Located in Northern Arizona, Grand Canyon National Park encompasses nearly 300 miles of the Colorado River and adjacent uplands. The park is home to much of the immense Grand Canyon with its stunning layered bands of colorful rock that reveal millions of years of geologic history. NAU students are able to study in iconic places like the Grand Canyon with academic experiences such as the Grand Canyon Seminar, an intellectual immersion into the science, culture, arts, humanities and politics of the Colorado Plateau region.

Built from locally quarried Moenkopi sandstone, NAU’s Old Main opened its doors in 1899 with 23 students and two faculty members. Occupying a special place in the hearts of Lumberjacks, Old Main today houses an art gallery, museum and offices.
Northern Arizona University is built on an enduring legacy focused on student success from the onset of the university’s founding 120 years ago. Home of the fiercely proud Lumberjacks, NAU today has emerged as a leader in education, sustainability, science, business, the hospitality industry, allied health, green building and cultural arts. A hallmark of an NAU education is the commitment to close student-faculty relationships, offering students an exceptional educational experience to learn, discover and achieve.

NAU offers more than 180 undergraduate and graduate degree programs, many ranked nationally. NAU boasts many top 20 rankings for academic degrees and programs, including best hospitality college, best for veterans, best college for a bachelor’s degree in public health, one of the best forestry schools in the nation, best dental hygiene school and more. From the NAU Flagstaff campus and more than 20 campuses statewide, to partnerships with community colleges, to online and personalized learning, students today have greater access to an affordable NAU degree.

An important partner in Arizona’s economic vitality, NAU generates $2.6 billion annually and more than 24,000 jobs in Arizona. More than 100,000 NAU alumni live in Arizona and 84 percent of NAU’s undergraduates are employed in the state.

The Arizona Board of Regents seeks the next president for NAU – a consummate leader with the ability to make a lasting contribution to the university’s continued success and the capacity to serve as a tireless champion, innovator and visionary on behalf of the university.

The next president must have a keen understanding of the numerous academic, business and other opportunities and challenges facing NAU and higher education. This individual will possess the ability to lead an exceptional faculty, administrative team and nearly 30,000 students in taking the university to new heights.

The president is responsible for maintaining high visibility within the region and the state, and for working in collaboration with Arizona’s community colleges, governmental and industry leaders, and Native American tribes. The president is expected to be the chief spokesperson and fundraiser for NAU.

The Arizona Board of Regents is pleased to invite applications and nominations for the 17th president of Northern Arizona University.
Located on the Navajo Nation, Antelope Canyon features magnificent slot canyons that are among the most photographed in the world. Upper Antelope Canyon, known as “the crack,” is the most popular area to visit, providing stunning photography for visitors. Formed by water eroding sandstone, Antelope Canyon is a sacred site for the Navajo people and a destination for tourists throughout the world.
During fearful and troubled times, the late Mr. Rogers famously urged that people remember to “Look for the helpers. You will always find people who are helping.” So it is with the COVID-19 pandemic that has gripped our state and beyond. Northern Arizona University has answered the call to help our state and address many of the challenges brought about by COVID-19.

A leader in training the state’s allied health workforce, NAU quickly responded to public health needs in rural and underserved communities by deploying many of its nursing and physician assistant students to help bolster community health capacity in responding to COVID-19. NAU students have been on the front lines providing much needed support for public health needs across our state.

Additionally, a team of NAU researchers has been working in collaboration with the Coconino County Health Department, along with several of NAU’s Master of Public Health students, on the front lines of data entry, management and analysis to develop models that predict the spread of COVID-19 throughout Coconino County and Northern Arizona.

When it became clear that medical and personal protective equipment (PPE) were in short supply for health care workers in the Flagstaff area, NAU’s Cline Library MakerLab (large-scale 3D printing environment) partnered with Guardian Air, a division of Northern Arizona Healthcare, to 3D print desperately needed personal protective masks for the medical professionals.

When the Navajo Nation and other tribal communities suffered disproportionately due to COVID-19, NAU worked with them to install Wi-Fi at critical locations and provided a team of epidemiologists and volunteers to help provide support and resources.

And while there is no crystal ball as the pandemic persists, NAU has led data development that has the potential to help local communities and governments better plan for the impact it will have on their communities. The data-mapping technology allows both researchers and members of the public to access large datasets in an applicable way and learn more about where their food, energy and water come from and how different regions of the country are interconnected.

These are but examples. There are countless others of NAU and Arizona’s public universities and their students and faculty members rising to what is the shared challenge of our time.

Because this is what our public university enterprise is about: solving problems; adapting in the face of crisis; public service; collaboration; and action for the betterment of our community. When we leave this traumatic chapter of our lives behind, Arizona will emerge stronger and more unified for what we have faced together.

Northern Arizona University and the next president will be there – part of the solution and leading our economic recovery, fostering innovation and helping to solve the challenges of our state.

Resilient - for the future of Arizona.
At Northern Arizona University, students earn world-class degrees through academic programs led by expert faculty who recognize talent and connect students to unparalleled opportunities for learning, engagement, discovery and service. Many of NAU’s academic programs are nationally recognized and the university ranks high for awarding degrees to Native Americans and minority students.

NAU ranks seventh in the nation for awarding bachelor’s degrees to Native Americans and second nationally for master’s degrees awarded to Native Americans. NAU also consistently ranks high in the nation for awarding bachelor’s degrees to Hispanic/Latino students and the university ranks 6th for awarding bachelor’s degrees to minorities in all disciplines.

NAU’s Yuma location is currently designated an Hispanic Serving Institution and NAU’s Flagstaff campus is on track to receive this status. NAU’s Yuma location is currently designated an Hispanic Serving Institution and NAU’s Flagstaff campus is on track to receive this status. NAU’s Yuma location is currently designated an Hispanic Serving Institution and NAU’s Flagstaff campus is on track to receive this status. NAU’s Yuma location is currently designated an Hispanic Serving Institution and NAU’s Flagstaff campus is on track to receive this status.

The Arizona Teachers Academy at NAU offers a year-for-year tuition waiver scholarship for students who commit to teach in Arizona public schools. The NAU academy offers bachelor’s and master’s degrees with certification at NAU Flagstaff, NAU statewide locations and NAU Online. These delivery options include traditional bachelor’s programs beginning with freshman students as well as transfer programs in partnership with community colleges. NAU’s programs meet critical shortage areas such as special education and secondary education fields as well as elementary education in communities throughout Arizona.

Northern Arizona University has long been recognized as a leader in developing the teaching workforce in Arizona and beyond. College of Education students work closely with accomplished educators in the field to meet today’s challenges and uncover tomorrow’s solutions. Surrounded by one of the most ecologically diverse natural landscapes in the world, students perform revolutionary research in 30 high-tech labs and institutes, developing an entrepreneurial approach to discovery.

The Graduate College offers interdisciplinary scholarship in a culturally and ecologically rich setting. Students build a lifelong business network with exceptional mentors and professional partners and change the way we see the world. The W. A. Franke College of Business teaches students to build an ethical business, thrive in a competitive market and succeed in their chosen career. Students engage with dedicated, experienced faculty mentors and highly motivated peers in a collaborative atmosphere.

NAU Online offers students the opportunity to earn fully accredited online bachelor’s, master’s or doctoral degrees. Online Colleges currently ranks NAU Online as the No. 1 online college in Arizona. NAU is also ranked No. 1 nationally for its flexible online degree program for working adults.

NAU contributes to Arizona’s education workforce through its work with school districts around the state. Through “Grow Your Own” partnerships with local schools and community colleges, NAU ensures that the students are able to stay in their communities to complete degrees and begin teaching where the need is greatest.
Northern Arizona University has a strong history of supporting veterans and students connected to the military. NAU is consistently ranked as a top school in the nation for military students. These honors cite services to veterans, academic programs that align with the needs and interests of student veterans, and support services that help ease the transition to college.

NAU’s innovative “2NAU” partnerships with community colleges statewide provide affordable and convenient options for transferring into a four-year NAU bachelor’s degree program. At NAU, academic programs are aligned with areas of greatest job growth and student demand.

Adapting to a rapidly evolving employment landscape as well as staying in-step with advancements in technology ensure that an NAU degree is world-ready. NAU is dedicated to providing academic and cultural support for students in an environment where all cultures are included, valued and respected. Educational experiences at NAU recognize the importance of local, national and global diversity while engaging students in programs that advance active, engaged and experiential learning.

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The NAU Air Force ROTC program is one of the largest and most diverse Air Force detachments in the nation – it is in the top 20 percent in size and has over 50 percent female cadet enrollment. The NAU Army ROTC battalion ranks No. 1 within the Army’s 5th Brigade from among 34 other programs in the region. The university’s dedication to those who have served our country has resulted in the following honors from Military Times: best for vets college each year since 2014; four-star ranking (out of four) for Yellow Ribbon schools; W.A. Franke College of Business ranked No. 10 nationally for veterans’ business schools; awarded four stars (out of four) for staff support; and awarded bronze level as a military friendly school.

At NAU, students today have greater access to an affordable degree through statewide campuses, online and personalized learning and through community college partnerships. Traditional online learning blends flexibility with scheduled progress and online competency-based learning enables students to work at their own pace — often saving time and money. NAU’s innovative “2NAU” partnerships with community colleges statewide provide affordable and convenient options for transferring into a four-year NAU bachelor’s degree program. At NAU, academic programs are aligned with areas of greatest job growth and student demand.

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A PROUD HISTORY OF SERVING VETERANS AND MILITARY CONNECTED STUDENTS

VAST OPPORTUNITIES FOR A LARGE AND DIVERSE STUDENT BODY
Northern Arizona University’s world-renowned Pathogen and Microbiome Institute (PMI) has led to the creation of intellectual property and national recognition in biosecurity research. Led by Regents Professor Paul Keim, PMI’s research focuses on the evolution, ecology and epidemiology of some of the most threatening disease-causing viruses, bacteria and fungi from COVID-19 to Valley Fever.

Keim is a distinguished expert in pathogens such as bubonic plague and anthrax. He worked with the FBI to crack the “anthrax letters” case in the wake of the terrorist attacks of Sept. 11, 2001, and is the director of the newly formed Arizona COVID-19 Genomics Union, a partnership between faculty at NAU, Translational Genomics (TGen) Research Institute, an affiliate of City of Hope, University of Arizona and Arizona State University. Through the union, Keim and fellow scientists seek to better understand how the COVID-19 virus may be evolving, its transmission and movement through the general population.

In addition to his work to address the pandemic, Keim is the director of pathogen genomics at TGen Research Institute where his research focuses on bolstering biodefense through improved forensic analysis; understanding interactions between man and microbe to develop new therapeutics and diagnostics that will alleviate human ailments caused by dangerous pathogens; and developing an improved understanding of disease movement to reduce and control the incidence of disease.

He has been named a Fellow of the American Association for the Advancement of Science for his distinguished contributions to the fields of microbiology, evolution and genetics through the use of genomic analysis for applications in forensics, biology and public health.
Scientists at the Center for Ecosystem Science and Society (ECOSS) at Northern Arizona University research how ecosystems are responding to and shaping environmental and climate change. In collaboration with national laboratories and through state-of-the-art research facilities, ECOSS trains scientists to apply transdisciplinary thinking and leading-edge methods to pressing challenges facing the planet. Diverse research focus areas include rapid Arctic changes, community ecology, ecophysiology, freshwater ecosystems, microbes, phenology and soil.

Northern Arizona University's Ecological and Environmental Informatics research group employs cutting-edge computational, analytical and modeling tools to conduct research in major biomes from the tropics to deserts. Expertise spans physiological ecology, ecosystem ecology, forest ecology, biosphere-atmosphere interactions, disease ecology and more. Recent research addresses challenges facing the planet, including detailing greenhouse gas emissions across the United States. Professor Kevin Gurney has developed a standardized system, as part of the Vulcan Project that quantifies and visualizes U.S. greenhouse gases down to individual power plants, neighborhoods and roadways.

The NAU Center for Health Equity Research (CHER) collaborates with communities to improve health and end health disparities both regionally and globally. Researchers in NAU's CHER and the Southwest Health Equity Research Collaborative recently received four grants totaling more than $1 million from the National Institutes of Health for projects related to the COVID-19 pandemic. NAU Regents Professor Julie Baldwin, director of CHER, said the purpose of the grants is to address health inequities that have become even more evident due to COVID-19 for underserved communities throughout Arizona. Health disparities in Arizona are significant, and are related to its rural nature, poverty and cultural differences.

Northern Arizona University has led the transformation of Flagstaff into a global destination for exploring the stars, searching for distant planets, studying Mars and investigating near-Earth objects. Research projects encompass vast areas from studying extraterrestrial planets to understanding their habitability to aiding scientists in preventing hazardous asteroids from colliding with Earth. NAU's strong partnerships with NASA and with institutions all over the world give its researchers and students access to a broad array of advanced telescopes as they discover the origins of our solar system and look for answers to the challenges our own planet may face in the future.
The new state-of-the-art Kitt Recital Hall provides School of Music students with a recital hall constructed with great acoustics in mind. The new hall is the latest addition at NAU where arts and cultural venues include the NAU Art Museum, Native American Cultural Center and Beasley Gallery. NAU’s School of Music has proudly trained generations of music teachers and performers and offers many undergraduate and graduate programs led by a star, award-winning faculty. While paused for COVID-19 safety measures, the NAU Curry Summer Music Camp has offered young musicians the opportunity to learn and perform with renowned musicians from across the country for over 70 years.

NAU DRIVES ARIZONA’S ECONOMY FORWARD

Northern Arizona University is a major economic driver throughout Arizona, generating more than $3.4 billion annually for the state’s economy while training the workforce of the future. With more than 100,000 graduates residing in Arizona, NAU graduates help fill the workforce and contribute to the state’s bottom line through $185 million paid in state and local taxes. Committed to local and rural communities, NAU brings education to students where they live through 20 statewide sites. NAU contributes more than 24,000 jobs throughout Arizona and the university is an educational and economic anchor for Northern Arizona. NAU graduates help fill Arizona jobs in critical areas such as teaching, engineering and health care. Nursing programs offered throughout the state and online build capacity to provide employers with the skilled nurses they need.

NAU fosters the development of attitudes that promote the public’s appreciation and value of individuals with disabilities, the NAU Institute for Human Development was recently awarded a five-year, approximately $2.5 million grant from the United States Department of Education, Transition and Postsecondary Programs for Students with Intellectual Disabilities to develop and implement a radically inclusive support and coaching program for students with intellectual disabilities to attend postsecondary educational institutions throughout Northern Arizona. The project, Supporting Inclusive Practices in Colleges, is a collaboration with school districts, community colleges and four-year universities to ensure positive outcomes for students. The institute is part of a national network of University Centers for Excellence in Developmental Disabilities.

IMPACT THROUGH SOCIAL, BEHAVIORAL SCIENCES

The College of Social and Behavioral Sciences (SBS) offers diverse academic programs with distinctive learning and research opportunities for undergraduate and graduate students. For example, improving concussion reporting has been a focus of research in the SBS Department of Psychological Sciences with recent research providing recommendations for increasing concussion symptom disclosure in collegiate athletic departments and military service academies. The Neuroscience of Compassion Research Experience for Undergraduates (REU) program provides undergraduate students with a rich opportunity to conduct research into the cortical, physiological and psychosocial underpinnings of compassionate behavior. The elite REU program — offered at only a few institutions across the country and funded by the National Science Foundation — is open to all qualified undergraduates, but is focused on recruiting first-generation college students and members of underrepresented groups.

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Northern Arizona University is building the state’s allied health care workforce through specialized programs that train highly sought professionals in varied specialties. With careers in physical therapy, occupational therapy, nursing, athletic training and more offered through programs across the state, NAU meets students’ needs while answering the call for qualified health care workers in Arizona.

NAU’s nationally recognized College of Health and Human Services is a student-centered college that facilitates high-quality learning and education to advance knowledge and practice in the health professions, and provides service to improve the health and well-being of communities served, particularly Arizona residents, Native Americans and disadvantaged individuals. More than 6,000 students are currently pursuing health care careers at NAU.

Through NAU programs at the Phoenix Biomedical Campus, students can earn degrees to become physician assistants, physical therapists, occupational therapists and athletic trainers. The Flagstaff campus also offers physical therapy and athletic trainer degree programs. Students foster healthier communities working in these ever-changing fields while helping those who are in need. According to the federal Bureau of Labor Statistics, demand for physical therapists will increase by about 30 percent in the next five years, and the need for physician assistants will increase 39 percent. NAU graduates enjoy a 100 percent placement rate in physical therapy, physician assistants and athletic training professions. NAU has the longest-standing degree offering in Arizona for physician assistants, physical therapy, occupational therapy, athletic training and dental hygiene. The nursing program at NAU offers programs throughout the state and online.

Undergraduate degree programs in allied health also offer areas of emphasis including paramedic care, surgical technology, medical assisting, diagnostic medical imaging and therapy, and more. NAU also offers degrees in fitness-wellness, nursing, nutrition and foods, physical education, public health, and speech-language sciences and technology.

Through innovative programs in a wide variety of health care careers, NAU answers the call for skilled professionals who are caring for patients today and well into the future.

THE PHOENIX BIOMEDICAL CAMPUS
Collaborative health care education for NAU students

The Phoenix Biomedical Campus (PBC) in downtown Phoenix spans 30 acres and boasts more than six million square feet of research, academic, and clinical facilities for students earning advanced degrees in medical professions. NAU offers graduate allied health degree programs at PBC, providing students a unique collaborative learning experience and valuable resources in Arizona’s leading urban city.

Programs offered at PBC include master’s and doctoral degrees in athletic training, physician assistant studies, occupational therapy and physical therapy.

PREPARING THE HEALTH CARE WORKFORCE OF THE FUTURE

More than 6,000 students are currently pursuing health care careers at NAU.
Celebrating its strongest fundraising year in history, the Northern Arizona University Foundation concluded fiscal year 2020 with 11,813 donors contributing more than $20.2 million in philanthropic gifts.

Gifts empower generations of students as they explore, launch dreams and reach new heights. Donors throughout the world advance the university with impact-driven investments including life-changing opportunities, state-of-the art learning and performing spaces, innovative career building opportunities and superior faculty recruitment. Donors fund important initiatives, including undergraduate scholarships, student success initiatives and professorships.

Many gifts to the NAU Foundation have an immediate and direct impact — helping students realize their aspirations. Other philanthropic commitments honor the present and empower the future. For example, through a philanthropic partnership with Northern Arizona Healthcare Foundation in support of collaboration between NAU’s School of Nursing, Northern Arizona Healthcare and Flagstaff Medical Center, the foundation is supporting nursing scholarships, training and the faculty dedicated to inspiring compassion in today’s complex health-care environment.

A board of directors provides oversight for the stewardship of funds entrusted to the 501(c)(3) foundation. Committed to transparency and accountability, the foundation makes a better world possible through philanthropy that shapes the NAU experience and contributes to its strong record of academic excellence.

GEAR UP: EQUITY IN EDUCATION

The Institute for Tribal Environmental Professionals (ITEP) at NAU works to strengthen tribal capacity and sovereignty in environmental and natural resource management through culturally relevant education, research, partnerships and policy-based services. The ITEP was awarded a five-year cooperative agreement by the U.S. Environmental Protection Agency to administer and provide technical support for the Tribal Pesticide Program Council, an EPA partnership group that informs tribes of pesticide issues, promotes pesticide education and awareness and assists in the development and establishment of comprehensive tribal pesticide programs. Agriculture represents the economic backbone of more than 200 tribal communities. The use of pesticides on tribal lands and the various ways in which tribes develop a capacity to address pesticide use are two concerns the partnership will address.

For nearly two decades, Northern Arizona University has addressed equity in education in Arizona through the innovative Arizona GEAR UP Initiative (Gaining Early Awareness and Readiness for Undergraduate Programs). The program aims to foster partnerships and collaborations between NAU’s high-poverty high schools and organizations throughout the state that are committed to enhancing education in Arizona. GEAR UP provides college awareness and readiness to students beginning in seventh grade and continuing through high school and into the first year of college. Recently, NAU was awarded a $31.7 million federal grant to continue a statewide outreach program designed to increase graduation rates and postsecondary attainment levels at 41 of Arizona’s high-poverty high schools. This is the fourth GEAR UP grant NAU has been awarded since the university began administering this program in 2000. More than 15,000 students benefit annually from program services.

ADDRESSING ENVIRONMENTAL CAPACITY OF NATIVE NATIONS

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NAU FOUNDATION EMPowers GENERATIONS OF STUDENTS THROUGH PHILANTHROPY

At NAU, the Center for Science, Teaching and Learning fosters high-quality science, technology, engineering and mathematics (STEM) education to prepare and support early career science and mathematics teachers and science education leaders. In partnership with faculty, educators and the community, the center offers a variety of STEM-education related activities including pre-service teacher education degree programs, in-service teacher professional development; informal and out-of-school STEM learning programs; community engagement and outreach programs; undergraduate STEM education enhancement projects; collaborative grant development; educational research; and evaluation and assessment that contribute to high quality STEM education.

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SHAPING THE FUTURE OF STEM EDUCATION

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NAU has one of the most engaged alumni networks across the country, and the Alumni Association is committed to engaging alumni with relevant and compelling programming where Lumberjacks live and work in celebration of the university’s “True Blue Spirit.” With a worldwide alumni base, NAU is dedicated to engaging alumni in the university through events such as an alumni breakfast, family picnic and Homecoming. NAU Near You alumni chapters build lifelong relationships among the Lumberjack nation through social events and professional activities in cities including Denver, Phoenix, Portland, San Diego and Washington, D.C.

The volunteer Alumni Association Board is a strategic partner and advocate for NAU, helping to advance the university by cultivating meaningful engagement with nearly 200,000 alumni. Alumni volunteers on the board are integral to enabling lifelong relationships among alumni and their alma mater.

As key ambassadors for NAU, the alumni board participates and advises the university’s alumni outreach and is a strategic partner with the NAU Foundation Board. With approximately 20 volunteers, alumni board members represent a diversity of class years, academic programs, professions, cultures and geographic regions.

The alumni board gives back to NAU in a variety of ways, including participating in service projects, sponsoring donor challenges for NAU Giving Day, supporting student success initiatives, maintaining connections that grow the Lumberjack network and participating in alumni engagement programming.

“Being a chapter member makes me feel more connected to my alma mater. I love celebrating NAU traditions and getting to know other Lumberjacks in my city. We are all connected through our love of NAU.”

Bill Heibel, Class of 1970, Washington, D.C. Chapter
ATHLETICS INSTILLS PRIDE AMONG LUMBERJACKS

Athletics represents a rich tradition at Northern Arizona University, instilling team spirit and pride in Lumberjack country and throughout Arizona. In the past decade alone, NAU has captured 52 Big Sky Conference and Western Athletic Conference championships and the men’s cross-country team took the NCAA National Championship title for three consecutive years. The cross-country team added another record recently for its duration at the top of the NCAA Division I Men’s Cross Country National Coaches’ Poll. No. 1 for 30 consecutive weeks, the longest streak in the history of the poll. Women’s swimming and diving has for years been a stand-out sport and, since 2014, the team has won the Western Athletic Conference Championships.

NAU’s athletic profile is not only rising on the field. Since 2016, the Lumberjacks have produced 10 Academic All-Americans – the department’s highest total ever in a five-year span. All 13 NCAA Division I programs exceed the required national standard in the latest Academic Progress Rate report and the department’s multiyear rate is at its highest in five years.

Lumberjacks have long left their mark on the world of sports. For instance, Lopez Lomong came to the United States as a Lost Boy of Sudan and went on to an All-American career at NAU. A celebrated athlete, Lomong represented his new country as he carried the flag for the U.S. during the 2008 Summer Olympics opening ceremony. Among coaches, Super Bowl winning head coaches Mike Shanahan and Andy Reid gained experience at NAU before rising to the top of the National Football League.

A new Student Athlete High Performance Center is nearing completion, providing a state-of-the-art facility for more than 350 student athletes with training, recovery and academic spaces that will rival any institution in the Big Sky Conference and beyond.

An enduring and spirited tradition, athletics at NAU instills pride throughout the community as the student athletes excel in the classroom and in competition.

NAU men’s cross country team continues its success and has won three NCAA National Championships titles in a row, from 2016-18. The elusive three-peat was last achieved by a competitor team.
Flagstaff is the largest city in Northern Arizona, a mountain community of nearly 75,000 residents that draws its name from a towering pine flagpole constructed to celebrate the nation’s centennial in 1876.

Today, the city serves as a college town for thousands of Northern Arizona University students as well as a major crossroads for Interstates 17 and 40, railroads whistling through town, historic Route 66, and as a gateway to majestic destinations in the region such as the Grand Canyon and Monument Valley.

Flagstaff is close-knit, intimate community and the next president should develop and foster relationships across the community, from chambers, business and community groups to the many local organizations, nonprofits and employers.

With the ambiance of a small town, Flagstaff boasts the amenities of a larger city, including Flagstaff Medical Center, which includes a Level 1 trauma center, and Flagstaff Pulliam Airport that provides flights to Phoenix as well as to destinations throughout northern Arizona, Dallas/Fort Worth and Denver. Home not only to NAU and Coconino Community College, the area’s K-12 schools offer a wide variety of choices from public and private to Montessori and Waldorf options. Key economic drivers include government, education, tourism and high-tech research and development industries as well as NAU that serves as the largest employer in the city.

Residents of the city enjoy four distinct seasons from temperate hiking weather in the summer to cold weather activities, including skiing and sledding in the winter. Strolling through downtown Flagstaff takes residents and visitors alike on a journey through time in the historic district with buildings dating to the 19th century. Established in 1894, Lowell Observatory is where Pluto was discovered, moon mapping took place for the Apollo program and the rings of Uranus were detected.

Flagstaff is an outdoors mecca with a wide range of opportunities from mountain biking to exploring a nearby volcanic field and camping in adjacent forests. Soaring above the city, the San Francisco Peaks are Arizona’s highest mountain range with Humphrey’s Peak at 12,633 feet, offering abundant hiking opportunities and picturesque fall colors that paint the mountains in vibrant hues. Flagstaff offers a thriving arts and cultural scene, with a year-round selection of local entertainment and events from jazzfests and winterfests to art galleries and museum events highlighting the rich history and cultural diversity of Northern Arizona.

Native American cultures permeate the fabric of Northern Arizona with the Navajo, Hopi, Havasupai and Hualapai among tribes located in the region. Historic destinations such as Wupatki National Monument and Walnut Canyon National Monument preserve ancestral structures once inhabited by Native Americans. Flagstaff is the county seat for surrounding Coconino County, an area of 18,662 square miles and the second largest county in the United States. Within its boundaries are many additional natural attractions including Petrified Forest National Park, Red Rock State Park in Sedona, Sunset Crater National Monument, Navajo National Monument and Lake Powell.

An area of great natural beauty with the conveniences of a larger city, Flagstaff offers superb quality of life for residents as well as the wonders of national parks and monuments within an hour’s drive of the city.
Northern Arizona University is one of three innovative, world-class, public universities in Arizona that offer exceptional opportunities for learning, discovery and service. With $13.1 billion total impact, 84,355 jobs, $4.6 billion in wages and as a leading employer, Arizona’s public universities, including Arizona State University and the University of Arizona, are significant economic engines for the state. Year over year, the universities continue to be important economic drivers – educating the state’s workforce, creating jobs and driving the state forward.

As prescribed by the Arizona Constitution, the Arizona Board of Regents is the independent governing authority for the state’s public university enterprise. The board provides strategic direction for the university system and is committed to ensuring Arizonans have access to a high-quality public university education at a competitive cost. With a focus on student success and accountability, the board’s updated strategic goals underscore its “promise” to Arizonans: to increase postsecondary access and attainment for Arizona students; to seek solutions to societal challenges; and to do both while increasing quality, affordability and efficiency.

Foundational to steering the public universities toward a sustainable and competitive future is the very manner in which these iconic institutions are managed. Today, the board governs the universities as an enterprise. More streamlined than traditional state higher education hierarchies, the board’s enterprise approach is distinct in its focus on mission differentiation, high performance, long-term competitiveness, transparency and quality assurance. The board is the fiduciary, providing strategic direction, and the university presidents operate as the chief executive officers of their institutions, responsible and accountable for institutional performance. The NAU president participates in the enterprise executive management team comprised of the board executive director and other university presidents in collectively providing leadership to achieve enterprise goals.

Serving the public good and providing lasting value, the Arizona Board of Regents and public university enterprise provide solutions to grand challenges in the state. The board and universities have been at the forefront of addressing one of the greatest challenges of our time – COVID-19 – providing critical support and resources to support the state in the extraordinary fight against the global public health crisis. As the state looks forward to a post COVID-19 economic recovery, Arizona’s public universities are essential to leading our state to economic recovery, stability and to ensuring a vital economy and workforce for the future.

In this time of unprecedented challenge, the resilience of the NAU Lumberjack spirit has shined and the board is proud to celebrate its many accomplishments amid the challenges. Northern Arizona University is a unique and exceptional university, and the board is proud to lead the search for the 17th president of NAU.
ABOR GOALS PRIORITIZE STUDENT SUCCESS

With a focus on student success and accountability, the Arizona Board of Regents recently approved updated goals as part of its strategic plan to measure and manage outcomes at Arizona’s public universities. The goals also represent an ongoing commitment to the state through a new “promise” to Arizona - to increase postsecondary access and attainment for Arizona students; to seek solutions to societal challenges; and to do both while increasing quality, affordability and efficiency.

The new goals are designed to not only inform the board on the success of the universities, but to dig deeper into students’ experiences to advance their satisfaction and success. Equally, because the universities are so intrinsically tied to the economy of the state, the goals help the board and universities deliver vital outcomes for Arizona, including the development of a strong workforce positioned to succeed in the New Economy. The board looks forward to working with the next NAU president to establish initial target metrics for achievement of the goals.

Among the 15 new goals, the board has implemented a measure of satisfaction of the university experience for current students and graduates. The board also will monitor the percentage of resident students graduating with no debt. Additional new goals include measures of resident bachelor’s degrees awarded, net price of attendance, in-state graduate wage outcomes and more. The board will continue to measure goals that were previously included in the board’s strategic plan, including total bachelor’s degrees awarded; community college transfer degrees awarded; research and development expenditures; first-time, full-time immersion freshmen retention; and six-year graduation rate.

New three- to five-year strategic forecasts are included with the new goal framework and will provide the board with information about each university’s future scale and direction. Forecasts may include total enrollment, enrollment and degrees awarded by modality and location, four-year degree completion and more.

“The board’s promise to Arizona includes postsecondary access and attainment for Arizona students; to seek solutions to societal challenges; and to do both while increasing quality, affordability and efficiency.”

“...I’m encouraged by our new strategic metrics that are designed to not only inform the board on the success of our universities, but to dig deeper into students’ experiences to advance their satisfaction and success.”

- ABOR Chair Larry E. Penley
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<tr>
<th>Revenues</th>
<th>FY21 Budget</th>
<th>FY20 Budget</th>
<th>$ Variance Between FY21 and FY20</th>
<th>% Variance Between FY21 and FY20</th>
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<tr>
<td>Total General Fund Appropriation</td>
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<th>Expenses</th>
<th>FY21 Budget</th>
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<th>$ Variance Between FY21 and FY20</th>
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| Net Increase | $0 | $6.5 | ($6.5) | |

**FY21 BUDGET FY20 BUDGET**

**Revenues**

- **Total General Fund Appropriation**: $156.0 ($114.3) ($7.7) (6.6%)
- **Tuition and Fees**: $248.0 ($404.1) ($156.1) (63.9%)
- **Less Scholarship Allowance**: ($155.0) ($154.0) ($1.0) 0.6%
- **Net Tuition and Fees**: $213.0 ($250.1) ($37.1) (14.8%)
- **Grants & Contracts – Research**: $65.0 ($68.0) ($3.0) (4.4%)
- **Financial Aid Grants (Primarily Federal Pell Grants)**: $42.0 ($48.0) ($6.0) (12.5%)
- **CARES Act Revenue**: $7.0 ($10.0) ($3.0) (30.0%)
- **Private Gifts**: $52.0 ($58.0) ($6.0) (10.3%)
- **Technology & Research Initiative Fund (TRIF)**: $15.3 ($15.2) $0.1 0.4%
- **Auxiliary Revenues, Net**: $53.1 ($66.0) ($12.9) (19.5%)
- **Other Revenues**: $27.8 ($48.0) ($20.2) (41.2%)
- **Total Other Revenues**: $232.2 ($265.2) ($33.1) (12.5%)
- **Total Revenues**: $552.0 ($629.6) ($77.7) (12.3%)

**Expenses**

- **Salaries and Wages**: $248.6 ($267.5) ($18.9) (7.1%)
- **Benefits**: $86.4 ($91.9) ($5.5) (6.0%)
- **All Other Operating**: $118.2 ($136.8) ($18.6) (13.6%)
- **Tuition & Fees (Net of Scholarship Allowance)**: $42.1 ($43.0) ($0.9) (2.1%)
- **Interest on Indebtedness**: $9.6 ($28.5) ($18.9) (66.2%)
- **Depreciation**: $46.0 ($43.6) $2.4 5.5%
- **Pension Liability/OPEB (GASB 68 & GASB 45)**: $2.0 ($11.0) ($9.0) (81.8%)
- **Total Expenses**: $552.0 ($623.1) ($71.1) (11.4%)

**Net Increase**: $0 ($6.5) ($6.5)

**Net Increase**: $0 ($6.5) ($6.5)