Possibility in Every Direction

President Rita Hartung Cheng
September 2016
OVERVIEW

VISION

GOALS

ABOR METRICS

ECONOMIC IMPACT

• BUDGET
• STUDENT SUCCESS
• COMMUNITY CAMPUSES
• ATHLETICS
• FACULTY – ACADEMIC QUALITY
• STAFF CONTRIBUTIONS
• RESEARCH EXCELLENCE
• GLOBAL ENGAGEMENT
• COMMITMENT TO NATIVE AMERICANS

IMPACT
  – BEYOND ECONOMICS
  – BEST OF NAU
  – PARTNERSHIPS

FACING THE FUTURE
  – CHALLENGES
  – ACTIONS
  – OPPORTUNITIES
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.
GOALS

1955
Primary Functions
Arizona State College Bulletin

1976
Objectives
University Cabinet

1997
Institutional Goals
Institutional Self-Study Report

2016
Strategic Goals
Strategic Planning & Budget Council

Vocational Competence

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

Student Success

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

Global Engagement

- Personal Philosophy
- Self-discipline
- Interrelationships of Disciplines

Nationally Recognized Research Excellence

Extended Services

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

Graduate Programs and Research

Good Citizenship

- Understanding of the Social and Natural Systems
- Apply Knowledge

Diversity, Civic Engagement, and Community Building

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

Opportunities for Native Americans

- Understanding of the Social and Natural Systems
- Apply Knowledge

Commitment to Native Americans

Cultural Heritage

- Understanding of the Social and Natural Systems
- Apply Knowledge

Sustainability and Effectiveness

- Understanding of the Social and Natural Systems
- Apply Knowledge

Opportunities for Native Americans
ECONOMIC IMPACT

- NAU’s economic impact in Arizona is approximately $1.6 billion annually
- NAU supports more than 20,000 Arizona jobs
- NAU serves 30,368 students statewide, including 314 at Phoenix Biomedical Campus

Classes at Phoenix Biomedical Campus
Salary Market/Peer Comparisons

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

*% to reach median salary of peers
BUDGET – INFRASTRUCTURE & INVESTMENTS

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

### Graph
- **Years:** 2008 to Est. 2017
- **Amounts:** $2 million to $18 million

<table>
<thead>
<tr>
<th>Year</th>
<th>Appropriation Received</th>
<th>Building Renewal Formula</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>$9</td>
<td>$10</td>
</tr>
<tr>
<td>2009</td>
<td>$10</td>
<td>$12</td>
</tr>
<tr>
<td>2010</td>
<td>$12</td>
<td>$12</td>
</tr>
<tr>
<td>2011</td>
<td>$12</td>
<td>$10</td>
</tr>
<tr>
<td>2012</td>
<td>$10</td>
<td>$12</td>
</tr>
<tr>
<td>2013</td>
<td>$10</td>
<td>$12</td>
</tr>
<tr>
<td>2014</td>
<td>$12</td>
<td>$10</td>
</tr>
<tr>
<td>2015</td>
<td>$15</td>
<td>$12</td>
</tr>
<tr>
<td>Est. 2017</td>
<td>$17</td>
<td>$12</td>
</tr>
</tbody>
</table>

### Communities
- **SkyView student apartments** – Aug. 2017
- **South Campus**
- **North Campus**
- **South Dining renovation** – Aug. 2017

### In Progress/Future
- **Aquatic and Tennis Complex, Phase 2** – Sept. 2016
- **USB renovation for SICCS** – Aug. 2016
- **Bookstore interior renovation** – Aug. 2016
- **Science and Academic Services Building**
- **Student and Health Building**

- **In Progress/Future**
  - Gabaldon Hall major renovation
  - Recital Hall
  - Health Research Sports Performance & Convocation Center
- **Infrastructure Improvements**
- **Science and Engineering Building**
State Funding and Tuition Rates since 1997

- **Tuition and Mandatory Fees**
- **State General Fund Per FTE**

- **$5,288** in 1997
- **$8,333** in 2007
- **$3,437*** in 2017

*Estimated
BUDGET – CAMPAIGN

Campaign Support

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

Scholarships Awarded

Endowed Scholarships
Current Scholarships

Thousands

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


$528 $942 $1,873 $1,873 $1,873 $1,873 $825

$103 million
Student Success
ENROLLMENT – HISTORY AND GENERAL UPDATE

Total 30,368

- Flagstaff: 20,131, 19,069, 5,644 (Fall 1995, Fall 2005, Fall 2016)
- Online: 2,059, 531, 531 (Fall 1995, Fall 2005, Fall 2016)
- Community Campuses: 5,644, 5,644, 5,644 (Fall 1995, Fall 2005, Fall 2016)
- Yuma: 22,134, 22,134, 22,134 (Fall 1995, Fall 2005, Fall 2016)
ENROLLMENT UPDATE – FACES OF ARIZONA

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

Arizona Population

First-time Freshman Cohort Headcount: Hispanic/Latino

- 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
ENROLLMENT UPDATE – PERSONALIZED LEARNING

833 enrolled PL students
(fall 2016 census)

PL degrees
- Bachelor’s in Computer Information Technology
- Bachelor’s in Liberal Arts
- Bachelor’s in Small Business Administration
- RN-BSN (July 2016)
- Bachelor’s in Management (fall 2016)
- MSN (2017)
- Master’s in Computer Information Technology (2017)
ENROLLMENT UPDATE – EXTENDED CAMPUSES
PLAN FOR HONORS COLLEGE

Honors Experiential Pathways

Capstone Options

Major Discipline

SYNTHESIZE
Knowledge & Application

3
Honors Advanced Seminar
HON 390

INNOVATE
Solutions to Real World Problems

2
Honors Topic Seminar
HON 290

ENGAGE
Leadership & Inquiry

1
Honors Colloquium
HON 190

CONNECT
Honors, NAU, Flagstaff

INTRODUCTION TO HONORS
Engaging in Honors Scholarship
Undergraduate Research

Honors Advanced Seminar
HON 390

Honors Topic Seminar
HON 290

Honors Colloquium
HON 190

Knowledge / Discovery
Creative
Entrepreneurial
Professional
Health/Medical
Interdisciplinary Team-Based Application

Honors Advanced Scholarship
HON 300

Honors Scholarship
HON 200

Engaging in Honors Scholarship
Undergraduate Research

Intensive Study
Thesis

• define your capstone
• create your proposal
• select your mentor

• explore research and careers
• apply for scholarships
• choose your pathway

• student success skills
• community engagement

• student success skills
• community engagement
STUDENT RETENTION

Dani Nakamoto, sophomore, fitness wellness major

Retention Plan Fall 2016

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

Graph showing retention rates from FY 2009 to projected FY 2025:
- 69% in FY 2009
- 75.5% in FY 2017
- Projected 80% in FY 2025
STUDENT ENGAGEMENT

Now Near Completion

$225,000 grant

Academic Advising
Faculty Feedback
Student Mentoring
Career Planning
Tutoring

Data Analytics
Feedback

Dylan Palacpac, sophomore, nursing major
WORKFORCE DEVELOPMENT

Culminating Senior Experience: 74%
Learning Community: 30%
Service Learning: 65%
Research with Faculty: 28%
Internship or Field Experience: 49%
Community Campuses
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>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>25</td>
<td>55</td>
<td>89</td>
<td>120</td>
<td>135</td>
<td>120</td>
<td>135</td>
</tr>
<tr>
<td>Athletic Training</td>
<td>11</td>
<td></td>
<td></td>
<td>45</td>
<td>60</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>49</td>
<td>104</td>
<td>188</td>
<td>259</td>
<td>314</td>
<td>397</td>
<td>437</td>
</tr>
</tbody>
</table>

- Master’s degree in Physician Assistant Studies and Doctor of Physical Therapy degree started in fall 2012
- Doctor of Occupational Therapy started in fall 2014
- Master’s degree in Athletic Training started in July 2016
COMMUNITY CAMPUSES – YAVAPAII AND YUMA

- Distance Learning started in Prescott
- Forged partnership with Yavapai College
- ABOR Branch Campus designation
- Hispanic Serving Institution designation
- Expansion to AWC’s San Luis campus
- ACBSP accreditation (business program)
- Master’s in Global Business Administration

Key dates:
- 1963: Yuma Campus established
- 1960s: Yavapai College established
- 1988: Yuma Campus established
- 2006: ACBSP accreditation (business program)
- 2007: Expansion to AWC’s San Luis campus
- 2009: ABOR Branch Campus designation
- 2012: Hispanic Serving Institution designation
- 2016: Welcome Center
ATHLETICS – ACADEMIC ACHIEVEMENT, VOLUNTEERISM, ACCOMPLISHMENTS

► Big Sky Men’s All-Sports Trophy, Big Sky Conference, 2016

► 33 student-athletes earn Big Sky All-Academic honors, Big Sky Conference All-Academic Team, Spring 2016

► Swimming and diving team named Scholar All-America Team, College Swimming and Coaches Association of America, 2016
<table>
<thead>
<tr>
<th>Total number of instructional faculty</th>
<th>Full-time</th>
<th>Part-time</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,068</td>
<td>553</td>
<td>1,621</td>
</tr>
</tbody>
</table>
FACULTY – ACADEMIC QUALITY

NAU’s Compelling and Distinctive Attributes

ARIZONA PROSPECTS
- Faculty demonstrate strong commitment to teaching
- Professors identify professional opportunities for students
- Opportunities for in-class discussion
- Affordability
- Many opportunities to meet with faculty outside of class
- Students have easy access to student services

OUT-OF-STATE PROSPECTS
- Faculty are researchers and scholars in their fields

Arizona prospects | Out-of-state prospects
--- | ---
| Importance | NAU | ASU | UA | GCU | NAU | ASU | UA | GCU |
--- | --- | --- | --- | --- | --- | --- | --- | --- |
Faculty demonstrate a strong commitment to teaching | 4.7 | 4.2 | 4.0 | 4.1 | 3.9 | 4.1 | 3.7 | 3.5 | 4.0 |
Professors identify professional opportunities for students | 4.5 | 4.2 | 4.0 | 3.9 | 3.8 | 4.1 | 3.9 | 3.7 | 4.0 |
Student services are of high quality | 4.5 | 4.1 | 4.0 | 3.9 | 4.1 | 3.9 | 3.7 | 4.1 |
All students have easy access to student services | 4.4 | 4.3 | 4.0 | 4.0 | 4.0 | 4.0 | 3.5 | 3.9 | 4.0 |
Many opportunities to meet with faculty outside of classroom | 4.2 | 4.3 | 4.0 | 3.8 | 3.9 | 3.9 | 3.7 | 3.9 | 4.0 |
The surrounding community contributes to the social experience | 4.0 | 4.1 | 4.2 | 3.8 | 3.9 | 3.9 | 3.7 | 3.9 | 4.3 |
Many opportunities for undergrads to actively participate in research | 4.0 | 4.0 | 4.0 | 4.0 | 3.9 | 4.0 | 3.6 | 4.0 | 4.0 |
There are a lot of opportunities for outdoor activities | 3.8 | 4.4 | 3.9 | 4.0 | 3.5 | 4.1 | 3.7 | 3.9 | 4.2 |
STAFF CONTRIBUTIONS
Research Excellence
RESEARCH – DIFFERENTIATION

Expenditures Related to Service and Engagement Activities (in $1,000s)
Research and Development Expenditures (in $1,000s)

Total $82.3 million

$55 million
$65.5 million

Thousands


$26,183 $28,794 $30,260 $35,206 $35,500 $46,800
RESEARCH – BUILDING AN INFRASTRUCTURE

NAU INNOVATIONS (TECHNOLOGY TRANSFER)
• Facilitates dissemination of faculty/student research for the public good
• Provides resources to generate and commercialize research results

OFFICE OF SPONSORED PROJECTS
• Promotes collaboration throughout research development infrastructure
• Facilitates NAU’s capacity to compete for and manage external grants

OFFICE OF REGULATORY COMPLIANCE
Ensures ethical and responsible conduct of research
GLOBAL ENGAGEMENT

- International student enrollment (fall 2016): 1,291 from 78 countries
- Students participating in study abroad (AY 2016): 863
Commitment to Native Americans
Institute for Tribal Environmental Professionals
$3.7 million in grant funding, FY 2015

- 285 Tribes Served
- 39 Tribal Schools Reached
- 3 National Conferences
- 42 Students Employed or Mentored
- 2 $1,000 Scholarships

SERVICES TO TRIBES
BUILDING A COMMUNITY OF PRACTICE
STEM EDUCATION AND ENVIRONMENTAL OUTREACH
MENTORSHIP AND INTERNSHIPS

National Tribal Forum on Air Quality
Tribal Lands and Environment Forum
Tribal Environmental Exchange Network
COMMITMENT TO NATIVE AMERICANS – BUILDING PARTNERSHIPS

Tribal College MOUs

- **Joint enrollment and academic articulation**
  Clearing a path to NAU on day one

- **Joint advising**
  Creating a culture of support that extends to tribal communities

- **Inter-institutional disciplinary teams**
  - Identifying educational needs specific to the Tohono O’odham and Navajo nations
  - Establishing a conduit for shared resources between institutions, including support for education-related technologies and library services

- **Faculty collaboration**
  - Faculty and student research
  - Faculty exchanges
College of Arts and Letters presented more than 400 events in the last year, attracting 80,000 people to campus.
IMPACT – BEST OF...

➤ Ranked #1 online bachelor’s in education degree programs & among the best online bachelor’s in healthcare administration, College Choice

➤ SHRM ranked #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 ranked in top 10 “Best for Vets” business schools 2016, Military Times

➤ Physical therapy program ranked 40th in the country, U.S. News Best Grad Schools for 2017

➤ 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 in the nation for social media engagement in higher education, RivallQ.com and Up&Up.com

➤ Flagstaff named the #1 small college town with great quality of life, BestChoiceSchools.com
NACET

Founded in 2001 on the university campus

Opened 10,000-square-foot incubator facility in 2008, thanks to support from:
• U.S. Economic Development Administration
• The City of Flagstaff
• Arizona Gov. Jan Brewer
• Additional community organization investments

Innovation Mesa Business Accelerator

• 28,000 square feet opened in 2015
• Funded by NAU, City of Flagstaff, U.S. Economic Development Administration, and Arizona Commerce Authority
FACING THE FUTURE – CHALLENGES

Enrollment

- NAU’s online and Extended Campuses program growth is expected to outpace growth on the Flagstaff campus over the next decade.

Housing on Campus

- NAU in the TOP 1% of universities nationally for total on-campus housing capacity.
- 9,148 beds

Parking on Campus

- 8,867 parking spaces
- 2,478 faculty and staff permits
- 5,489 student permits
- 900 available visitor parking spaces

- Additional 700 parking spaces in fall 2017
- 80% of freshmen living on campus do not bring their cars
- 26% of students purchase a parking permit

The Facts About NAU Enrollment, Housing, and Parking

NAU activity contributes $1.2 billion to Coconino County’s economy; 61% of NAU graduates reside in Arizona after graduation.
FACING THE FUTURE – ACTIONS

- Financial stability
- Streamlining of operations
- Data governance
- Leadership succession
Possibility in Every Direction
Thank you

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.