<center>**Create 2022 Goals and Objectives**</center>

<center>**Updated August 2017**</center>

The following goals and objectives are grounded in values related to student-centeredness, contemplative education/administration, diversity and inclusion, eco-sustainability, and the importance of relevance and contribution. The overall measure of success would be a university that is renowned, true to its founding vision, has integrity with respect to its mission, vision, and values, and is financially sustainable

GOAL #1: We will advance Naropa's reputation as a leader in contemplative and socially transformative practices through meaningful contributions and community partnerships, increasing our influence locally and in the world (1, 2, 10, 12)

Objective 1-A: Create robust mutually beneficial partnerships with world-wide academic institutions and businesses

1. form cross-functional team
   a. obtain collaboration summit list
   b. prioritize that list via a strategic priority-cost benefit analysis & objectives
2. small teams – relationship manager or primary contact and faculty/content partner + as needed support
3. map out outreach and design online or low-residency programming to serve needs of partners

Who needs to be involved in the successful implementation of the three important steps?
Extended studies, CACE, marketing, Development, faculty and staff, Office of the President, office for inclusive community

A description of what success would look like (metric suggestions): 2-3 high visibility influences engaged, one academic partnership, partnerships for custom programs in 3 new business partnerships, improved alumni relations, diversified income streams by meeting needs of broader community

Objective 1-B: Define, refine, and communicate the benefits and relevance of contemplative education

1. Implement a new syllabus requirement for faculty to articulate what contemplative education means for each course they teach, which can then be used as a basis for defining contemplative education for each discipline/degree/concentration
2. Engage in a university-wide process to create a condensed but polythetic and inclusive description/definition of contemplative education
3. Use the definition and any degree-specific versions of the definition in communication materials

Who needs to be involved in the successful implementation of the three important steps?
Marketing, development, admissions staff, Center for the Advancement of Contemplative Education (CACE), alumni, faculty, staff and students

A description of what success would look like (metric suggestions):

- Increased enrollments through articulating contemplative education and its value proposition to prospective students
- Strengthened student, staff, and faculty understanding of, and connection with, contemplative education and contemplative administration
- Increased name recognition, strengthening our ability to attract new hires, both staff and faculty, through articulating contemplative administration and education more robustly

Objective 1-C: Make Naropa a leader in social transformation – Front Range and beyond (partnerships, sustained community engagement, educational hub)

Three important steps towards implementing the goal:

1. Build deeper community networks so diverse Naropa constituents feel safe + welcome within larger community
2. Develop strategic partnerships with and service to underrepresented diverse organizations and community groups
3. Offer trainings to outward community showcasing our unique transformative development models, including online course offerings and microcredentials

Who needs to be involved in the successful implementation of the three important steps?
Joanna Macy Center, Office of Inclusivity, Counseling Center, Extended Studies, Authentic leadership center, CACE, Office of the President

A description of what success would look like: Front range recognizes Naropa as a hub of resistance and resilience. Naropa community feels embraced within our larger community. Larger community flocks to Naropa. Students, staff and faculty are regularly engaged in self sustained community empowerment. Our collaborative community engagement results in collective change. Increased endowment and fundraising goals met.

GOAL #2: We will optimize our use of space in a way that advances our mission and values, including inclusivity, accessibility, affordability, sustainability, and growth (3, 4)

Objective 2-A: Run cost/benefit analysis of Boulder as our location to establish future unified campus location

Three important steps towards implementing the goal:

1. Establish and identify points of consideration to be analyzed. Will include diversity and inclusivity, accessibility, affordability (students, staff + faculty, university), financial stability and growth, eco-sustainability, desirability, environmental appeal, potential student count, potential building cost, Naropa's heritage licensing requirements for programs, potential loss of employees, competition, job market for students (after and during) etc.
2. Use established assessment matrix to evaluate other potential locations
3. Assess the cost of moves (within and out of Boulder)

Who needs to be involved in the successful implementation of the three important steps?
Operations, Academic Affairs, Facilities, Trustees, SUN, SEC

A description of what success would look like:

- Presentation of quantitative and qualitative data to inform decisions as to the future of Naropa
- Recommendation of future action regarding Naropa's long term location
- Clear adherence to value of sustainability in terms of building construction or purchases

Objective 2-B: Assess current space and usage based on student experience/need, university curriculum, eco-sustainability, and inclusivity priorities to set appropriate and achievable goals for our facilities and space utilization

Three important steps towards implementing the goal:

1. Define space priorities based on academic sustainability and inclusivity priorities and Naropa's ethos
2. Analyze current and prospective student experience and related space needs and preferences
3. Review/compare current use of space with findings and make recommendations for action informed by our sustainability values

Who needs to be involved in the successful implementation of the three important steps? Student administrative services, academic affairs/deans and dept chairs, facilities, SUN, office for inclusive community

A description of what success would look like: Improved student/staff/faculty experience toward increased enrollment, satisfaction, retention and efficiency, sustainability and inclusivity

GOAL #3: We will create a smooth functioning university that embodies contemplative administration and supports collaboration and inclusion (5, 13, 14)

Objective 3-A: Create efficient and well communicated university-wide processes and policies that support collaborative leadership and collaborative operations

Three important steps towards implementing the goal:

1. Overhaul our data systems management to provide a consistently user-friendly experience that allows for inter-departmental collaboration, document tracking, and integrated student and administrative services
2. Decision making is based on transparent, evaluative and effective mechanism for determining resource allocation tied to vision and goals. We are empowered through transparency and communication
3. Policies, procedures documented and communicated. Roles, responsibilities define along with handbook for every position

Who needs to be involved in the successful implementation of the three important steps? University leadership team, SUN, department administrators, institutional research, Cauldron

A description of what success would look like: Students are so well-supported that these questions are no longer asked. Staff know exactly how to do their jobs, Faculty leadership are well-trained to carry out their functions. Evaluative process – student surveys – show increased positive results; we're able to look to the future for new ventures; we have nimble and adaptive administrative systems

Objective 3-B: We will establish sustainable and ethical compensation for all Naropa staff and faculty including cost of living, retirement, benefits, professional development, career development

Three important steps towards implementing the goal:

1. Maintain an updated, periodic review of compensation benchmarking and implementation methods

2. Establish systematic evaluation and reward structures as a basis for compensation policies that are aligned with best practices in higher education.
3. Establish clear and equitable workload guidelines that are tied to reward structures and compensation

Who needs to be involved in the successful implementation of the three important steps?
Human Resources, Operations, Office of the Provost, Cauldron, Staff Executive Council, Adjunct Partners

A description of what success would look like: A well-fed and well-motivated faculty and staff with lower rates of turnover

Objective 3-C: We will build a culture of diversity and inclusivity that explicitly recognizes, appreciates, and respects all employee identities

Three important steps towards implementing the goal:

1. Articulate the variety of staff and faculty positions, roles and relationships, creating a more diverse community.
2. Establish innovative structures and processes that support cross-fertilization across diverse positions and roles
3. Establish authentic development and mentoring processes for faculty and staff over the course of their Naropa careers

Who needs to be involved in the successful implementation of the three important steps?
Human Resources, Office for Inclusive Community, Cauldron, Staff Executive Council, Provost's Leadership Council, Cross-division leadership team

A description of what success would look like: Everyone working at Naropa feeling respected and belonging to community without feeling bothered or less-than and a more diverse faculty and staff body

GOAL #4: We will create and enhance a vibrant culture of student support (7, 8)

Objective 4-A: We will expand and improve affordable, supportive housing options

Three important steps towards implementing the goal:

1. Working group to determine housing scholarship strategy
2. Develop programmatic/thematic plan for housing
3. Working group to look at current infrastructure/facilities to determine what areas need to be addressed and explore option for additional potential housing options

4. Hire part-time off campus housing coordinator to build relationships w/property managers and owners. This role would work with students to find housing based on need

Who needs to be involved in the successful implementation of the three important steps?
Operations, Dean of Students, Office of Financial Aid, Cross-divisional leadership team

A description of what success would look like:

- All students are able to find affordable, comfortable, supportive housing
- Improve recruiting, retention and graduation

Objective 4-B: We will build or create a student center

Three important steps towards implementing the goal:

1. Develop student focus groups to determine what the most important elements of a student center would be
2. Finding appropriate space to meet the needs addressed in #1
3. Obtain funding and plan how to develop student space

Who needs to be involved in the successful implementation of the three important steps?
SUN, Student Administrative Services, Dean of Students, Residential housing staff, Operations, Space planner and architect

A description of what success would look like: Vibrant, energetic, and engaging space for student body

Objective 4-C: We will increase the recruitment and retention of a diverse student body

Three important steps towards implementing the goal:

1. Implement programs designed to recruit and retain underrepresented students; e.g., bridge program, peer mentorship, expansion of Office for Inclusive Community identity groups, scholarships
2. Establish identity-informed policies and procedures responsive to the needs and experiences of underrepresented students
3. Create institutional accountability for faculty and staff to develop in the area of cultural responsiveness while offering continued workshops and trainings and establishing institutional measures to acknowledge development

Who needs to be involved in the successful implementation of the three important steps?
Office for Inclusive Community, Dean of Students, Student Administrative Services, Advisors, Financial Aid, Office of Academic Affairs, SUN, Human Resources

A description of what success would look like: A diverse student body supported by an inclusive community which demonstrates alignment with our mission and which results in cultural vitality and financial viability for the University

GOAL #5: We will educate our students to meet the world's needs with a relevant and socially transformative curriculum delivered residentially, online, and in other hybrid formats to make the curriculum broadly accessible (9, 11, 12)

Objective 5-A: We will expand, promote and integrate into the curriculum our student services

Three important steps towards implementing the goal:

1. Assess current services, levels of utilization, where are gaps?
2. Develop plan for how to integrate services and student affairs staff/training into curriculum
3. Develop outreach/relationships w/employers to further inform curriculum and student service support needed to prepare students for career

Who needs to be involved in the successful implementation of the three important steps?
Naropa College staff and faculty, Student Administrative Services, Dean of Students

A description of what success would look like: Our students easily access support services in a timely and seamless manner with no stigma, learn self-advocacy skills. Students are well prepared for careers with appropriate skills, resilience, etc. With well-prepared graduates entering the world, we strengthen Naropa's reputation and our alums' connection to us

Objective 5-B: Develop a transformative curriculum which integrates inclusivity capacities and skills, awareness and skills related to eco-sustainability, and applied competencies within each respective field

Three important steps towards implementing the goal:

1. Developing assessment rubric to inventory academic offerings across university, ensuring that diversity and inclusion, eco-sustainability, and applied competencies are included
2. Train faculty in research curriculum design and implementation
3. Build assessment of the elements listed above into program reviews, hiring/promoting, and other means of accountability

Who needs to be involved in the successful implementation of the three important steps?
Office for inclusive community, Cauldron, Provost Leadership Council, Graduate and Undergraduate Curriculum Committees, Sustainability Director

A description of what success would look like: We would attract a larger diversity of students and faculty, there would be less student-faculty complaints, the "benchmark" work would be alive, embodied, and integrated into faculty hiring, promotion, professional development. A transformed community of practitioners and scholars who are literate and skilled in the areas of social engagement and justice. Sustainability education is integrated across the curriculum. Fruition of this work permeates into larger society through research, conferences, and social engagement

Objective 5-C: Launch online and/or low-residency degrees from our existing residential degrees and create new online or low-residency degree programs

Three important steps toward implementing the goal:

1. Identify existing residential programs that are good candidates for conversion to online/low residency
2. Conduct market research on existing and potential new programs to decide if there is enough promising demand to warrant going to a full program proposal. Provide funding for this research, either for internal or external staff
3. Solicit degree program ideas from Naropa faculty, staff, students, and alumni, in addition to ideas already submitted

Who needs to be involved in the successful implementation of the three important steps?
Academic Affairs, Cauldron, Marketing and Admissions, Development, Institutional Research

A description of what success would look like:

- Increased enrollments. (Any cannibalization of residential programs needs to be more than off-set by increased online enrollments)
- Increased global prestige and profile with global access to our degrees
- Students are prepared to meet the world's challenges