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

VISION

Rigorous programs and pioneering research

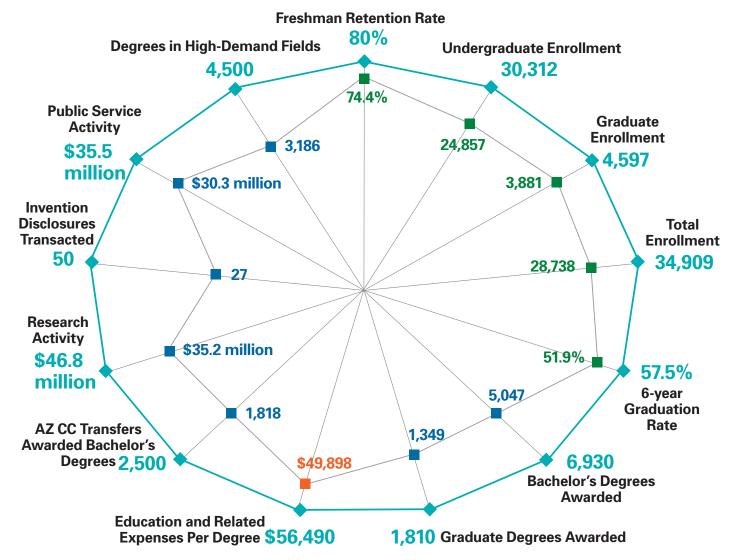
with substantial community impact provide the foundation for transformational student opportunities that prepare graduates to excel in creating a sustainable future—nationally and globally.

GOALS

| Pi A | 955 rimary Function rizona State ollege Bulletin | s | 1976 Objectives University Cabinet | 1997 Institutional Goals Institutional Self-Study Report | 2016 Strategic Goals Strategic Planning & Budget Council |
|---------|---|----------------------|---|---|---|
| | /ocational competence | UNIVERSITY | Individual Development Undergraduate and Graduate Education Critical Examination of Ideas Excellence | Premier Residential University Partnerships with Community Colleges and K-12 Distance Learning | Student Success |
| | | ERN ARIZONA | Personal Philosophy Self-discipline Interrelationships of Disciplines | | Global Engagement |
| | extended Services | MAY 1, 1966 – NORTHE | Public Service Institution Understanding of the Social and Natural Systems Apply Knowledge | Graduate Programs and Research | Nationally Recognized Research Excellence |
| | esponsible itizenship | | Good Citizenship | | Diversity, Civic Engagement, and Community Building |
| | Cultural leritage | | | Opportunities for Native Americans | Commitment to Native Americans |
| | | I | | | Sustainability and Effectiveness |

ABOR METRICS

2013-14 2014-15 2015-16 2025



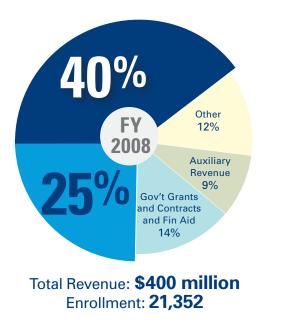
ECONOMIC IMPACT

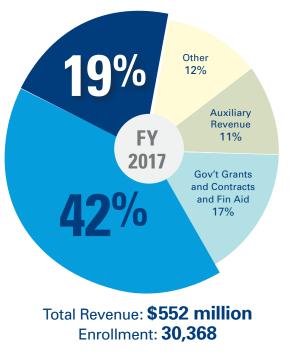
- ► NAU's economic impact in Arizona is approximately \$1.6 billion annually
- ► NAU supports more than 20,000 Arizona jobs
- ► NAU serves 30,368 students statewide, including 314 at Phoenix Biomedical Campus

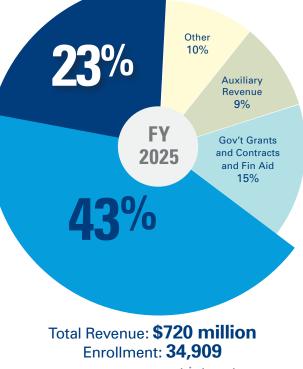


Budget







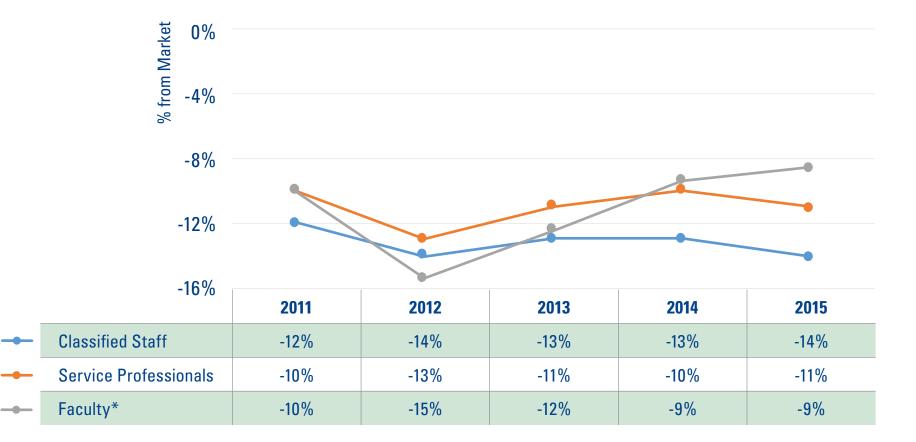


State General Fund Tuition and Fees

metric target

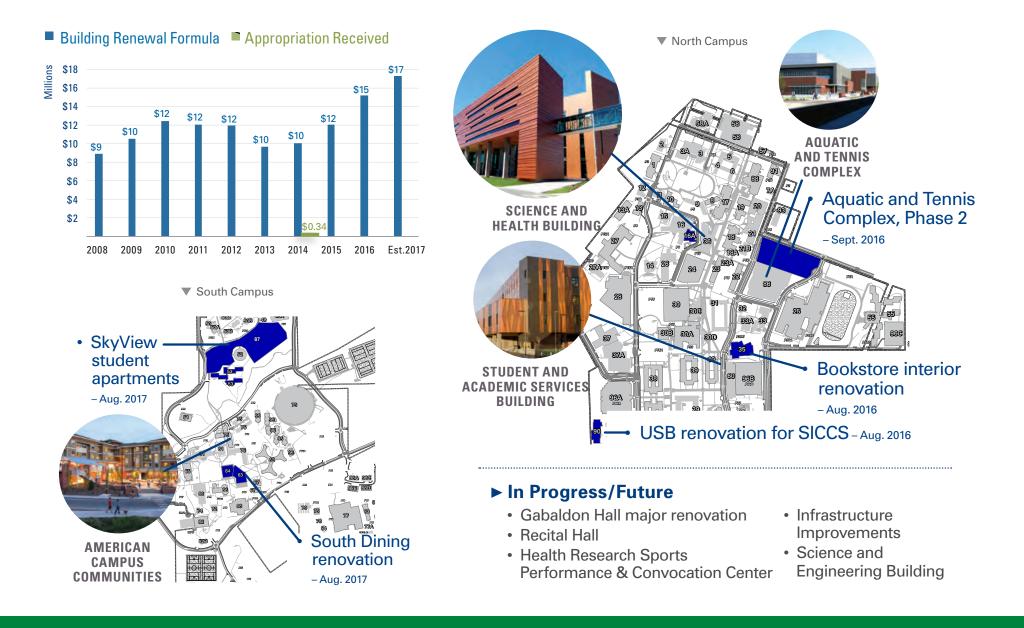
BUDGET – FACULTYAND STAFF

Salary Market/Peer Comparisons



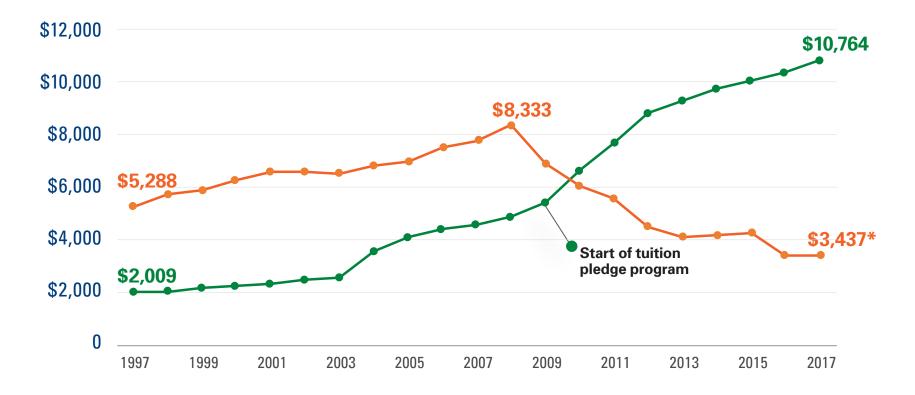
*% to reach median salary of peers

BUDGET – INFRASTRUCTURE & INVESTMENTS



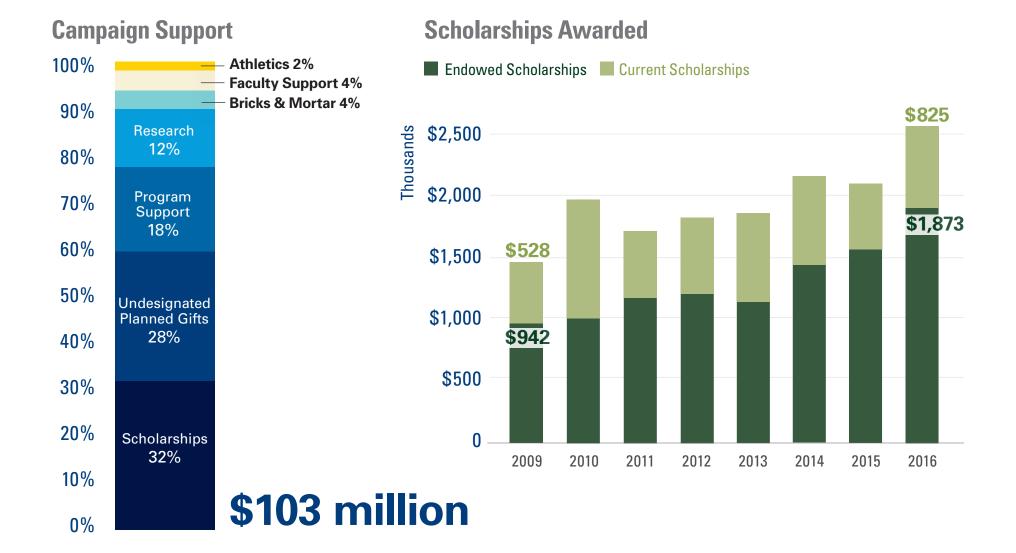
BUDGET - TUITION

State Funding and Tuition Rates since 1997



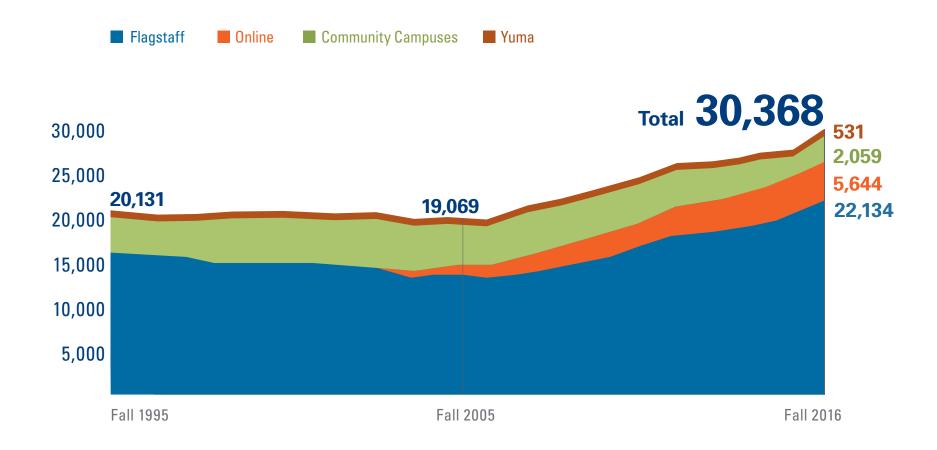
*Estimated

BUDGET – CAMPAIGN



Student Success

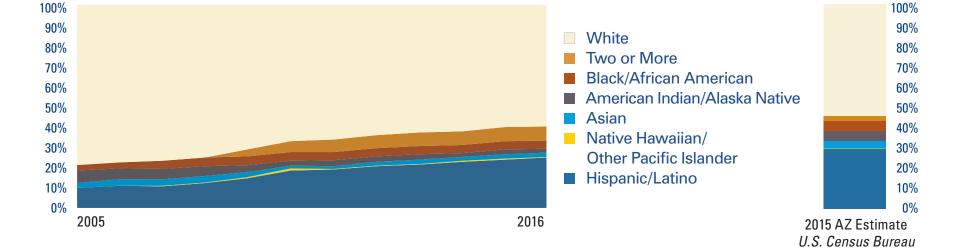
ENROLLMENT – HISTORY AND GENERAL UPDATE



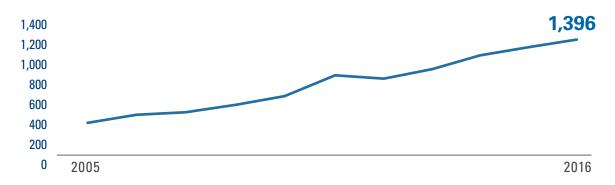
ENROLLMENT UPDATE – FACES OF ARIZONA

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

Arizona Population

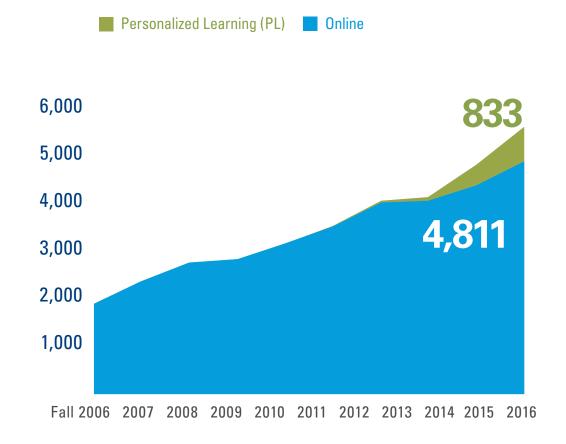


First-time Freshman Cohort Headcount: Hispanic/Latino



- ► 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

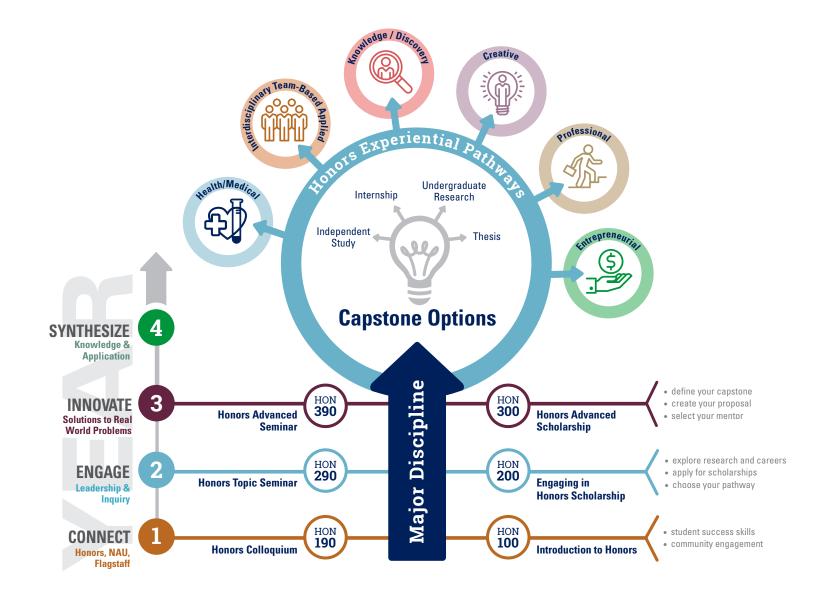


TRANSFER OUTREACH AND COMMUNITY COLLEGE PARTNERSHIPS

► Transfer Plan – Fall 2016
► 2NAU
► Jacks Planner



PLAN FOR HONORS COLLEGE



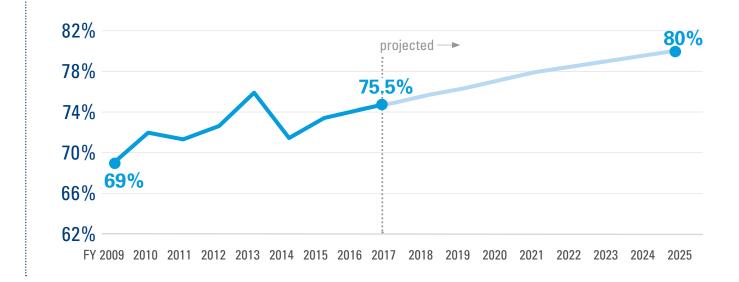


Dani Nakamoto, sophomore, fitness wellness major

Retention Plan Fall 2016

Action Teams

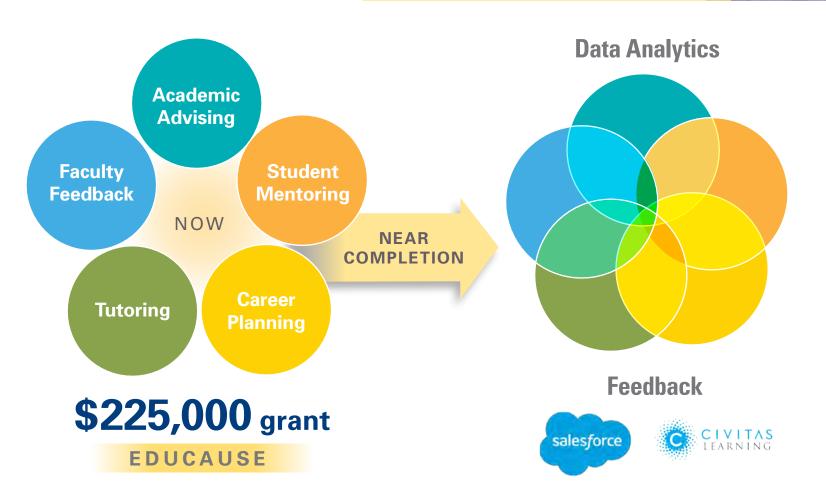
- All Students
- First-year Students
- Online Students
- Students of Color
- Transfer Students
- Underprepared and Underperforming Students



STUDENT ENGAGEMENT



Dylan Palacpac, sophomore, nursing major



WORKFORCE DEVELOPMENT





Community Campuses

PHOENIX BIOMEDICAL CAMPUS

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

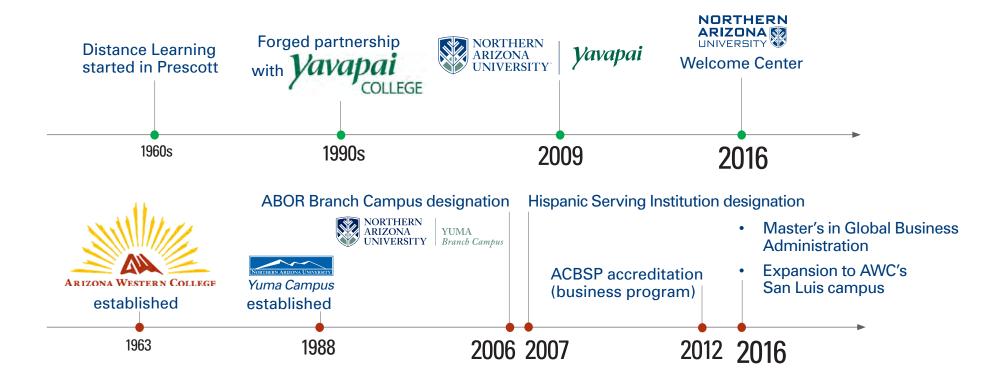


Projected Enrollment Growth – Total Headcount

| | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
|----------------------|---------|---------|---------|---------|---------|---------|---------|
| Physician Assistant | 25 | 50 | 73 | 98 | 98 | 100 | 100 |
| Physical Therapy | 24 | 54 | 90 | 106 | 116 | 132 | 142 |
| Occupational Therapy | | | 25 | 55 | 89 | 120 | 135 |
| Athletic Training | | | | | 11 | 45 | 60 |
| TOTAL | 49 | 104 | 188 | 259 | 314 | 397 | 437 |

- 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 – YAVAPAI AND YUMA





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



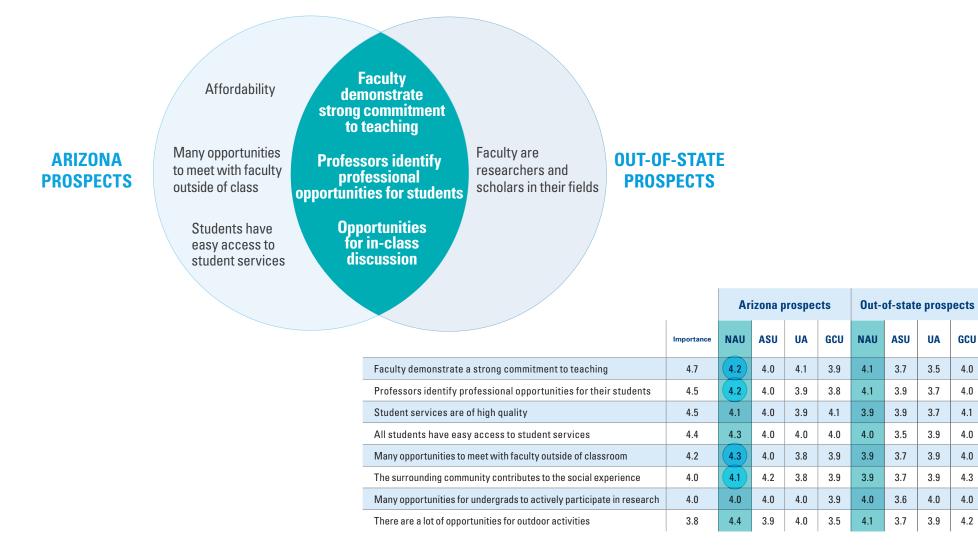
Faculty

| | | Full-time | Part-time | Total |
|-------|-------------------------------------|-----------|-----------|-------|
| of in | Total number structional faculty | 1,068 | 553 | 1,621 |

· Allehandshire

FACULTY - ACADEMIC QUALITY

NAU's Compelling and Distinctive Attributes



ASU

3.7

3.9

3.9

3.5

3.7

3.7

3.6

3.7

UA

3.5

3.7

3.7

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4.0

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GCU

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4.3

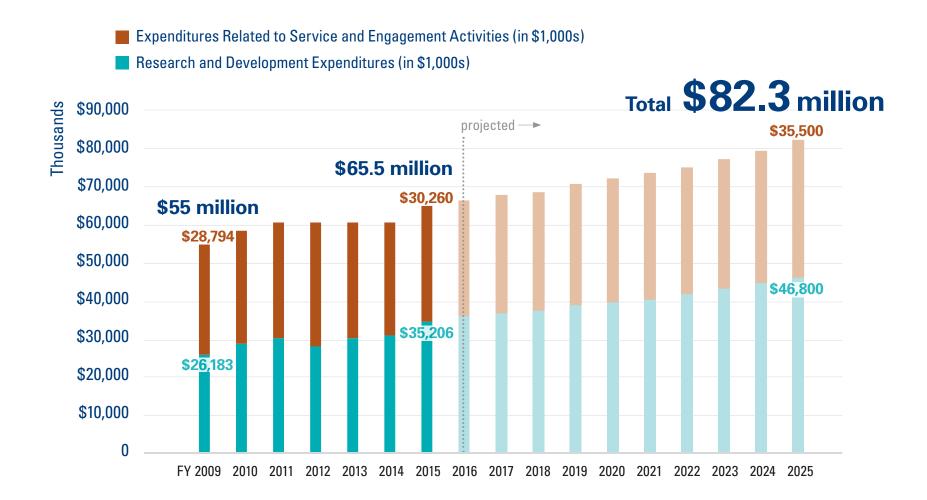
4.0

4.2

STAFF CONTRIBUTIONS

Research Excellence

RESEARCH – DIFFERENTIATION



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

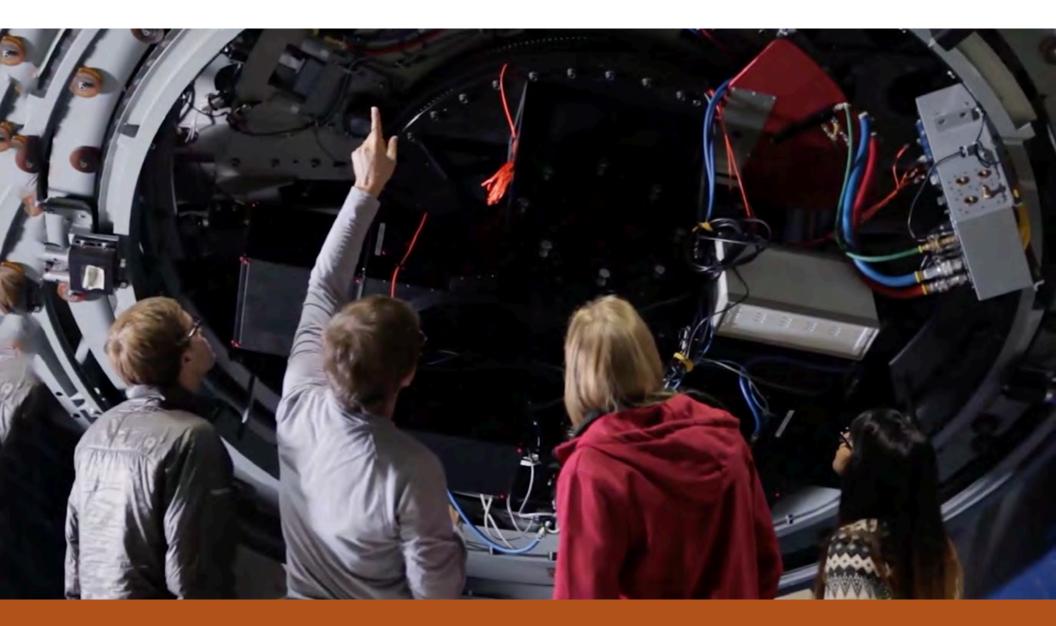
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- Promotes collaboration throughout research development infrastructure
- Facilitates NAU's capacity to compete for and manage external grants

OFFICE OF REGULATORY COMPLIANCE

Ensures ethical and responsible conduct of research

RESEARCH – TECH TRANSFER



GLOBAL ENGAGEMENT

NORTHERN ARIZONA UNIVERSITY

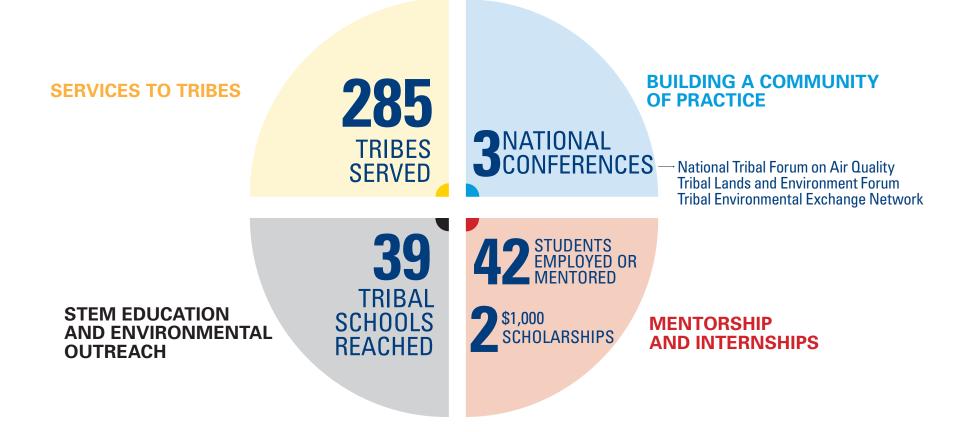
- International student enrollment (fall 2016): 1,291 from 78 countries
- Students participating in study abroad (AY 2016): 863

Commitment to Native Americans

COMMITMENT TO NATIVE AMERICANS – **SPECIFIC OUTREACH AND PROGRAMS**

Institute for Tribal Environmental Professionals

\$3.7 million in grant funding, FY 2015



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

IMPACT – BEYOND ECONOMICS



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

IMPACT – PARTNERSHIPS

Northern arizonaDOCEDAL

Innovation Mesa Business Accelerator

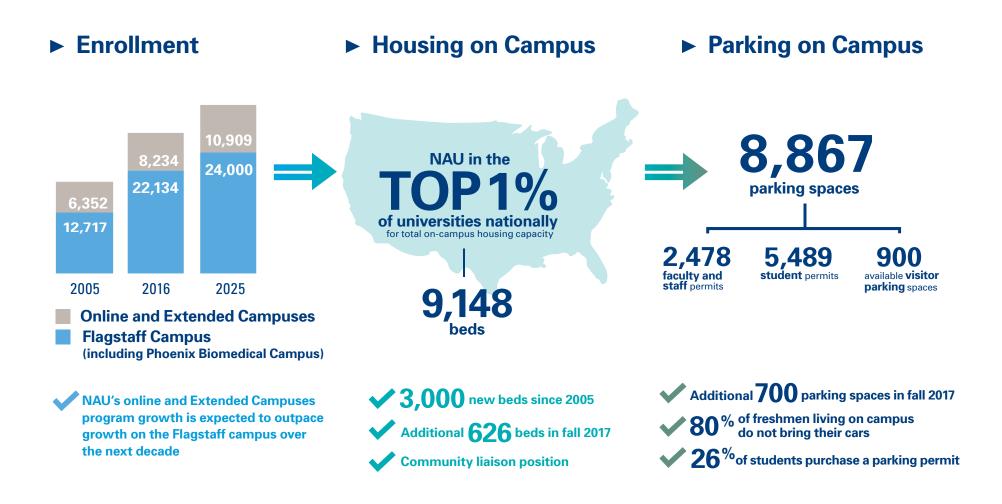
- 28,000 square feet opened in 2015
- Funded by NAU, City of Flagstaff, U.S.
 Economic Development Administration, and Arizona Commerce Authority

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

FACING THE FUTURE – CHALLENGES



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.

