fall 2023
○ Start course offerings.	Site Coordinator	Fall 2025

**Priority 6: Sustainability (Lead: Vice President of Operations & Director Human Resources)**

<b>Priority 6: Sustainability: NTU will promote a culture of sustainability and provide funding to support NTU strategic initiatives and planning.</b>		
<b>Goals</b>	<b>Lead Person/Office</b>	<b>Timeline (Short-Term, Long-Term, or Annually)</b>
6.1. Fundraising ○ Create a foundation board to raise money to meet the needs of NTU.	President, Vice President of Operations & Institutional Development Director	Spring 2021
6.2. Endowment ○ Increase endowment funds and use fundraising for specific needs of NTU and improve operating processes,	President, Vice President of Operations & Institutional Development Director	Annually
6.3. Retention plan for employees (faculty & staff). ○ Establish a supportive and welcoming climate through onboarding activities.	Director of Human Resources	Annually



○ Review employment benefit packages, including PTO hours.		
○ Communicate department policies and expectations clearly and timely.	Director of Human Resources	Annually
○ Create opportunities for faculty/staff to participate in department and faculty/staff governance and serve on committees to help promote community.	Provost	Annually
○ Establish and promote mentoring for faculty and staff.	Provost, Dean of Undergraduate Studies, & Dean of Graduate Studies	Annually
○ Connect faculty and staff to campus resources both within and outside their departments.	Provost, Dean of Undergraduate Studies, & Dean of Graduate Studies	Annually
○ Facilitate networking opportunities for faculty and staff.	Provost, Dean of Undergraduate Studies, & Dean of Graduate Studies	Annually
○ Consider leave and other policies on an individual basis to meet faculty and staff needs.	Provost, Vice President of Operations, Dean of Undergraduate Studies, & Dean of Graduate Studies	Annually
○ Support faculty and staff professional development.	Provost, Dean of Undergraduate Studies, & Dean of Graduate Studies	Annually
○ Celebrate and recognize diverse contributions and outstanding performance.	Provost, Dean of Undergraduate Studies, & Dean of Graduate Studies	
○ Meet with faculty and staff regularly to provide and receive feedback.	Provost, Dean of Undergraduate Studies, & Dean of Graduate Studies	Annually
○ Conduct surveys to measure job satisfaction.	Director of Institutional Data and Reporting	Annually
○ Monitor course and service commitments to ensure faculty and staff have feasible workloads	Provost, Dean of Undergraduate Studies, & Dean of Graduate Studies	Annually
○ Provide incentives to employees.	Human Resources	Annually

○ Improve the recruitment and hiring process	Director of Human Resources	Annually
○ Conduct annual salary studies, so NTU can offer competitive salaries.	Director of Human Resources	Annually
6.4. Implement a succession plan.	Supervisors	Annually
6.5. Implement energy efficiency measures.	Vice President of Operations and Maintenance Supervisor	Annually