

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

Approving the Revision of Navajo Technical University's Academic Master Plan from 2020-2025, 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. 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, vision, values, budget, and strategic plan to increase effectiveness; and
5. The NTU's AMP guides how new programs that will be developed between 2020 and 2025, and resources will be allocated based on the strategic priorities; and
6. NTU's academic master plan will integrate the existing processes with best practices to improve completion, graduation, persistence, and retention rates of students, 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 Academic Master Plan, 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 certify that the foregoing resolution was discussed and considered by the Board of Regents of 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 **5** in favor, **0** opposed, and **0** abstained, this 8th day of May 2020.

(571)

Tom Platero, Chairperson
NTU Board of Regents



Adopted by the Navajo Technical University Board of Regents

May 8, 2020

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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, Vision, and Philosophy

Mission: Navajo Technical University honors Diné culture, 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 Siíhasin (reflection), students acquire quality education in diverse fields, while preserving cultural values and gaining economic opportunities.

2. Academic Departments

NTU has seven Schools or Academic Departments

1. School of Applied Technology
2. School of Arts and Humanities
3. School of Business
4. School of Diné Studies
5. School of Engineering, Mathematics, and Technology
6. School of Science
7. School of Graduate Studies

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 are 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). Librarian collaborates with Faculty and Staff.	Librarian	Annually
b.	Monitor and increase NTU's enrollment.	Enrollment Management Director	Annually

c.	Offer one six-week session of summer courses as well as fall intersession to improve completion, graduation, persistence, and retention rates.	Dean of Undergraduate Studies	Summer
d.	Offer forty-hour intersession for 3 credit hour courses to improve completion, graduation, persistence, and retention rates.	Dean of Undergraduate Studies	Fall, Spring, and Summer
e.	Offer developmental 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.	Dean of Undergraduate Studies	Annually
f.	Academic advisors collaborate with faculty advisors for each academic unit to improve completion, graduation, persistence, and retention rates.	Dean of Undergraduate Studies & Dean of Student Services	Annually
g.	Continue to provide transportation for students in Crownpoint campus, Chinle and Teec Nos sites to improve attendance, completion, graduation, persistence, and retention rates.	Vice President of Operations	Annually
h.	Monitor students' attendance records in Jenzabar Internet Campus Solution (JICS), which will help to address absenteeism.	Dean of Undergraduate Studies & Dean of Applied Technology	Annually
i.	Provide early Alert services to students.	Dean of Student Services	Annually

Goal #2: Inform Budget Process of Academic budgetary needs

	Action Steps	Responsible Parties	Time Frame
a.	Create and align academic budgets with NTU Academic Master Plan and Strategic Plan.	Finance Director, Vice President of Operations, Provost, Dean of Undergraduate Studies, Dean of Graduate Studies, & Dean of Student Services	Annually

Goal #3: Launch New Degree Programs

	Action Steps	Responsible Parties	Time Frame
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a.	Address the educational needs of Navajo people.	Provost, Dean of Undergraduate Studies & Dean of Graduate Studies	Annually
b.	Establish NTU's Energy Institute.	Provost, Dean of Undergraduate Studies & Dean of Graduate Studies	2022
c.	Open a School of Applied Technology in Bond Wilson/Kirtland.	Provost, Undergraduate Studies & Dean of Applied Technology	2022
d.	Build Electrical Trades lab in Teec Nos Pos.	Coordinator of Teec Nos Pos, Undergraduate Studies, Dean of Applied Technology	2021
e.	Create a School of Education. Hire a new Professor in Education with an EED degree.	Provost & Dean of Undergraduate Studies	2022
f.	Create a School of Culinary Arts, and Hospitality.	Dean of Applied Trades, Provost & Dean of Undergraduate Studies	2024
g.	Create a School of Agricultural Science.	Provost, Dean of Undergraduate Studies & Director of Veterinary Clinic.	2024

Goal #4: Increase Experiential Learning

	Action Steps	Responsible Parties	Time Frame
a.	Promote experiential learning and community outreach in all academic units.	Provost, Dean of Undergraduate Studies, Dean of Applied Trades & Dean of Graduate Studies	Annually
b.	Encourage NTU undergraduate and graduate research.	Provost, Dean of Undergraduate Studies, Dean of Applied Trades & Dean of Graduate Studies	Annually
c.	Promote academic competitions such as AIHEC, American Society of Precision	Provost, Dean of Undergraduate Studies,	Annually

	Engineers (ASPE), Society of Automobile Engineers (SAE), and SkillsUSA competitions as well as extracurricular activities.	Dean of Applied Trades & Dean of Graduate Studies	
d.	Organize an NTU research day competition every spring semester.	Dean of Undergraduate Studies	Annually
e.	Compile a list of capstones, laboratory experiments, projects that are performed by students every semester.	Dean of Undergraduate Studies	Annually
g.	Provide seed money to encourage faculty and students to work on research projects.	President	Annually
h.	Partner with local organizations and other institutions to develop projects.	Provost, Dean of Undergraduate Studies, Dean of Applied Trades & Dean of Graduate Studies	Annually

Goal #5: Improve Assessment Process

	Action Steps	Responsible Parties	Time Frame
a.	Monitor course assessment, program assessment, institutional assessment, co-curricular, GenEd and course evaluations to improve students' learning.	Provost, Dean of Undergraduate Studies, Dean of Applied Trades & Dean of Graduate Studies	Annually
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 30 th for every academic year. Use improvement plan to make changes.	Provost, Dean of Undergraduate Studies, Dean of Applied Trades & Dean of Graduate Studies	Annually

Goal #6: Improve Faculty Development and Coordination of Educational Services

	Action Steps	Responsible Parties	Time Frame
a.	Establish a "New Faculty Academy" to orientate new employees learn the systems and structures at NTU for delivering instruction, processing paperwork for purchasing, transportation, mentor assignment, creating the syllabus,	Provost, Dean of Undergraduate Studies, Dean of Applied Trades & Dean of Graduate Studies	2020

	how to effectively advise students, course objectives, connections to HLC, etc.		
b.	Develop a “Policies & Procedures” manual and video tutorials for use in onboarding; To be reviewed and updated on an annual basis. Videos will be prioritized for creation and upload to the webpage; Employee Handbook to be referenced	Provost, Dean of Undergraduate Studies, Dean of Applied Trades & Dean of Graduate Studies	2020
c.	Assist faculty with development of Professional Development Plan (PDP) including types of work (individual, department, cross-department), rules of evaluation, etc. Revive the PDP Committee to ensure the system is designed, created and monitored; 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.	Provost, Dean of Undergraduate Studies, Dean of Applied Trades & Dean of Graduate Studies	2020
d.	Establish protocol for class scheduling, including class start/end time, classroom availability, coordination of course offerings by semester, student access by grade level (freshmen, sophomore, junior, senior), utilize the approved degree checklists, align the courses using Jenzabar Advising Tree module.	Provost, Dean of Undergraduate Studies, Dean of Applied Trades & Dean of Graduate Studies	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.	Provost, Dean of Undergraduate Studies, Dean of Applied	Annually

		Trades & Dean of Graduate Studies	
b.	Create DPE Committee.	Dean of Graduate Studies	Annually

Goal #8: Maintain Regional and National Accreditation

	Action Steps	Responsible Parties	Time Frame
a.	Maintain accreditation with the Higher Learning Commission (HLC).	Provost, Dean of Undergraduate Studies, Dean of Applied Trades & Dean of Graduate Studies	Annually
b.	Maintain accreditation from American Veterinary Medical Association (AVMA) for Veterinary Technology.	Provost & Dean of Undergraduate Studies,	Annually
c.	Seek accreditation from National Automotive Technicians Education Foundation (NATEF) for Automotive Technology.	Provost, Dean of Undergraduate Studies & Dean of Applied Trades	Spring 2020
d.	Maintain accreditation from Accreditation Board for Engineering and Technology (ABET) for Electrical and Industrial Engineering.	Dean of Undergraduate Studies	Annually
d.	Submit a branch campus application to HLC to make Chinle site a branch campus.	Provost, Dean of Undergraduate Studies & Director of Chinle Site	2022

Goal #9: Maintain Transfer Articulation Agreement

Goals	Action Steps	Responsible Parties	Time Frame
a.	Maintain articulation agreements with other institutions of higher education.	Provost, Dean of Undergraduate Studies & Dean of Applied Trades	Annually
b.	Maintain dual credit agreements with high schools in the region.	Enrollment Director & Dual Credit Coordinator	Annually

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 members will be hired. Land grant funding will support the Animal Science degree program, and NTEC will support associate degree programs in Geology. Any new programs that are listed in this current academic master plan, which are not developed by 2025 will be included in the next academic master plan, which will be from 2025-2030.

New programs that will be developed include:

I. School of Applied Technology

1. A Bachelor of Applied Science degree in Hotel and Restaurant Administration to be launched by fall 2020.
2. An Associate of Applied Science degree in Welding to be launched by fall 2022.

II. School of Arts and Humanities

1. An Associate of Arts degree in Communication to be launched by fall 2021.
2. Develop a Bachelor's of Science in Psychology by fall 2023.
3. An Associate of Arts degree in Criminal Justice to be launched by spring fall 2021.
4. A Bachelor of Arts degree in Law Advocacy to be launched by fall 2021.
5. An Associate of Applied Arts degree in Navajo Crafts to be launched by fall 2021.
6. An Associate of Arts degree in General Studies to be launched by fall 2022 - online degree.

III. School of Business

1. A Bachelor of Science degree in Accounting to be launched by fall 2021.
2. A Bachelor of Arts in degree in Business Administration to be launched by fall 2022 - online degree.

IV. School of Engineering, Mathematics, and Technology

1. A Bachelor of Science degree in Chemical Engineering to be launched by fall 2022.
2. A Bachelor of Science degree in Computer Science to be launched by fall 2022.
3. A Bachelor of Science degree in Mechanical Engineering to be launched by fall 2021.
4. A Bachelor of Science degree in secondary Mathematics Education to be launched by fall 2021.
5. An Associate of Science degree in Mathematics by fall 2023 - online degree.
6. A Certificate in Metal Additive Manufacturing (AM) Technician

7. A Certificate in Metrology/Inspection Technician
8. A Certificate in Machining Technician

V. School of Science

1. A certificate course in Dental Assistant to be launched by fall 2020.
2. An associate degree in Dental Hygiene to be launched by fall 2021.
3. An Associate of Science degree in Nursing (ADN) to be reopened by fall 2020.
4. An Associate of Science degree in Geology to be launched by fall 2021.
5. A Bachelor of Science degree in Equine Science to be launched by fall 2022.
6. A Bachelor of Science degree in Veterinary Science to be launched by fall 2024.
7. A Bachelor of Science degree in Chemistry to be launched by fall 2021.
8. A Bachelor of Science degree in Physics to be launched by fall 2021.
9. A Bachelor of Science degree in secondary Science Education to be launched by fall 2021.

VI. Create a College of Health Sciences

1. A Certificate in Medical Billing and Coding to be launched by fall 2021.
3. An Associate degree in Medical Administrative Assistant to be launched by fall 2021.
4. A Bachelor of Arts degree in Counseling and Psychology to be launched by fall 2022.
5. A Master of Science degree in Counseling and Psychology to be launched by fall 2025.
6. A Bachelor of Arts degree in Social Work to be launched by fall 2025.
7. A Bachelor of Science degree in Nursing by fall 2024.
8. A Master of Science degree in Nursing (MSN) to be launched by fall 2025.
9. A certificate in Emergency Medical Technician (EMT) to be launched by fall 2021.
10. An Associate of Applied Science degree in Dental Hygiene to be launched by fall 2022.
11. A Bachelor of Science degree in Public Health (BSPH) to be launched by fall 2025.

VIII. School of Graduate Studies & Research

1. A Master of Science degree in Management Information Systems (MIS) to be launched by fall 2020.
2. A Master of Business Administration (MBA) to be launched by fall 2021.
3. A Ph.D. in Diné Culture, Language, and Leadership to be launched by fall 2020.

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 degree program, at least twenty-five (25) 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 five years by an internal program review committee 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. Data Collection and Report

The goal is to establish and main an effective data collection and reporting system from 2020 through 2025.

- 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
- Develop and implement a webpage dashboard to disseminate NTU data information.

9. 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.

10. Institutional Review Board (IRB)

NTU will seek approval for an IRB independent from the Navajo Nation to afford NTU students, faculty and staff to conduct human subject research without delay in the approval process. NTU will establish an active IRB committee to enhance approval and reporting of research activities. Additionally, NTU will implement procedures to ensure research and scholarship activities are appropriate and abide by the IRB policy.

11. 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.

12. References

Deborah His Horse is Thunder (2015). Student Success at Tribal Colleges and Universities. American Indian Higher Education Consortium, 5-7.

Shippensburg University Academic Master Plan,
file:///C:/Users/cagbaraji/Documents/NTU_04_19_2011/Academic%20Master%20Plan%20_A
MP/Benchmark%20AMP/Shippensburg%20univ%20PA_Academic%20Master%20Plan%204-
12-13.pdf, retrieved June 30, 2016, 4-6.

University of Cincinnati Academic Master Plan
http://www.uc.edu/content/dam/uc/provost/docs/uc2019/academic_master_plan/AcademicMasterPlan.pdf, retrieved June 30, 2016, 2-16.