Campus Forum

President Rita Hartung Cheng
October 18, 2016
POSSIBILITIES IN EVERY DIRECTION

MISSION  FUNDING  COMMUNITY IMPACT
VISION  STUDENT SUCCESS  FACING THE FUTURE
GOALS  ACADEMIC QUALITY
MISSION

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

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.
IMPACT – BEST OF...

► #1 online college 2015-16,
Best College Reviews

► SHRM #12 of 30 best hospitality degree programs in the U.S. and #14 of top 50 hospitality programs worldwide,
TheBestSchools.org, CEO World

► Engineering program in top 50,
U.S. News Best Colleges, 2017 Edition

► The W. A. Franke College of Business in top 10 “Best for Vets” business schools 2016, Military Times

► NAU nursing program #14 nationwide, Affordable Colleges Online

► Physical therapy program #40 nationwide, U.S. News Best Grad Schools for 2017

► In top 10 for graduating minority students, Diverse Issues in Higher Education

► #3 for master’s degrees in education for Native Americans, Diverse Issues in Higher Education

► #6 for master’s degrees in English language and literature/letters for Hispanics, Diverse Issues in Higher Education

► #7 for master’s degrees in all disciplines combined for Native Americans, Diverse Issues in Higher Education

► #10 for bachelor’s degrees in communication disorders sciences and services for Hispanics, Diverse Issues in Higher Education

► Recognized as one of the 8 exemplary capstone programs in the U.S., The Association of American Colleges and Universities

► Ranked for the first time, THE World University Rankings, 2016 – 2017

► 2016 Higher Education Excellence in Diversity (HEED) Award, INSIGHT into Diversity magazine

► Named to the 2016 list of military friendly schools, Military Friendly

► Above and Beyond award,
U.S. Department of Defense

► International Pavilion earned multiple awards: Arizona Forward President’s Award (Best of Show) and Crescordia Award, ENR Southwest’s Best in the Green Project category (2016 Best Project Competition)

► #1 nationwide for social media engagement in higher education, RivallQ.com and Up&Up.com

► #1 small college town with great quality of life, BestChoiceSchools.com
NATIONAL AND STATE HIGHER EDUCATION TRENDS

- Achieve 60 AZ
- Access
- Affordability
- Transparency
- Accountability

U.S. Education Higher Education Attainment Levels (adult population 25+)

- Associate’s and above
- Bachelor’s and above

Source: U.S. Census Bureau 2014 estimates
METRICS AND 2025 GOALS

- Freshman Retention Rate: 80%
- Undergraduate Enrollment: 30,312
- Graduate Enrollment: 4,597
- Total Enrollment: 34,909
- 6-year Graduation Rate: 57.5%
- Education and Related Expenses Per Degree: $56,490
- Bachelor's Degrees Awarded: 29,989
- Graduate Degrees Awarded: 6,930
- Research Activity: $35.2 million
- Invention Disclosures Transacted: 50
- Public Service Activity: $35.5 million
- Degrees in High-Demand Fields: 4,500
- Bachelor's Degrees Awarded: 26,206
- Degrees in High-Demand Fields: 4,500
- Education and Related Expenses Per Degree: $56,490
- 6-year Graduation Rate: 57.5%
- Graduate Degrees Awarded: 6,930
- Total Enrollment: 34,909
- Education and Related Expenses Per Degree: $56,490
- Bachelor's Degrees Awarded: 29,989
- Graduate Degrees Awarded: 6,930
- Research Activity: $35.2 million
- Invention Disclosures Transacted: 50
- Public Service Activity: $35.5 million
- Degrees in High-Demand Fields: 4,500
- Bachelor's Degrees Awarded: 26,206
- Degrees in High-Demand Fields: 4,500
- Education and Related Expenses Per Degree: $56,490
BUDGET

Total Revenue: $400 million
Enrollment: 21,352

Total Revenue: $552 million
Enrollment: 30,368

Total Revenue: $720 million
Enrollment: 34,909

- State General Fund
- Tuition and Fees
**STATE SUPPORT**

**NAU FY 2018 budget request to reach 50/50 resident funding level by 2020**

<table>
<thead>
<tr>
<th>Based on current enrollment</th>
<th>Factoring in enrollment growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>$15,725,800</td>
<td>$19,928,600</td>
</tr>
</tbody>
</table>

**State Funding and Tuition Rates since 1997**

- Tuition and Mandatory Fees
- State General Fund Per FTE

*Start of tuition pledge program*

*Estimated*
ENROLLMENT GROWTH

- Flagstaff
- Online
- Community Campuses
- Yuma

**Total 30,368***

*Census, 21-day count
ENROLLMENT UPDATE – ACROSS ARIZONA AND ONLINE

New PL degrees
- RN-BSN (July 2016)
- Bachelor’s in Management (fall 2016)
- MSN (2017)
- Master’s in Computer Information Technology (2017)

Phoenix Biomedical Campus Enrollment

<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>50</td>
<td>73</td>
<td>98</td>
<td>98</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Physical Therapy</td>
<td>24</td>
<td>54</td>
<td>90</td>
<td>106</td>
<td>116</td>
<td>132</td>
<td>142</td>
</tr>
<tr>
<td>Occupational Therapy</td>
<td></td>
<td></td>
<td>25</td>
<td>55</td>
<td>89</td>
<td>120</td>
<td>135</td>
</tr>
<tr>
<td>Athletic Training</td>
<td></td>
<td></td>
<td></td>
<td>11</td>
<td>45</td>
<td>60</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>49</strong></td>
<td><strong>104</strong></td>
<td><strong>188</strong></td>
<td><strong>259</strong></td>
<td><strong>314</strong></td>
<td><strong>397</strong></td>
<td><strong>437</strong></td>
</tr>
</tbody>
</table>

Projected
ENROLLMENT UPDATE – FACES OF ARIZONA

NAU’s First-Time Freshman Cohort IPEDS Ethnicity/Race

Arizona Population

- Students from 127 Tribes
- Top 5 Tribal Affiliations
  - Navajo Nation
  - Cherokee Nation, Oklahoma
  - Hopi Tribe
  - The Choctaw Nation of Oklahoma
  - Blackfeet Tribe of the Blackfeet Indian Reservation of Montana
STUDENT RETENTION

Retention Plan Fall 2016

Action Teams
- All Students
- First-Year Students
- Online Students
- Students of Color
- Transfer Students
- Underprepared and Underperforming Students

Projected

$225,000 grant

EDUCAUSE
GLOBAL ENGAGEMENT

- International student enrollment (fall 2016): 1,291 from 78 countries
- Students participating in study abroad (AY 2016): 863
Nancy Johnson, Biological Sciences
Regent’s Professor

Patricia Murphy, School of Communication
President’s Distinguished Teaching Fellow

Beverly Amer, The W. A. Franke College of Business
President’s Distinguished Teaching Fellow

Mara Pfeffer
First Provost’s Award for Part-Time Faculty

Jun Ho, Civil Engineering, and Tinna Traustadottir,
Biology: outstanding mentoring of undergraduates in research

Frederick Gooding and T. Mark Montoya,
Ethnic Studies, “Hip Hop Week”: engaging students in dialogue on relevant issues

David Richter, Engineering – Design for Practice:
“Engineering Rescue Day”

Nancy Barron, English: “Writing Commons”
RECOGNIZED WITH PRESIDENT’S ACHIEVEMENT AWARD

Christine Baca
Dental Hygiene

Christal Black
Chemistry/Native American Cancer Prevention

Troy Campbell
Housing and Residence Life

Joelle Clark
Center for Science Teaching and Learning

Tim Darby
e-Learning

Dana Middlebrook
Graduate College

Mary Kate Wolter
NAU Foundation/Development

Marie Sather
CEFNS Academic Advising

Ed Smith
Information Technology Services

Rhonda Powers
Campus Recreation
SALARY MARKET COMPARISONS

% from Market

-16% -12% -8% -4% 0%

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classified Staff</td>
<td>-12%</td>
<td>-14%</td>
<td>-13%</td>
<td>-13%</td>
<td>-14%</td>
</tr>
<tr>
<td>Service Professionals</td>
<td>-10%</td>
<td>-13%</td>
<td>-11%</td>
<td>-10%</td>
<td>-11%</td>
</tr>
<tr>
<td>Faculty*</td>
<td>-10%</td>
<td>-15%</td>
<td>-12%</td>
<td>-9%</td>
<td>-9%</td>
</tr>
</tbody>
</table>

*% to reach median salary of peers
INVESTMENT IN FACULTY AND STAFF

- $6 million annual investment in performance-based employee compensation
  - $3 million in FY 2017
- $1.7 million to reduce impact of benefit increase
- Professional development participation in AY 2016
  - Faculty 60%
  - Staff 69%
  - Cumulative Hours 200,000
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>AY 13-14</th>
<th>AY 14-15</th>
<th>AY 15-16</th>
<th>AY 16-17</th>
<th>AY 17-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposal and preparation</td>
<td>Bi-annual report updates to Strategic Planning and Budget Council</td>
<td>• Utilize QI results to improve retention</td>
<td>Identify next QI project</td>
<td></td>
</tr>
<tr>
<td>• Feedback from HLC</td>
<td>• Identify HLC Steering Committee</td>
<td>• Identify Criteria Working Group leads and team members</td>
<td>• Complete Federal Compliance</td>
<td></td>
</tr>
<tr>
<td>• Collect evidence</td>
<td>• Draft Assurance Argument</td>
<td>• Continue to collect evidence</td>
<td>August 2017</td>
<td></td>
</tr>
<tr>
<td>• Continue to collect evidence</td>
<td>• Complete Assurance Argument</td>
<td>• Submit Assurance Argument and Federal Compliance Report</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Fall 2017/Spring 2018</td>
<td>• Site visit</td>
<td></td>
</tr>
</tbody>
</table>
INFRASTRUCTURE & INVESTMENTS

- **Building Renewal Formula**
- **Appropriation Received**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Dollars</td>
<td>$9</td>
<td>$10</td>
<td>$12</td>
<td>$12</td>
<td>$10</td>
<td>$12</td>
<td>$10</td>
<td>$10</td>
<td>$15</td>
<td>$17</td>
</tr>
</tbody>
</table>

- **In Progress/Future**
  - Gabaldon Hall major renovation
  - Recital Hall
  - Health Research Sports Performance & Convocation Center
  - Science and Engineering space needs
  - Major infrastructure utility improvements

- **South Campus**
  - SkyView student apartments
    - Aug. 2017
  - South Dining renovation
    - Aug. 2017

- **North Campus**
  - Aquatic and Tennis Complex, Phase 2
  - Bookstore interior renovation
  - USB renovation for SICCS
CAMPAIGN 2013 – 2016

$103 million

Campaign Support

- Athletics 2%
- Faculty Support 4%
- Bricks & Mortar 4%
- Research 12%
- Program Support 18%
- Undesignated Planned Gifts 28%
- Scholarships 32%

Scholarships Awarded

Thousands

- Endowed Scholarships
- Current Scholarships

$0

- 2009 $528
- 2010 $942
- 2011 $942
- 2012 $1,873
- 2013 $1,873
- 2014 $1,873
- 2015 $1,873
- 2016 $825

$2,000

$2,500

$1,500

$1,000

$500

$0
COMMUNITY SERVICE

- Civic Service Institute facilitates 346,000 service hours to Arizona communities
- Community service hours by all NAU students: 150,000
- First Year Seminar Action Learning Teams: 30,000 service hours
- NAU athletes, coaches, and staff hours volunteered: 5,500
- ITEP provided services to nearly 300 tribes in FY 2016
- 49-year partnership with United Way
College of Arts and Letters produced more than 400 events in the last year, attracting 80,000 people to campus.
FACING THE FUTURE – OPPORTUNITIES

- Strategic investments
- New ways to strengthen NAU
- Evaluate processes, share successes based on accreditation review
NAU’s online and Extended Campuses program growth is expected to outpace growth on the Flagstaff campus over the next decade.
FACING THE FUTURE – ACTIONS

► Financial stability
► Streamlining operations
► Data governance
► Student impact and success
► Cross-campus collaboration
► Leadership development
Thank you
Q & A