President Rita Hartung Cheng – March 11, 2015

Redefining Our RELATIONSHIPS And Prioritizing INVESTMENTS

President Rita Hartung Cheng – March 11, 2015
How Far We Have Come
<table>
<thead>
<tr>
<th>Year</th>
<th>State &amp; Tuition Support per Student</th>
<th>Enrollment</th>
<th>Undergraduate Degrees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1995</td>
<td>$11,974</td>
<td>20,131</td>
<td>2,554</td>
</tr>
<tr>
<td>2005</td>
<td>$13,841</td>
<td>19,069</td>
<td>2,821</td>
</tr>
<tr>
<td>2015</td>
<td>$10,211</td>
<td>27,715</td>
<td>5,034</td>
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</table>
# Red Buildings

<table>
<thead>
<tr>
<th>Year</th>
<th>Buildings</th>
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<tbody>
<tr>
<td>2005</td>
<td>9 Buildings</td>
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<tr>
<td></td>
<td>Physical Sciences</td>
</tr>
<tr>
<td></td>
<td>Chemistry</td>
</tr>
<tr>
<td></td>
<td>Biological Sciences</td>
</tr>
<tr>
<td></td>
<td>Educational Annex</td>
</tr>
<tr>
<td></td>
<td>Adel Mathematics</td>
</tr>
<tr>
<td></td>
<td>Anthropology</td>
</tr>
<tr>
<td></td>
<td>Learning Resource Center</td>
</tr>
<tr>
<td></td>
<td>Engineering &amp; Technology</td>
</tr>
<tr>
<td></td>
<td>Business Administration</td>
</tr>
<tr>
<td>2010</td>
<td>7 Buildings</td>
</tr>
<tr>
<td></td>
<td>Physical Sciences</td>
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<tr>
<td></td>
<td>Chemistry</td>
</tr>
<tr>
<td></td>
<td>Biological Sciences</td>
</tr>
<tr>
<td></td>
<td>Academic Annex</td>
</tr>
<tr>
<td></td>
<td>North Heating &amp; Cooling Plant</td>
</tr>
<tr>
<td></td>
<td>Adel Mathematics</td>
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<tr>
<td></td>
<td>SBS West</td>
</tr>
<tr>
<td>2015</td>
<td>5 Buildings</td>
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<tr>
<td></td>
<td>Biological Sciences</td>
</tr>
<tr>
<td></td>
<td>Physical Sciences</td>
</tr>
<tr>
<td></td>
<td>Chemistry</td>
</tr>
<tr>
<td></td>
<td>Wall Aquatic Center</td>
</tr>
<tr>
<td></td>
<td>Adel Mathematics</td>
</tr>
<tr>
<td>2016</td>
<td>4 Buildings</td>
</tr>
<tr>
<td></td>
<td>Biological Sciences</td>
</tr>
<tr>
<td></td>
<td>Physical Sciences</td>
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<tr>
<td></td>
<td>Chemistry</td>
</tr>
<tr>
<td></td>
<td>Adel Mathematics</td>
</tr>
</tbody>
</table>
Partnerships

Four Forest Restoration Initiative
Phoenix Biomedical Campus
1899 Bar & Grill

High Country Conference Center
American Campus Communities
Economic Impact

- NAU’s economic impact in Arizona is approximately $1.845 billion.
- 61% of NAU graduates reside in Arizona and our alumni circulate $1.65 billion in the Arizona economy each year.
- Regionally, NAU activity contributes $1.158 billion in Coconino County’s economy and one in every five jobs in this county is a result of NAU’s presence.
- In its second year of operations (2013–2014), NAU’s programs at the Phoenix Biomedical Campus had an economic impact of $17.5 million.
Academic Plans & Student Success
Only at NAU

FACULTY

ENVIRONMENT

ACTIVE LEARNING

TECHNOLOGY

STUDENTS

Many traditionally aged (18-22) from diverse backgrounds

First-generation – 42%

But … 1/4 adult learners

Student = Partner
## Our Students

### Average Freshman Cohort HS GPA Fall 2014

<table>
<thead>
<tr>
<th>Gender</th>
<th>Flagstaff</th>
<th>Community Campuses</th>
<th>Online</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>55%</td>
<td>67%</td>
<td>71%</td>
</tr>
<tr>
<td>AZ Resident</td>
<td>62%</td>
<td>98%</td>
<td>86%</td>
</tr>
<tr>
<td>Under 21</td>
<td>57%</td>
<td>3%</td>
<td>2%</td>
</tr>
<tr>
<td>Over 30</td>
<td>5%</td>
<td>52%</td>
<td>59%</td>
</tr>
</tbody>
</table>
Academic Programs that Open Doors for Students

Historically strong programs
- Education, forestry, HRM, pre-professional, business

New programs serving Arizona’s needs
- Health professions, STEM, interdisciplinary
Defining Quality: High Impact Practices

- Culminating Senior Experience: 67%
- Service Learning: 61%
- Internship or Field Experience: 47%
- Learning Community: 28%
- Research with Faculty: 23%
- Leadership in Student Organizations: 5%
Defining Quality: Faculty Innovations for Learning

► First Year Learning Initiative
  Built on active learning, early engagement
  80+ certified courses serve 95% of all first-year students
  Last year prevented 800 “failed” courses ($1.3 million saved costs to students)

► Global Learning Initiative
  Every major, every student has discipline-centered global perspective

► Defining and Assessing Learning
  Learning goals for each course, each degree program documented
  (75% of all programs in past 2 years)
  Learning assessment incorporated into continuous improvement, program review
“NAU IS ABOUT UNDERGRADUATE EDUCATION, BUT THESE STUDENTS ALSO provide a large motivated research workforce. Much of our international success in pathogen genomics has been driven by undergraduate hard work and devotion. In return, they get a scientific education that is based upon workplace experience in a real life research environment.” – PAUL S. KEIM, NAU & TGEN
Defining Success

**Freshman Retention Rate**
- 2009: 69.3%
- 2010: 73%
- 2011: 73%
- 2012: 71.6%
- 2013: 75%
- 2014: 75%
- 2015: 75%
- 2016: 78%
- 2017: 78%
- 2018: 78%
- 2019: 78%
- 2020: 78%

**6-year Graduation Rate**
- 2009: 52.6%
- 2010: 51%
- 2011: 51%
- 2012: 49.1%
- 2013: 51.6%
- 2014: 53%
- 2015: 53%
- 2016: 53%
- 2017: 53%
- 2018: 53%
- 2019: 53%
- 2020: 53%

**Projected**
Meeting Arizona Workforce Needs

**Number of Bachelor's Degrees Awarded**

- **2009**: 3,203
- **2010**: 3,725
- **2011**: 4,513
- **2012**: 5,034
- **2013**: 4,500
- **2014**: 4,500
- **2015**: 5,034
- **2016**: 4,900
- **2017**: 4,900
- **2018**: 4,900
- **2019**: 4,900
- **2020**: Projected 4,900

**Number of Degrees Awarded in High-Demand Fields**

- **2009**: 2,884
- **2010**: 3,090
- **2011**: 3,300
- **2012**: 3,500
- **2013**: 3,165
- **2014**: 2,972
- **2015**: 3,437
- **2016**: *3,437*
- **2017**: 3,437
- **2018**: 3,437
- **2019**: 3,437
- **2020**: Projected 3,437

**Online Degrees**

- **2009**: 534
- **2010**: 745
- **2011**: 918
- **2012**: 1,123
- **2013**: 1,350
- **2014**: 1,350
- **2015**: 1,350
- **2016**: 1,350
- **2017**: 1,350
- **2018**: 1,350
- **2019**: 1,350
- **2020**: Projected 1,350

**Number of Arizona Community College Transfer Students Awarded Bachelor's Degrees**

- **2009**: 1,300
- **2010**: 1,652
- **2011**: 1,771
- **2012**: 1,575
- **2013**: 1,300
- **2014**: 1,652
- **2015**: 1,771
- **2016**: 2,300
- **2017**: 2,300
- **2018**: 2,300
- **2019**: 2,300
- **2020**: Projected 2,300
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>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PHYSICIAN ASSISTANT</strong></td>
<td>25</td>
<td>49</td>
<td>73</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td><strong>PHYSICAL THERAPY</strong></td>
<td>24</td>
<td>51</td>
<td>86</td>
<td>106</td>
<td>116</td>
<td>120</td>
<td>120</td>
</tr>
<tr>
<td><strong>OCCUPATIONAL THERAPY</strong></td>
<td>25</td>
<td></td>
<td></td>
<td>54</td>
<td>99</td>
<td>120</td>
<td>135</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>49</td>
<td>100</td>
<td>184</td>
<td>260</td>
<td>315</td>
<td>340</td>
<td>355</td>
</tr>
</tbody>
</table>

Master’s Degree in Physician Assistant Studies and Doctor of Physical Therapy Degree started in Fall 2012.
Internal Collaboration for Student Success

- Academic Affairs, Extended Campuses, EMSA all partner on Enrollment Management Committee
- Academic Affairs (University College), EMSA partner on retention initiatives
We Are Affordable & Accessible

- Pledge guarantee
  4-year tuition guarantee, predictable & affordable

- Community college partnerships
  2NAU
  Summer research programs
  Concurrent enrollment and 90-30 programs

- Transfer tools
  Jacks Planner
  Expansion of academic pathways
Strategies: Extended Campuses

- Addressing Arizona’s workforce needs
- Student recruitment strategies
- NAU-Yuma branch campus
- NAU-Yavapai regional campus
- Personalized Learning
Moving Forward

Percent Change in Public and Nonpublic High School Graduates, by State, 2008-09 to 2019-20

Top 5 States
- Maricopa: 11,112
- Pima: 2,177
- Colorado: 1,553
- Nevada: 1,553
- Washington: 1,553

Greater than 15%
- 5.01% to 15%
- 0% to 5%
- -5% to 0.01%
- -15% to -5.01%
- Less than -15%

Undergraduate Enrollment

Total Enrollment

Enterprise Metric 9

Enterprise Metric 10
Transfer Students

- Dedicated transfer recruitment team
- Expanded relationships with community colleges and 2NAU programs
- Improved transfer tools and pathways
- Financial aid strategies for transfer students

International Students

- 72 countries
- Work to strengthen the academic infrastructure for international students
- Develop and nurture strategic relationships with universities and organizations based overseas
- Construction of International Pavilion facility

![Bar chart showing enrollment trends for AZ Transfers and All Other Transfers from 2008-2009 to 2013-2014.]

![Line chart showing total international enrollment from 2008 to 2014.]

Top 5 Countries
- China
- Saudi Arabia
- Kuwait
- Brazil
- Germany
NAU Reflects Arizona’s Diversity

First Time Freshman Cohort: IPEDS Ethnicity

Students from 107 Tribes
Top 5 Tribal Affiliations
- Navajo Tribe
- Cherokee Nation, OK
- Hopi Tribe
- Choctaw Tribe of Oklahoma
- Pascua Yaqui Tribe

AZ 2013 Census

Hispanic/Latino
Asian
Native Hawaiian/Oth Pac Island
Two or More
Black/African American
American Indian/Alaska Native

First-time Freshman Cohort

Headcount – Hispanic/Latino

<table>
<thead>
<tr>
<th>Year</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>1,200</td>
<td>1,000</td>
<td>800</td>
<td>600</td>
<td>400</td>
<td>200</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
Commitment to Veterans
Strategic Research Strengths

- Microbiology and bioengineering
- Health sciences
- Environmental sciences and sustainability
- Forest restoration and landscape conservation
- Astronomy
- Informatics and big data analytics

Addressing Issues Important to Arizonans

1. Infectious diseases
2. Native American health
3. Forest restoration
4. Land management
Native American Health and Infectious Diseases

Partnership for Native American Cancer Prevention

- NIH-funded, directed by Laura Huenneke
- Collaboration with UA
- In operation for 12 years
- $15+ million to NAU in support of research with and for Native Americans

The Center for Microbial Genetics and Genomics

- Directed by Regents Professor Paul Keim (joint appointment with TGen)
- $60+ million in external funding since 2002
- 400+ students, staff, and research scientists
- Research on MRSA, c-dif, valley fever, CRE (kleb) and others
Forest Restoration & Land Management

The Ecological Restoration Institute
- Since 2002, $35 million in external funding
- 300+ students; 200+ partners

The Landscape Conservation Initiative
- Effective rangeland management directed by Tom Sisk
- Diablo Trust

“The science has strengthened our collaborative process, and by co-hosting dozens of NAU classes and interns, we’ve worked together to train the next generation of land stewards.”
—JUDY PROSSER, BAR T BAR RANCH

“NAU’s longstanding relationship with the Diablo Trust provides for a working laboratory where significant natural resource matters are examined and addressed.”
—MANDY METZGER, FLYING M RANCH
Partnerships Generating Impact

- TGen North/TGen
- Northern Arizona Healthcare – THRIVE
- Diablo Trust
- Babbitt Ranch
- Lowell Observatory
- Discovery Channel Telescope
- Naval Observatory

- U.S. Geological Survey
- U.S. Forest Service
- National Park Service
- Science Foundation Arizona
- Northern Arizona Center for Entrepreneurship
- ASU and UA
Research Expenditures

2014 Highlights

- Federal government: $17 million
- State & local government: $6 million
- Institutional funds: $6 million
- Industry: $850,000
- Non-profits: $1 million
- Other: $1 million
Technology Transfer

2014 Metrics

- Invention disclosures: 24
- U.S. patents issued: 3
- IP income: $32,000
- Start-up companies: 1
Public Service

- Institute for Tribal Environmental Professionals
- Civic Service Institute
- GEAR UP
- Institute for Human Development

Other
- Native American Cultural Center/Tribal Leadership
- NAU Earn to Learn: Assets for Independence
- Northern AZ Consortium of History Teachers
- Family Violence Institute

Expenditures Related to Service and Engagement Activities

<table>
<thead>
<tr>
<th>Year</th>
<th>Expenditures</th>
</tr>
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<tbody>
<tr>
<td>2009</td>
<td>$28,794</td>
</tr>
<tr>
<td>2010</td>
<td>$26,878</td>
</tr>
<tr>
<td>2011</td>
<td>$32,772</td>
</tr>
<tr>
<td>2012</td>
<td>$30,733</td>
</tr>
<tr>
<td>2013</td>
<td>$25,585</td>
</tr>
<tr>
<td>2014</td>
<td>$25,585</td>
</tr>
<tr>
<td>2015</td>
<td>$25,585</td>
</tr>
<tr>
<td>2016</td>
<td>$25,585</td>
</tr>
<tr>
<td>2017</td>
<td>$25,585</td>
</tr>
<tr>
<td>2018</td>
<td>$25,585</td>
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<tr>
<td>2019</td>
<td>$25,585</td>
</tr>
<tr>
<td>2020</td>
<td>$34,321</td>
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</table>
Building Future Research Capacity

- Bioengineering research
- Ecosystem science
- Health and healthcare research
- High performance computing and “big data” research

Strategic recruiting
Building Future Research Capacity

New Center for Bioengineering Innovation

- $1 million W. M. Keck Foundation award
- Translating research on muscle contraction to improve prosthetic devices

New Center for Ecosystem Science and Society (ECOSS)

- From microbial systems to whole Earth systems
- $1.3 million in new external funding
Building Future Research Capacity

Translational Health Research Initiative (THRIVE)

- Partnership with Northern Arizona Healthcare
- $400,000 Flinn Foundation grants for personalized translational medicine

Informatics and Computing Program (ICP)

- "Big data" research
- Research-intensive academic unit in CEFNS
- Integrate big data analytics into interdisciplinary research focused on improving patient outcomes
Financial Planning
Planning Culture

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

Master Plan
Every 5 Years

Strategic Plan
Every 2-3 Years

Performance Evaluation
Every Year

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

Macro Budget
Every Year

Task Forces

Standing Committees

Organized Groups

Faculty Students Staff

External Stakeholders

Strategic Priorities
Every Year

Divisional Plans
Every Year

Arizona Board of Regents
Vision 2020
Financial Highlights FY 2014

- Total assets: $1.1 billion
  Net assets: +$4 million
- Total revenue sources: $490.3 million
- Total expenses: $486 million
- Monthly days cash on hand: 132 Days
- The FY14 debt ratio: 5.7% (without SPEED), 6.9% (with SPEED)
  Maximum allowed is 8%
- Debt capacity is $180 million
  Debt Capacity estimated at June 30, 2015: $190 million
### FY 2015 Per Capita State Support of Higher Education

- **Arizona**: $136
- **State Support: 5-Year % Change, FY10-FY15**
  - **Arizona**: -21%

### List of States
- Alabama
- Alaska
- Arizona
- Arkansas
- California
- Colorado
- Connecticut
- Delaware
- Florida
- Georgia
- Hawaii
- Idaho
- Illinois
- Indiana
- Iowa
- Kansas
- Kentucky
- Louisiana
- Maryland
- Massachusetts
- Michigan
- Minnesota
- Mississippi
- Missouri
- Montana
- Nebraska
- Nevada
- New Hampshire
- New Jersey
- New Mexico
- New York
- North Carolina
- North Dakota
- Ohio
- Oklahoma
- Oregon
- Pennsylvania
- Rhode Island
- South Carolina
- South Dakota
- Tennessee
- Texas
- Utah
- Vermont
- Virginia
- Washington
- West Virginia
- Wisconsin
- Wyoming
- **Arizona**

### Graphs
- Bar chart showing per capita state support for higher education.
- Line graph showing 5-year % change in state support, FY10-FY15.

### Notes
- The graph on the right illustrates the % change in state support from FY10 to FY15.
- Arizona shows a significant decrease of -21% in state support for higher education.
- Key states such as California, New York, and Texas are also represented, though specific data points are not detailed in the image.
Net Tuition/Fee and State Appropriation Revenue

**INFLATION ADJUSTED GENERAL FUND PER FTE**

<table>
<thead>
<tr>
<th>Year</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015 (Est.)</th>
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<tr>
<td>$7,600</td>
<td>$6,094</td>
<td>$5,257</td>
<td>$4,804</td>
<td>$3,780</td>
<td>$3,570</td>
<td>$3,573</td>
<td>$3,579</td>
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**GENERAL FUND AND NET TUITION PER FTE**

<table>
<thead>
<tr>
<th>Year</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015 (Est.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>$13,757</td>
<td>$12,614</td>
<td>$12,089</td>
<td>$12,066</td>
<td>$11,331</td>
<td>$11,260</td>
<td>$11,817</td>
<td>$12,199</td>
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</tr>
</tbody>
</table>

**Educational and General Expenses per FTE Enrollment**

- ABOR Peers Median
- NAU

- 2009: $20,000
- 2010: $20,000
- 2011: $20,500
- 2012: $21,000
- 2013: $21,500

- (Est.)
Tuition, Fee, and State Appropriations per Degree Awarded

ABOR Peers – IPEDS FY 2013

NAU PER DEGREE

$57,732

$65,741

$120,000

$100,000

$80,000

$60,000

$40,000

$20,000

$0

University of Maine
The University of Alabama
University of Akron Main Campus
Bowling Green State University
University of North Carolina - Greensboro
University of North Carolina at Greensboro
Northern Illinois University
Western Michigan University
Kent State University - Kent
University of Nevada ~ Las Vegas
Southern Illinois University - Carbondale
University of North Carolina - Greensboro
Ohio University - Main Campus
Kent State University - Kent
Georgia State University - Main Campus
Wichita State University
George Mason University
Old Dominion University
Northern Arizona University
Investments

Personnel

Over 60% of university expenditures
Average salaries from market median
$29.2 million to reach market
<table>
<thead>
<tr>
<th>Resident Tuition + Fees Starting Fall 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UNDERGRADUATE</strong></td>
</tr>
<tr>
<td>Flagstaff Pledge</td>
</tr>
<tr>
<td>Extended Campuses</td>
</tr>
<tr>
<td>Yavapai</td>
</tr>
<tr>
<td>Yuma</td>
</tr>
<tr>
<td>Personalized Learning</td>
</tr>
<tr>
<td><strong>GRADUATE</strong></td>
</tr>
<tr>
<td>Flagstaff</td>
</tr>
<tr>
<td>Extended Campuses</td>
</tr>
<tr>
<td>Yuma</td>
</tr>
</tbody>
</table>

Percent of all undergraduates on Pledge = 75%
Projected Revenue Sources

**FY 2008**
- State General Fund: 40%
- Other: 12%
- Auxiliary Revenue: 9%
- Gov’t Grants & Contracts & Fin Aid: 14%
- Tuition and Fees: 25%

Total Revenue: $400M
Enrollment: 21,352

**FY 2015**
- State General Fund: 22%
- Other: 12%
- Auxiliary Revenue: 11%
- Gov’t Grants & Contracts & Fin Aid: 15%
- Tuition and Fees: 40%

Total Revenue: $519M
Enrollment: 27,715

**FY 2020**
- State General Fund: 20%
- Other: 12%
- Auxiliary Revenue: 10%
- Gov’t Grants & Contracts & Fin Aid: 16%
- Tuition and Fees: 42%

Total Revenue: $610M
Enrollment: 32,284
Budget Planning Scenarios for 2020 Goals

Assumptions

- Enrollment growth: Growth to 32,284
- Tuition rates: Commitment to Pledge, Maintaining tuition differentiation
- State appropriation: Performance funding FY17 to FY20
- Personalized Learning growth $9 million in FY20
- Continued investments in personnel, technology, programs and facilities
- Continued focus on efficiencies

Outcomes

- Net position in FY20: + $5 million
  Total revenue: $610 million
  Total expenditures: $605 million
- Debt service: 4.5% of expenditures
- Days cash on hand Target 120-130 Days

UNDER REVISION
Projected Debt Service

- Credit Ratings:
  - A1 (Moody’s)
  - A+ (S&P)
- Stable outlook

- Debt Ratio:
  - 5.7% (without SPEED)
  - 6.9% (with SPEED)
  - 8% cap

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Debt Capacity Projection (Without SPEED)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$190,000,000</td>
</tr>
<tr>
<td>2016</td>
<td>$215,000,000</td>
</tr>
<tr>
<td>2020</td>
<td>$340,000,000</td>
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</tbody>
</table>
Meeting Space Needs

North Campus Athletics and Recreation Complex
Science and Health
Student and Academic Support Building

Future needs: Research Infrastructure Phase II
NAU Foundation

"Only at NAU" Campaign
▶ Started in 2009
▶ Public phase began in 2013
▶ At $83 million with target of $100 million

<table>
<thead>
<tr>
<th></th>
<th>5-year</th>
<th>Since Inception</th>
</tr>
</thead>
<tbody>
<tr>
<td>NAU Foundation</td>
<td>15.2%</td>
<td>7.9%</td>
</tr>
<tr>
<td>Moderate Growth</td>
<td>13.6%</td>
<td>8.0%</td>
</tr>
<tr>
<td>Composite Index</td>
<td></td>
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</tbody>
</table>
Our Partners

- John Coe, Principal, Marshall Elementary Magnet School
- Leah Bornstein, President, Coconino Community College
- Jeffrey Hall, Director, Lowell Observatory
- David Engelthaler, Director of Programs, TGen North