Adopted by the Navajo Technical University Board of Regents

January 28, 2017

Academic Master Plan (AMP) from 2017 to 2020

1. Introduction

The objective of Navajo Technical University (NTU)'s academic master plan (AMP) is to improve quality of life through education and to align academic programs with NTU's mission, budget, values, and strategic plan to increase effectiveness. NTU's academic master plan will integrate the existing processes with best practices to improve completion, graduation, persistence, and retention rates of students. The AMP should occur at program level, departmental level, academic support, administrative support services as well as at the Institutional-University level. The academic master plan should be reviewed annually.

Mission of NTU's AMP: The mission of NTU's AMP is to improve quality of life through education, by emphasizing experiential learning.

Mission Statement: Navajo Technical University's mission is to provide college and career readiness programs, certificates, associate, baccalaureate, and graduate degrees. Students, faculty, and staff will provide value to the Diné community through research, community engagement, service learning, and activities designed to foster cultural and environmental preservation and sustainable economic development. The University is committed to a high quality, student-oriented, hands-on-learning environment based on the Diné cultural principles: Nitsáhákees, Nahátá, Íína, Siihasin.

Vision Statement: The vision of Navajo Technical University is to strengthen the cultural lives of students as leaders and active participants in global education, research, technology, and economic structures.

Philosophy Statement: Based on Nitsáhákees, Nahátá, Íína, and Siihasin, Navajo Technical University knows that every student has the innate ability and intelligence to learn and acquire the knowledge and skills that enhance their social, economic, and cultural values.

2. Academic Departments

NTU has eight Schools or Academic Departments
1. School of Applied Technology
2. School of Arts and Humanities
3. School of Business and Education
4. School of Diné and Law Studies
5. School of Engineering, Mathematics, and Technology
6. School of Nursing
7. School of Science
8. School of Graduate Studies & Research

3. Academic Master Plan Goals

To improve students' completion, graduation, persistence, and retention of students at NTU, following goals listed below have been identified and will be aligned with the University's budget and strategic plan.

Goal #1: Improve Completion, Graduation, Persistence, and Retention Rates

	Action Steps	Responsible Parties	Time Frame
a.	Expand and encourage more use of library resources (books, digital library books, journals, and database collections).	Faculty, Staff and Students	Ongoing
b.	Monitor and increase NTU's enrollment.	Academic Units and Enrollment Management Committee	Ongoing
c.	Offer two sessions of summer courses as well as fall intersession to improve completion, graduation, persistence, and retention rates.	Administration, Faculty and Staff	Summer
d.	Offer remedial English (Reading and Writing Skills: ENG-098), Mathematics (Technical Mathematics I: MTH-098), and Science (Integrated Science: IS-090) with tuition and fee waivers only in the summer semester.	Administration, Faculty, Staff and Students	Ongoing
e.	Hire academic advisors and counselors for each academic unit to improve completion, graduation, persistence, and retention rates.	Administration, Faculty, Staff and Students	2017
f.	Continue to provide transportation for students in Crownpoint campus, Chinle and Teec Nos sites to improve attendance, completion, graduation, persistence, and retention rates.	Administration and Fleet Department	Ongoing
g.	Monitor students' attendance records on Jenzabar Internet Campus Solution (JICS).	Faculty and Staff	Ongoing
h.	Survey students on absences, which will help to address absenteeism.	Data Assessment Office	Ongoing
i.	Provide early Alert services to students.	Faculty and Staff	Ongoing

Goal #2: Improve Budget Process at NTU

	Action Steps	Responsible Parties	Time Frame
a.	Implement annual program budget.	Business Office, Faculty and Staff	Ongoing
b.	Align NTU's AMP with strategic plan, budget, and assessment.	Business Office, Administration, Faculty and Staff	Ongoing

Goal #3: Launch New Degree Programs

	Action Steps	Responsible Parties	Time Frame
a.	Address the educational needs of Navajo people.	Academic Units and Administration	Ongoing
b.	Establish NTU's Energy Institute.	Academic Units, Administration, and Navajo Transitional Energy (NTEC)	2017
c.	Open a School of Applied Technology in Shiprock.	Administration, Academic Units, Teec Nos Pos Faculty and Staff	2018
d.	Build Electrical Trades lab in Teec Nos Pos.	Administration, Academic Units, Teec Nos Pos Faculty and Staff	2018
e.	Create a School of Education.	Administration and Faculty	2018
f.	Create a School of Business, Culinary Arts, and Hospitality.	Administration and Faculty	2018
g.	Create a School of Agricultural Science.	Academic Units and Veterinary Tech Faculty	2018
h.	Create an associate dean position for the School of Applied Technology.	Administration and Faculty	2018

Goal #4: Increase Experiential Learning

	Action Steps	Responsible Parties	Time Frame
a.	Promote experiential learning and community outreach in all academic units.	Faculty and Students	Ongoing
b.	Encourage NTU undergraduate and graduate research. A faculty member who writes proposals and conducts research will get a course release by teaching about twelve (12) credit hours per semester, depending on the amount of work involved in the grant.	Faculty, Staff and Students	Ongoing
c.	Promote academic competitions such as AIHEC SkillsUSA competitions as well as extracurricular activities.	Faculty, Staff and Students	Ongoing

	Action Steps	Responsible Parties	Time Frame
d.	Organize an NTU research day competition every spring semester.	Faculty, Staff and Students	Ongoing
e.	Compile a list of capstones, laboratory experiments, projects that are performed by students every semester.	Faculty, Staff and Students	Ongoing
g.	Provide seed money to encourage faculty and students to work on research projects.	Administration and Faculty	Ongoing
h.	Partner with local organizations and other institutions to develop projects.	Faculty, Staff and Students	Ongoing

Goal #5: Improve Assessment Process

	Action Steps	Responsible Parties	Time Frame
a.	Monitor course assessment, program assessment, institutional assessment, and course evaluations to improve students' learning.	Academic Units and Faculty	Ongoing
b.	Assessment of Admissions, Counseling, Financial Aid, Information Technology, Library, and STEAM Lab. These departments will submit improvement or quality initiatives to the Assessment Office by April 30th for every academic year.	Admissions, Counseling, Financial Aid, I.T., Library, and STEAM Lab.	Ongoing

Goal #6: Develop and Improve Infrastructure

	Action Steps	Responsible Parties	Time Frame
a.	Build Biology, Chemistry, Physics laboratories, and trades (Welding) buildings on both Crownpoint campus and Chinle site. A two-story academic classroom will be built in Crownpoint.	Administration, Science Faculty, and Chinle Site Staff	2018
b.	Build new dormitories at the Crownpoint campus in partnership with the Navajo Housing Authority.	Administration, Faculty and Staff	2018
c.	Build a new campus in Chinle, Arizona so that Chinle can become a campus of NTU.	Administration, Faculty and Staff	2018
d.	Standardize chairs, tables, and I.T. equipment in all NTU classrooms.	Provost, Academic Dean, Faculty, and I.T. Staff	2018

	Action Steps	Responsible Parties	Time Frame
e.	Construct a one-stop shop to house Financial Aid, Registrar, Admission, Advisors and Counselors. The one-stop shop will offer convenience to students by having multiple needs met in one location, instead of having the students to go all over the campus to obtain services.	Administration, Faculty and Staff	2017
f.	Solidify and expand high speed Internet at main campus, Chinle site and Teec Nos Pos site.	I.T. Staff and Administration	2018
g.	Build new faculty housing units.	Administration, Faculty and Staff	2020
h.	Appoint Facilities Committee to improve the buildings.	Maintenance Department, Faculty and Staff	2016
i.	Improve faculty offices.	Administration and Faculty	2018
j.	Construct a good drainage system on Crownpoint campus.	Administration, Faculty and Staff	2020
k.	Improve signage on campus.	Administration, Faculty and Staff	2017
l.	Improve landscaping on campus.	Administration, Faculty and Staff	2017
m.	Build a child care facility at Chinle site to improve attendance, completion, graduation, persistence, and retention rates.	Administration, Academic Unit, and Chinle Site Staff	2020

Goal #7: Improve Diné Studies

	Action Steps	Responsible Parties	Time Frame
a.	Preserve Diné language and culture by incorporating Diné Philosophy of Education (DPE) in all academic programs and support services.	Faculty, Staff and Students	Ongoing
b.	Support DPE Committee.	Administration	Ongoing

Goal #8: Maintain Regional and National Accreditation

	Action Steps	Responsible Parties	Time Frame
a.	Maintain accreditation with the Higher Learning Commission (HLC).	Administration, Faculty, and Staff	Ongoing

b.	Seek accreditation from American Veterinary Medical Association (AVMA) for Veterinary Technology.	Academic Unit and Vet Faculty and Staff	2017
c.	Seek accreditation from National Automotive Technicians Education Foundation (NATEF) for Automotive Technology.	Academic Unit and Automotive Tech Faculty	2017
d.	Seek accreditation from Accreditation Board for Engineering and Technology (ABET) for Electrical and Industrial Engineering.	Academic Unit, Engineering Faculty and Staff	2018
d.	Submit a branch campus application to HLC to make Chinle site a branch campus.	Administration, Academic Unit, and Chinle Site Staff	2019
e.	Submit a substantive change request application to HLC to offer four programs in Early Childhood and I.T. at Chinle site.	Administration, Academic Unit, and Chinle Site	2020

Goal #9: Establish Fundraising

	Action Steps	Responsible Parties	Time Frame
a.	Hire a Director of Institutional Development to help with fundraising.	Administration	2017
b.	Establish an endowment fund for NTU.	Administration	Ongoing
c.	Encourage Board of Regents to fundraise for construction, infrastructure, etc.	Board of Regents	Ongoing
d.	Fundraise for seed money for faculty and students to conduct research.	Board of Regents and Administration	Ongoing

Goal #10: Maintain Transfer Articulation Agreement

Goals	Action Steps	Responsible Parties	Time Frame
a.	Maintain articulation agreements with other institutions of higher education.	Administration and Academic Units	Ongoing
b.	Maintain dual credit agreements with high schools in the region.	Administration and Academic Units	Ongoing

Goal #11: Improve Communication and Respect

	Action Steps	Responsible Parties	Time Frame
a.	Improve communication across the campus and within the region.	Faculty, Staff, and Students	Ongoing
b.	Issue press releases when necessary to faculty, staff and students.	Administration	Ongoing
c.	Establish and promote a culture of dignity, fairness, support and respect for students, faculty and staff.	Faculty, Staff, and Students	Ongoing

4. Development of New Programs
Underlying Rationale for Development of NTU's Curriculum:
Navajo Technical University was founded by the Navajo Nation to address tribal needs through an institution of higher learning. NTU has met with tribal divisions and departments and consulted on a regular basis with communities, students, and other stakeholders where its campuses are currently located. Program development is guided by tribal goals identified during different listening sessions.

There are several programs at NTU that will support development of these new degree programs to leverage both capital and human resources to improve the Navajo Nation. There are some current faculty who will teach in the new programs, so not many new faculty will be hired. Land grant funding will support the Animal Science degree program, and NTEC will support associate degree programs in Geology and Energy Management. Any new programs that are listed in this current academic master plan, which are not developed by 2020 will be included in the next academic master plan, which will be from 2021-2025.

New programs that will be developed include:

   I.   School of Applied Technology
   1. A Certificate Course in Plumbing to be launched in spring 2019.
   2. A Bachelor of Arts degree in Culinary Arts and Hospitality Management to be launched in fall 2017.
   3. An Associate of Applied Science degree in Welding to be launched in fall 2020.

   II.   School of Arts and Humanities
   1. An Associate of Arts degree in Communication to be launched in fall 2018.
   2. An Associate of Arts degree in Counseling with emphasis in Suicide and Crisis Management and Substance Use Disorders to be launched in the fall 2017.

   III.   School of Business and Education
   1. A Bachelor of Arts degree in Business Administration to be launched in fall 2017.

2. A Bachelor of Science degree in secondary Mathematics Education to be launched in fall 2018.
3. A Bachelor of Science degree in secondary Science Education to be launched in fall 2019.
4. A Bachelor of Science degree in Accounting to be launched in 2020.

IV. School of Diné and Law Studies
1. A Certificate Course in Navajo Transcription to be launched in spring 2018.
3. A Certificate Course in Police Science to be launched in spring 2018.
4. An Associate of Arts degree in Police Science to be launched in spring 2018.
5. A Bachelor of Arts degree in Law Advocacy to be launched in fall 2017.
6. An Associate of Applied Arts degree in Navajo Crafts to be launched in fall 2019.

V. School of Engineering, Mathematics, and Technology
1. An Associate degree in Energy Management to be launched in spring 2018.
2. An Associate of Applied Science degree in Engineering Technology to be launched in fall 2017.
3. A Bachelor of Science degree in Chemical Engineering to be launched in fall 2020.
4. A Bachelor of Science degree in Computer Science to be launched in fall 2020.
5. A Bachelor of Science degree in Mechanical Engineering to be launched in fall 2020.

VI. School of Nursing
1. An Associate of Science degree in Nursing (ADN) to be reopened in fall 2018.

VII. School of Science
1. An Associate of Science degree in Geology to be launched in spring 2018.
2. A Bachelor of Science degree in Biology to be launched in spring 2017.
3. A Bachelor of Science degree in Animal Science to be launched in fall 2018
4. A Bachelor of Science degree in Equine Science to be launched in fall 2019.
5. A Bachelor of Science degree in Veterinary Science to be launched I fall 2020.
6. A Bachelor of Science degree in Chemistry to be launched in fall 2020.
7. A Bachelor of Science degree in Physics to be launched in fall 2020.

VIII. School of Graduate Studies & Research
1. A Master Science degree in Early Childhood to be launched in fall 2018.
2. A Master of Science degree in Information Technology (I.T.) to be launched in fall 2018.
3. A Master of Business Administration (MBA) to be launched in the fall 2020.
4. A Ph.D. in Diné Culture, Language, and Leadership to be launched in fall 2018.

5. Number of Students required per Cohort
1. For a certificate course, at least twenty-five (25) students are required in a cohort.
2. For an associate's degree program, at least twenty (20) students are needed per cohort, i.e., a minimum of fifty (50) students for a two-year associate degree program.

3. For a baccalaureate degree program, at least fifteen (15) students are required per cohort, i.e., a minimum of sixty (60) students in a baccalaureate degree program.
4. For a master's degree program, at least ten students (10) are required per cohort, i.e., a minimum of twenty (20) students for a two-year master's degree program.

6. Program Review

Each program at NTU should be reviewed once every three years by an external consultant to determine if a program is viable, or if any changes need to be made in the curriculum. Programs with low enrollment numbers will be given two years to revive the programs and if not, the programs may be closed. As a part of the Higher Learning Commission (HLC) requirements for accreditation, every institution must maintain a practice of regular program review.

7. Closure of Programs

A program with less than ten students consistently for three years may be closed. Closure of an academic program must be approved by the Dean of Undergraduate Studies, Provost, and President. The faculty in the closed program must provide a teach-out plan for the current students. The teach-out plan must be submitted to the Provost, Dean of Graduate Studies, Dean of Undergraduate Studies, and the Registrar. Then a resolution for a closure will be submitted to the President and NTU Board of Regents for approval. The Higher Learning Commission (HLC) and the specialized accrediting agency will be notified with a Board resolution and a teach-out plan for the current students. The teach-out plan can vary from one to four semesters, and this depends on the type of program and degree level. For a phased-out program, faculty re-assignment needs to be assessed and dealt with, either re-assign them or end their contract.

8. Enrollment Management, Completion, Graduation and Retention Plan
a) Marketing Goal: Develop and implement a comprehensive marketing plan from 2017 through 2020.
  - ➢ Develop a campaign for a brand name for NTU.
  - ➢ Determine the most effective means for marketing NTU.
  - ➢ Install highway billboards at strategic locations in Arizona and New Mexico State.
  - ➢ Use NTU Radio Station to announce different degree programs.
  - ➢ Interview faculty and alumni on the NTU Radio Station (KCZY 107.3 FM) to promote academic programs.
  - ➢ Submit public service announcement (PSA) or taped announcement on CDs at surrounding radio stations, i.e., KGAK, KTNN, NYAT, KNDN, KYVA and others.
  - ➢ Advertise NTU's academic programs in the Farmington Daily Times, the Gallup Independent, and the Navajo Times.
  - ➢ NTU will advertise quarterly in the Tribal College Journal to promote NTU projects and academic programs.
  - ➢ Send flyers or large post cards to all the chapter houses and high schools within the Navajo Nation.
  - ➢ Advertise NTU's academic programs at movie theaters in Gallup and Farmington.
  - ➢ NTU will regularly issue press releases to promote its academic programs.

➢ NTU will promote its academic programs during American Indian Higher Education Consortium (AIHEC) conferences, events and exhibitions, including National Indian Education Association (NIEA).

➢ NTU will participate in national and international conferences and academic competitions, including presentation of research papers by professors, to promote NTU's academic programs.

➢ Use NTU website for advertisement, announcement, marketing, and publications. The website needs to be more creative and innovative, with major changes two times a year.

b) Recruitment and Enrollment Goal: Establish a sturdy and affective retention plan that will increase number of new students by five (5) percent every two years.

➢ Monitor weekly enrollment for all NTU's campus and instructional sites.

➢ Complete demographic surveys of the area which NTU serves.

➢ Increase enrollment of high school graduates.

➢ Increase enrollment of current GED graduates by five percent (5%) every two years. The GED program needs to be stabilized financially and programmatic for a stable continuity.

➢ Develop transfer articulation with other institutions in Arizona and New Mexico State.

➢ Create and increase the number of activities that will increase enrollment.

➢ NTU's Recruiters visit high schools in Arizona and New Mexico State on a regular basis to promote and recruit potential students for NTU's academic programs. An effective recruitment must be done.

➢ Promote NTU's programs during annual fairs on the Navajo Reservation for all five Navajo Agencies as well as during the annual Inter-Tribal Ceremonial in Gallup, New Mexico.

➢ Participate in Gathering of Nations, which is held in Albuquerque, New Mexico every year to promote NTU academic programs and recruit prospective students.

➢ Develop flyers, brochures, pamphlets as recruitment tools for all academic programs.

➢ Invite high school students from Arizona and New Mexico State to NTU campus and instructional sites for the Annual Open House every fall semester.

➢ Organize Skills Fest every spring semester and invite high school students from Arizona and New Mexico State to NTU campus to compete in the event.

c) Enrollment Management Plan (EMP): This deals with recruitment, marketing, enrollment, retention, persistence, completion, and graduation of students.

➢ Increase new student enrollment by five percent (5%) every two years.

➢ Increase fall-to-fall retention by five percent (5%) every two years.

➢ Increase fall-to-spring retention (persistence rate) by five percent (5%) every two years.

➢ Increase graduation rate by five percent per (5%) every two years.

➢ Increase completion rate by five percent (5%) every two years.

d) Completion, Graduation and Retention: To establish and maintain a retention plan from 2017 to 2020.

➢ Promote an academic support system and student-first for our students.

➢ Provide an effective first-year learning experience (FYE).

➢ Provide an effective integrated and coordinated advisement for all students by hiring academic advisors for each academic department.

- Improve engagement of all students.
- Create an improved communication of events/activities between the institution and the students.
- Provide a comprehensive service for students at risk (i.e., special needs students).
- Increase access to support services (i.e., tutoring, library, students' assistance, transportation, housing, cafeteria, career fairs, career counseling, advisement, etc.) offered at NTU's campus and all instructional sites.
- Organize a four-week summer bridge program for freshmen students.
- Offer remedial English (Reading and Writing Skills: ENG-098), Mathematics (Technical Mathematics I: MTH-098), and Science (Integrated Science: IS-090) with tuition and fee waivers.
- Provide Early Alert services to students.
- Provide signage on all NTU campus and instructional sites.
- Treat students with dignity and respect.
- Provide a one-stop-shop to students.
- Provide a high-quality education in alignment with Navajo culture and Diné philosophy of education (DPE).

e) Dual Credit Program
   NTU will maintain dual credit agreements with high schools in Arizona and New Mexico State to serve as a feeder program to all NTU academic programs.

f) Adult Basic Education/General Educational Diploma (ABE/GED)
   NTU will continue to support ABE/GED program through general funds because ABE/GED program will be a recruiting strategy for all NTU academic programs.

g) Student Financial Management Goal: Establish and maintain a student financial management plan from 2017 to 2020.
- Increase the financial literacy of students by organizing training and workshops for students every semester.
- Students will be assisted with setting financial goals.
- Determine and establish a reasonable and logical distribution of funds.
- Increase the number of students completing Free Application for Federal Student Aid (FAFSA) before classes start.
- Increase the number of scholarships which are awarded to students.

9. **Professional Development Plan (PDP)**
   The goal is to implement and maintain a professional development plan for staff and faculty on effective practices on retention, persistence, completion, and graduation from 2017 to 2020.
- Provide resources for academic counselors within each school, faculty and staff to attend first year learning experience (FYE) conferences through NTU Professional Development (PDP) program.
- Provide resources for academic counselors within each school, faculty and staff to attend advising assessment, completion, persistence, recruitment, and retention conferences.

10. Data Collection and Report
The goal is to **e**stablish and main an effective data collection and reporting system from 2017 through 2020.
  - ➢ Develop tools to effectively track NTU data collection.
  - ➢ Maintain a central repository system for data at NTU Institutional Data Office.
  - ➢ NTU's Data Office completes an annual report that is shared with the entire University community.
  - ➢ Develop policies, practices and procedures to properly manage data.

11. Dissertation and Thesis Committees
Thesis committees for master's programs will consist of three (3) members while dissertation committees for doctorate degree programs will consist of five (5) members. All members on the thesis or dissertation committees must have a Ph.D. or an Ed. D. The Dissertation Committee must have one external faculty member from another department or another university to ensure fairness and quality of the program. Graduate students must defend and present their research work before they can graduate.

12. Glossary
Completion Rate: is a percentage of students who graduated from a given program during an academic year out of the total number of full-time equivalent (FTE) students, who enrolled in the program during the same academic year.

Graduation Rate: graduation rate of full-time, first-time, degree/certificate-seeking undergraduates within 150% of normal time to program completion by cohort.

Persistence Rate: a measure of how many students return from the fall semester to the spring semester. This includes first years, sophomores, juniors, and seniors.

Retention Rate: a measure of how many freshmen continue their studies into their sophomore year.

13. References
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