National and State Context
Changes in State Fiscal Support for Higher Education

5-Year % Changes in State Fiscal Support for Higher Education (FY11-FY16)

- North Dakota: 43%
- Utah: 7%
- Massachusetts: -27%
- Florida: -30%
- New York: -30%
- US (Excluding IL and PA): -30%
- Delaware: -30%
- Wyoming: -30%
- Louisiana: -30%
- Oklahoma: -30%
- Arizona: -27%
Cost of Education – Student Share

Net Tuition as a Percent of Public Higher Education Total Educational Revenue

- Arizona Average
- US Average
- WICHE Region Average
Arizona State Revenue to Reach Pre-recession Level in FY 2018
Financial Outlook
Revenue Sources

Total Revenue: **$400 million**  
Enrollment: **21,352**

State General Fund: 40%  
Tuition and Fees: 25%

Gov't Grants and Contracts and Fin Aid: 14%
Auxiliary Revenue: 9%
Other: 12%

FY 2008

Total Revenue: **$518 million**  
Enrollment: **29,031**

State General Fund: 19%  
Tuition and Fees: 42%

Gov't Grants and Contracts and Fin Aid: 16%
Auxiliary Revenue: 11%
Other: 12%

FY 2016

$17.3 million appropriation cut =16% decline in state general fund investment
State Funding and Tuition Rates Since 1997

- **State General Fund per FTE**
- **Tuition Rates**

- **Start of tuition pledge program**

<table>
<thead>
<tr>
<th>Year</th>
<th>State General Fund per FTE</th>
<th>Tuition Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997</td>
<td>$2,009</td>
<td>$2,009</td>
</tr>
<tr>
<td>1999</td>
<td>$2,259</td>
<td>$2,259</td>
</tr>
<tr>
<td>2001</td>
<td>$3,593</td>
<td>$3,593</td>
</tr>
<tr>
<td>2003</td>
<td>$6,800</td>
<td>$6,800</td>
</tr>
<tr>
<td>2005</td>
<td>$8,333</td>
<td>$8,333</td>
</tr>
<tr>
<td>2007</td>
<td>$6,627</td>
<td>$6,627</td>
</tr>
<tr>
<td>2009</td>
<td>$4,841</td>
<td>$4,841</td>
</tr>
<tr>
<td>2011</td>
<td>$6,064</td>
<td>$6,064</td>
</tr>
<tr>
<td>2013</td>
<td>$3,418</td>
<td>$3,418</td>
</tr>
<tr>
<td>2015</td>
<td>$10,358</td>
<td>$10,358</td>
</tr>
</tbody>
</table>
Net Tuition/Fee and State Appropriation Revenue

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>General Fund per FTE</th>
<th>General Fund and Net Tuition per FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2008</td>
<td>$13,757</td>
<td>$8,333</td>
</tr>
<tr>
<td>2009</td>
<td>$12,614</td>
<td>$6,878</td>
</tr>
<tr>
<td>2010</td>
<td>$12,089</td>
<td>$6,064</td>
</tr>
<tr>
<td>2011</td>
<td>$12,066</td>
<td>$5,593</td>
</tr>
<tr>
<td>2012</td>
<td>$11,331</td>
<td>$4,457</td>
</tr>
<tr>
<td>2013</td>
<td>$11,260</td>
<td>$4,132</td>
</tr>
<tr>
<td>2014</td>
<td>$11,817</td>
<td>$4,208</td>
</tr>
<tr>
<td>2015</td>
<td>$12,201</td>
<td>$4,275</td>
</tr>
<tr>
<td>2016 Est.</td>
<td>$11,277</td>
<td>$3,418</td>
</tr>
</tbody>
</table>
Fiscal Year 2017 Budget Outlook

- 16% decline in general fund investment

  - FY 2016 Restoration Request: $4.2 million
  - FY 2017 Restoration Request: $5.8 million
  - Resident FTE Growth: $5.9 million
  - Per Resident FTE Capital Growth: $3.8 million

Overall Base Increase: +$19.7 million
1 x Capital: +$15 million

Priorities:
- Enrollment growth support
- Recruitment and retention of faculty and staff
- Maintaining the viability of the PLEDGE tuition program
- Capital needs
ABOR 2025 Goals

- Drive student educational success and learning
- Advance educational attainment within Arizona
- Discover new knowledge
- Impact Arizona

- Undergraduate Enrollment: 178,978
- Degrees in High Demand Fields: 24,702
- Graduate and Professional Enrollment: 45,186
- Graduate and Professional Degrees Awarded: 16,276
- Undergraduate Degrees Awarded: 40,025
- Research Expenditures: $1.62 billion
- $0.87 billion
- $1.12 billion

- Freshman Retention: 88.3%
- 6-year Graduation: 71.5%
- 55.8%
- 61.2%
- 71.5%

- 2025 Goals
- 2016 Projections
- 2009 Actuals
State of the University

CAMPUS HIGHLIGHTS AND ACTIONS TO ACHIEVE GOALS
Goals Evolution 1955 – 2015

1955 Primary Functions
Arizona State College Bulletin

1976 Objectives
University Cabinet

1997 Institutional Goals
Institutional Self Study Report

2015 Strategic Goals
Strategic Planning & Budget Council

**Vocational Competence**
- Individual Development
- Undergraduate and Graduate Education
- Critical Examination of Ideas
- Excellence

**Extended Services**
- Public Service Institution
- Understanding of the Social and Natural Systems
- Apply Knowledge

**Responsible Citizenship**
- Good Citizenship

**Cultural Heritage**

**Student Success**
- Premier Residential University
- Partnerships with Community
- Colleges and K-12
- Distance Learning

**Graduate Programs and Research**

**Opportunities for Native Americans**
- Partnerships with Community
- Colleges and K-12
- Distance Learning

**Global Engagement**
- Diversity, Civic Engagement, and Community Building

**Commitment to Native Americans**
- Understanding of the Social and Natural Systems

**Sustainability and Effectiveness**
- Apply Knowledge

**Personal Philosophy**
- Self-discipline
- Interrelationships of Disciplines

**Good Citizenship**
- Public Service Institution
- Understanding of the Social and Natural Systems
- Apply Knowledge

**Excellence**
- Individual Development
- Undergraduate and Graduate Education
- Critical Examination of Ideas
Strategic Planning

Office of the Governor
Office of Strategic Planning and Budgeting
Joint Legislative Budget Committee

NAU Leadership
- President
- Cabinet
  - Strategic Planning and Budget Council

Arizona Board of Regents
Vision 2025

Master Plan
Every 5 Years

Strategic Plan
Every 2-3 Years

Performance Evaluation
Every Year

Task Forces
Organized Groups

Faculty Students Staff
External Stakeholders

Standing Committees

Macro Budget
Every Year

Divisional Plans
Every Year

Office of the Governor
Office of Strategic Planning and Budgeting
Joint Legislative Budget Committee
Visioning Update – Campus Direction

INPUT

DRAFT

FEEDBACK

➢ Six months of intensive input and deliberation

➢ More than 1,300 internal and external stakeholders: civic leaders, business leaders, highly engaged alumni, advisory boards, students, faculty, and staff.

• MISSION (Draft)
  Our academic programs, research, public service, and creative endeavors enrich lives and create opportunities in Arizona and beyond. We develop solutions to challenges and drive innovation in a supportive, inclusive, and diverse environment.

• VISION (Draft)
  Rigorous programs and pioneering research with substantial community impact provide the foundation for transformational student opportunities that prepare graduates to excel in creating a sustainable future, nationally and globally.
## Prospect perceptions

<table>
<thead>
<tr>
<th></th>
<th>Arizona prospects</th>
<th>California prospects</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>NAU</td>
<td>ASU</td>
</tr>
<tr>
<td>Safe</td>
<td>94%</td>
<td>59%</td>
</tr>
<tr>
<td>Friendly</td>
<td>94%</td>
<td>77%</td>
</tr>
<tr>
<td>Student-centered</td>
<td>92%</td>
<td>79%</td>
</tr>
<tr>
<td>Personal</td>
<td>83%</td>
<td>49%</td>
</tr>
<tr>
<td></td>
<td>Importance</td>
<td>NAU</td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>------------</td>
<td>-----</td>
</tr>
<tr>
<td>Faculty demonstrate a strong commitment to teaching</td>
<td>4.7</td>
<td>4.2</td>
</tr>
<tr>
<td>Professors identify professional opportunities for their students</td>
<td>4.5</td>
<td>4.2</td>
</tr>
<tr>
<td>Student services are of high quality</td>
<td>4.5</td>
<td>4.1</td>
</tr>
<tr>
<td>All students have easy access to student services</td>
<td>4.4</td>
<td>4.3</td>
</tr>
<tr>
<td>Many opportunities to meet with faculty outside of classroom</td>
<td>4.2</td>
<td>4.3</td>
</tr>
<tr>
<td>The surrounding community contributes to the social experience</td>
<td>4.0</td>
<td>4.1</td>
</tr>
<tr>
<td>Many opportunities for undergrads to actively participate in research</td>
<td>4.0</td>
<td>4.0</td>
</tr>
<tr>
<td>There are a lot of opportunities for outdoor activities</td>
<td>3.8</td>
<td>4.4</td>
</tr>
</tbody>
</table>
Marketing and Communications Update

► Six months of brand research
  – 2,000 current and prospective students and alumni
  – Students, faculty, staff, and administrators
  – Leadership

► Grounded in institutional mission and values
Accreditation

Why Accreditation Matters

*Accreditation is the process for assuring and improving the quality of higher education.*

Criteria

1. Mission
2. Integrity: Ethical and Responsible Conduct
3. Teaching and Learning: Quality, Resources, and Support
4. Teaching and Learning: Evaluation and Improvement
5. Resources, Planning, and Institutional Effectiveness
## Accreditation

### OPEN PATHWAY: Quality Initiative and Quality Assurance

**NAU’s Quality Initiative**
Student Success Programs: Using Assessment as a Continual Improvement Strategy

<table>
<thead>
<tr>
<th></th>
<th>Proposal and preparation</th>
<th>Bi-annual report updates to Strategic Planning and Budget Council</th>
<th>• Utilize QI results to improve retention</th>
<th>• Feedback from HLC</th>
<th>Identify next QI project</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AY 13-14</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>AY 14-15</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>AY 15-16</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>AY 16-17</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>AY 17-18</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### • NAU’s Quality Assurance

|           | • Identify HLC Steering committee | • Identify Criteria Working Group leads and team members | • Collect evidence | • Engage campus community | • Identify evidence | • Draft Assurance Argument | • Continue to collect evidence | • Complete Assurance Argument | • Complete Federal Compliance | August 2017 | • Submit Assurance Argument and Federal Compliance Report | Fall 2017/Spring 2018 | • Site Visit |
|-----------|----------------------------------|---------------------------------------------------------|-------------------|--------------------------|-------------------|--------------------------|-----------------------------|-----------------------------|-----------------|---------------------------------|---------------|-------------|
| AY 13-14  |                                  |                                                          |                   |                          |                   |                          |                             |                             |                 |                                  |               |             |
| AY 14-15  |                                  |                                                          |                   |                          |                   |                          |                             |                             |                 |                                  |               |             |
| AY 15-16  |                                  |                                                          |                   |                          |                   |                          |                             |                             |                 |                                  |               |             |
| AY 16-17  |                                  |                                                          |                   |                          |                   |                          |                             |                             |                 |                                  |               |             |
| AY 17-18  |                                  |                                                          |                   |                          |                   |                          |                             |                             |                 |                                  |               |             |

**Campus Forum**
Enrollment Update

<table>
<thead>
<tr>
<th></th>
<th>Fall 1995</th>
<th>Fall 2005</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flagstaff</td>
<td>20,131</td>
<td>19,069</td>
<td>29,031</td>
</tr>
<tr>
<td>Online</td>
<td></td>
<td></td>
<td>2,238</td>
</tr>
<tr>
<td>Community Campuses</td>
<td></td>
<td>5,166</td>
<td></td>
</tr>
<tr>
<td>Yuma</td>
<td></td>
<td>21,107</td>
<td></td>
</tr>
</tbody>
</table>

Spring as Percent of Fall:

<table>
<thead>
<tr>
<th>Year</th>
<th>Fall</th>
<th>Spring</th>
<th>Spring as Percent of Fall</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2011</td>
<td>25,204</td>
<td>23,409</td>
<td>92.9%</td>
</tr>
<tr>
<td>FY 2012</td>
<td>25,364</td>
<td>23,771</td>
<td>93.7%</td>
</tr>
<tr>
<td>FY 2013</td>
<td>26,002</td>
<td>24,039</td>
<td>92.5%</td>
</tr>
<tr>
<td>FY 2014</td>
<td>26,606</td>
<td>24,407</td>
<td>91.7%</td>
</tr>
<tr>
<td>FY 2015</td>
<td>27,715</td>
<td>25,590</td>
<td>92.3%</td>
</tr>
<tr>
<td>FY 2016</td>
<td>29,031</td>
<td>27,106</td>
<td>93.4%</td>
</tr>
</tbody>
</table>
Enrollment Update

First-time Freshman Cohort IPEDS Ethnicity

- White
- Black/African American
- American Indian/Alaska Native
- Two or More
- Hispanic/Latino
- Asian
- Native Hawaiian
- Other Pacific Islander

Students from 122 Tribes

Top 5 Tribe Affiliations
- Navajo Tribe
- Cherokee Nation, OK
- Hopi Tribe
- Choctaw Tribe of Oklahoma
- Cherokee – Eastern Band of NC
Retention and Student Success

First-time/ Full-time Freshmen

4-year Graduation Rate

- Start of tuition pledge program
- 28.5% in Fall 2004
- 40.3% in 2011

6-year Success Rate STARTING FALL 2008

- Graduated from NAU: 51.3%
- Still Enrolled at NAU: 11.6%
- Still Enrolled at Another Institution: 3.8%
- Graduated from Another Institution: 12.1%
- 6 years later
- 78.8%

6-year Graduation Rate Goal by 2025: 57.5%

Retention Action Plan
- Implementation to Start in Fall 2016
Diversity and Inclusion

- 2nd in undergraduate engineering degrees awarded to Native Americans

- NAU receives $3.5 million to assist Native Americans with disabilities

- 4th in undergraduate degrees in health professions and related programs awarded to Native Americans

- Researcher Teki Sankey awaits one-of-a-kind octocopter

- Researcher O’neil Guthrie looks through the noise to discover potential risks from jet fuel

- President Obama selects Professor Octaviana Trujillo for environmental commission

- 5th in undergraduate degrees in liberal arts and sciences, general studies, and humanities awarded to Hispanic students

- Since 2007, NAU-Yuma has been a Hispanic-Serving Institution (designation by the U.S. Department of Education)
Commitment to Native Americans

NAU Athletics at Window Rock
Academics and Research
New Academic Programs

► **School of Informatics, Computing and Cyber Systems (SICCS)**
  - Ph.D. in Informatics and Computing – interdisciplinary
    - Health and bioinformatics,
    - Ecological and environmental informatics, and
    - Cyber- and software systems

► **Department of Mechanical Engineering (CEFNS)**
  - Ph.D. in Bioengineering – interdisciplinary, strong connections to the Department of Biological Sciences and the Center for Bioengineering Innovation
  - Graduates will fill high demand leadership positions in industrial research including areas like prosthetics and artificial limbs
### Phoenix Biomedical Campus

- Arizona public universities working together to share faculty, facilities, technology, and supplies to increase high quality, affordable healthcare education.

### Projected Enrollment Growth – Total Headcount

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Physician Assistant</td>
<td>25</td>
<td>49</td>
<td>73</td>
<td>96</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Physical Therapy</td>
<td>24</td>
<td>51</td>
<td>86</td>
<td>103</td>
<td>116</td>
<td>120</td>
<td>120</td>
</tr>
<tr>
<td>Occupational Therapy</td>
<td>25</td>
<td>56</td>
<td></td>
<td></td>
<td>99</td>
<td>120</td>
<td>135</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>49</strong></td>
<td><strong>100</strong></td>
<td><strong>184</strong></td>
<td><strong>255</strong></td>
<td><strong>315</strong></td>
<td><strong>340</strong></td>
<td><strong>355</strong></td>
</tr>
</tbody>
</table>

- Master’s Degree in Physician Assistant Studies and Doctor of Physical Therapy Degree started in Fall 2012.
- Master’s Degree in Athletic Training starting in July 2016.
Faculty Spotlights

Dr. Monica Brown
Dr. Frederick Gooding
Dr. Amy Armstrong-Heimsoth
Dr. Anna Sosa
Dr. Jut Wynne
Research Highlights and Direction

**Recent Grants**

- **$3.4 million from NASA** to the Center for Science Teaching and Learning (CSTL) to fund PLANETS (Planetary Learning that Advances the Nexus of Engineering, Technology and Science)

- **$3.5 million from NASA, NSF and DOE** to Ecosystem Science and Society Center (Ecoss) to research changes in the Arctic and their impact on ecosystems

- **$1.4 million from DOE** to Ecoss to study the functional genomics of microbial carbon cycling in soils

- **$1.3 million from NSF** to the Center for Science Teaching and Learning to fund the Power of Data Projects

- **$1 million from NIH** for the NAU-UA Partnership for Native American Cancer Prevention

**Leadership Honors**

- Paul Keim named AAAS Fellow
- Wally Covington honored with international lifetime achievement award
Organizational Changes in Research

- Office of Sponsored Projects = Post Award Accounting Services
  and Fiscal Compliance

  +

  Office of Grant and Contract Services
Research Spotlights

Doctoral candidate Betsy Goodrich and Dr. Kristen Waring

Dr. Catherine Gehring
Dr. Kiona Ogle
Dr. Nancy Johnson
Dr. Michelle Mack
Community Impact
$8 million (EPA) to support air quality programs (ITEP)

$4.6 million (DOE) for GEAR UP

$3.5 million (DOE) to establish a National American Indian Rehabilitation Training and Technical Assistance Center

$1 million (BIA) to facilitate tribal climate change adaptation planning

$650,000 from the Health Resources and Services Administration to support aspiring health profession students and bring skilled health care to diverse communities
Cultural Vitality

The Martin-Springer Institute attends to the experiences of the Holocaust in order to relate them to today’s concerns, crises, and conflicts. Doris Martin interacts with students.

Student group C.H.E.I. hosts Annual Indigenous Bash, featuring entertainers from across the nation.

Beasley Gallery Showcases Student Work

Native American dancers attend the NAU pow wow in the Walkup Skydome.

Amazing Performances

Miss Indian NAU 2015
Partnerships and Community Engagement

Four Forest Restoration Initiative
Phoenix Biomedical Campus
Northern Arizona Healthcare/ THRIVE
Lowell Observatory
American Campus Communities
Operations
Integrated Planning and Advising

$225,000 Grant

EDUCASE
Objectives

- Nurture a culture of collaboration
- Improve organizational effectiveness and efficiency
- Optimize physical capacity
- Streamline communication flows

Website = Our Digital Front Door

External Site Traffic – Device Trend

<table>
<thead>
<tr>
<th>Year</th>
<th>Desktop</th>
<th>Mobile</th>
<th>Tablet</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>90%</td>
<td>3%</td>
<td>7%</td>
</tr>
<tr>
<td>2013</td>
<td>75%</td>
<td>7%</td>
<td>3%</td>
</tr>
<tr>
<td>2014</td>
<td>50%</td>
<td>9%</td>
<td>5%</td>
</tr>
<tr>
<td>2015</td>
<td>25%</td>
<td>27%</td>
<td>5%</td>
</tr>
</tbody>
</table>
Space and Enrollment

- Growth of all classes taken 2005–2015: +72%
- Growth of online classes taken 2005–2014: +197%

Growth of all classes taken 2005–2015: +72%
Growth of online classes taken 2005–2014: +197%

Academic square footage per student: -18% since 2007
Capital Needs

- Fully funded building renewal formula: $112 million
- Actually funded: $3 million

FY 2017 State Budget Request

<table>
<thead>
<tr>
<th>Fire Life Safety Investments</th>
<th>Fire Sprinklers and Alarms, Elevators, ADA</th>
</tr>
</thead>
<tbody>
<tr>
<td>HVAC</td>
<td>Cline Library, Wettaw and SBS West all have HVAC issues</td>
</tr>
<tr>
<td>Roofing</td>
<td>Skydome Roofing</td>
</tr>
</tbody>
</table>

Total $15,000,000
Facilities – New Building Openings and Needs

Science and Health Building

American Campus Communities

Aquatic and Tennis Complex

Student and Academic Services Building
Campaign Update

Campaign Support
- Athletics 3%
- Faculty Support 5%
- Bricks & Mortar 6%
- Program Support 12%
- Undesignated Planned Gifts 18%
- Scholarships 36%
- Research 21%

$95 million
4.1% participation by current and former employees

New Scholarships
Endowed Scholarships
Current Scholarships

$528
$942
$1,461
$750


Thousands of Dollars

0 500 1,000 1,500 2,000 2,500

Campus Forum
Next Steps
Spring 2016 and Beyond

- Vision and Mission
- Brand Platform and Market-facing Messages
- Advising
- Retention Action Plan
- Closing *Only at NAU* Campaign
- Smart Growth
- Yuma/ Prescott Valley/ PL/ Online
NAU students earn prestigious honors, including filmmaker and Sundance Fellow Megan Babbitt

Spring 2016 enrollment of women in STEM in CEFNS is 43 percent, national average is 28 percent

NAU grads earn nod as best principals, educators in the state (Rodel Foundation)
Thank you.