

AGENCY SUMMARY

NORTHERN ARIZONA UNIVERSITY NAA 0 . 0

Director: Dr. John Haeger, President

Phone: (928) 523-7777

A.R.S. § 15-1601 et seq.

Mission:

To provide an outstanding undergraduate residential education strengthened by important research, graduate and professional programs and a responsive distance learning network delivering programs throughout Arizona.

Description:

Northern Arizona University is a doctoral-research intensive university with its main campus in Flagstaff. NAU-Yuma shares a campus with Arizona Western College in Yuma, Arizona, and NAU-Distance Learning is located at 29 other campuses or sites throughout Arizona serving more than 6,000 students. Northern Arizona University's total fall 2004 enrollment is 19,147, with 5,814 graduate students and 13,333 undergraduates.

Agency Summary:

	(\$ Thousands)		
	FY 2004 Actual	FY 2005 Estimate	FY 2006 Estimate
UNDERGRADUATE PROGRAMS	64,843,700.0	70,752,100.0	77,559,800.0
GRADUATE PROGRAMS	23,761,900.0	25,984,400.0	28,307,300.0
STUDENT SUPPORT	79,611,200.0	87,989,500.0	88,838,000.0
ACADEMIC SUPPORT SERVICES	19,108,000.0	19,348,600.0	20,503,300.0
RESEARCH AND PUBLIC SERVICE	46,387,900.0	48,561,100.0	50,304,800.0
INSTITUTIONAL ADVANCEMENT	3,501,500.0	2,632,900.0	2,735,700.0
INSTITUTIONAL OPERATIONS	66,558,400.0	73,091,800.0	78,674,900.0
Agency Total	303,772,60	328,360,40	346,923,80

Funding and FTE Summary:

	(Thousands)		
	FY 2004 Actual	FY 2005 Estimate	FY 2006 Estimate
General	145,120,100.0	153,301,900.0	168,294,400.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	111,692,200.0	126,855,300.0	129,361,200.0
Federal	46,960,300.0	48,203,200.0	49,268,200.0
Program	303,772,600.0	328,360,400.0	346,923,800.0
FTE	3,212.8	3,440.0	3,609.5

Strategic Issues

Issue 1 Building excellence in undergraduate education.

Northern Arizona University's primary mission is to provide students with an excellent undergraduate education. Research overwhelmingly shows that key components of a quality undergraduate education include small class sizes taught by tenure / tenured track faculty, that allow for greater student-faculty interactions (Pascarella and Terenzini, 1991; Light, 2001; Astin, 1993; Tinto, 1993; Kuh, Schuh, Whitt, and Associates, 1991). NAU strives to offer undergraduates small classes taught by senior and tenure-track faculty. In those instances where class sizes are relatively larger, strategies are used by faculty and programs to augment class sessions so as to ensure student engagement and success. These commitments raise the cost of lower division instruction.

The annual Instructional Costs and Productivity Study (the Delaware Study) shows a quality undergraduate model of instructional delivery to be expensive. Years of research shows that economies of scale have the greatest impact on instructional costs. In NAU's case, the fewer student credit hours (due to smaller class sizes) generated per tenure / tenured track faculty members (not graduate teaching assistants or part-time supplemental faculty), the higher the unit cost. The typical cost to use a part-time faculty member for a three-credit course is \$2,190; to use a graduate assistant is \$3,000; and to use a full-time faculty member is approximately \$6,250.

Historically, NAU allocated funds to support this pedagogical approach often at the expense of internally funded or augmented faculty and staff compensation increases. As a consequence, after several years of minimal or no state raises, NAU's faculty salaries have dropped to the bottom of their peers. Even with the July 2004 salary increase, which was funded both out of state and University-reallocated funds, NAU's faculty salaries remain near the bottom of their peers. Staff salaries are also well-below market

Northern Arizona University is engaged in initiatives to become more efficient and effective in order to help support its "faculty-student interaction" lower division model of undergraduate instruction. These initiatives will enable NAU to enhance the quality of undergraduate education through investments in faculty salaries and resources and programs that support enrichment of lower division courses.

Issue 2 Improve compensation to attract and retain high quality faculty and staff

Compared to faculty salaries at institutions of a similar size and complexity anywhere in the country, NAU's salaries are at the bottom of any list. The Annual Personnel Report for the Arizona University System, October 2004, shows Northern Arizona University's faculty salaries fall below the lowest salary among its peers.

For FY 2005, the Governor and Legislature provided \$2,098,200 for salary increases and an additional \$1,557,500 for faculty retention. Additionally, NAU reallocated funds to provide raises to faculty, with the largest raises going to the rank farthest from market. Professors received a \$5,000 raise; Associate Professors a \$2,600 salary increase, and Assistant Professors a \$2,300 raise. However, even with these raises, aging peer institution data for a three percentage increase, NAU moves ahead of only one peer university; this means 17/18 peer institutions have an average faculty salary above NAU.

The low salaries are directly responsible for the loss of faculty members who have developed their teaching and research skills to their most productive level. Every year, distressing numbers of NAU's best and brightest leave for salaries that can not be matched. NAU's graduate and research programs are comprised of faculty nationally or internationally known in their fields. These professors in turn attract and mentor the junior faculty. Retention of these faculty members is critical to maintaining university and program excellence. Retention is not only economically sound; it also directly impacts the performance of the institution and ultimately the performance and employment opportunities of Arizona graduates.

Low salaries also hinder recruitment of excellent faculty who are willing to join NAU. Compounding the difficulty, young faculty must relocate to an area with very high housing costs and a higher cost of living than the rest of Arizona and most of the country. Each year NAU loses many bright prospects because the university cannot offer competitive salaries. Non-teaching professional and classified staffs are also well-below market, which combined with the high Flagstaff cost-of-living have serious effects on their ability to maintain a decent lifestyle for their

Issue 3 Renew the University's physical environment and infrastructure

NAU's deferred maintenance status as of June 30, 2004 was estimated at \$145,041,049, with a facility condition index of .26. Deferred maintenance calculations have been substantially revised last year following new detailed facility condition assessments prepared by architectural/engineering firms for a limited number of buildings and an overall review of unaddressed problems on the campus. Conversations with ABOR staff and the other Universities have identified necessary changes in the procedures used by NAU's staff to include more building systems and current code requirements. NAU has begun a series of detailed facility condition assessments using outside architectural/engineering firms. All buildings will be reviewed over the next two years. Fifty two academic buildings have completed facility audits. This has resulted in a dramatic, but more accurate, estimate of the deferred maintenance needs of the campus.

Thirty years of piecemeal renovations have modified structures, ventilation and electrical systems that many buildings no longer meet original code requirements, let alone more appropriate modern standards. Documented deferred maintenance will increase dramatically as full professional and detailed building condition assessments are prepared for the remaining academic and auxiliary buildings. A fully funded capital renewal program is necessary to reverse the deferred maintenance backlog and extend the useful life of the facilities. Deferred maintenance figures include labor, material and indirect costs such as architectural services. Facilities scheduled for demolition during the next fiscal year will not be included in deferred maintenance figures and will not generate state-appropriated building renewal funds.

NAU continues to focus on the most critical deferred maintenance situations in all facilities. The most critical areas are life/safety and building systems whose failure would result in greater financial loss or disruption of university services. Major building components such as roofing systems, HVAC, and electrical systems will be addressed in both building renewal and renovation projects. Upgrades to instructional spaces will continue to be a priority but will receive limited attention unless requested funding is received.

NAU reduced the overall deferred maintenance by \$2,239,744. The Anthropology Building was demolished and the Communications Building renovation was recently completed reducing the deferred maintenance. However, without annual appropriated building renewal dollars, the deferred maintenance for buildings not scheduled for near term renovation will continue to grow. In order to stem the growing deferred maintenance costs, NAU is asking for authority to sell \$2.7 million in bonds for building renewal projects in buildings not scheduled for renovation in the near term. Also, NAU will spend \$11.5 million in construction costs on a complete renovation of the College of Engineering and Technology which will eliminate the deferred maintenance for that facility. In addition, NAU is seeking authority to sell \$4.0 million in bonds for renovation to eliminate the deferred maintenance. Lastly, NAU will spend approximately \$1.5 million on South Campus Infrastructure to replace high temperature hot lines and potable water lines reducing the overall infrastructure deferred maintenance.

Issue 4 Increase student access and student success

Northern Arizona University will continue to focus on prospective student access and enrollment through attention to recruitment, retention, and changes in the market for programs and certificates in Arizona's metropolitan and rural areas. As the Arizona Board of Regents study redesign of the university system, the University is well-positioned to play a key role providing access to higher education in Flagstaff and in communities across Arizona. The University's current Distance Learning operations are recognized for their well-established and highly effective delivery of baccalaureate to doctoral degree programs. Partnerships continue to evolve such as the Northern Arizona University-Yuma branch campus shared with Arizona Western College. A new partnership with Yavapai Community College envisions expanding access for Yavapai students who want to pursue bachelor's, master's, and doctoral educational opportunities.

After growing rapidly from 1984 to 1995, NAU's growth slowed, and for the past several years enrollment has hovered just below 20,000 students. During that time, the university experienced a decline in enrollment at the mountain campus; however students taking classes from statewide sites and in Yuma doubled between 1990 and 2002 to approximately 6,000 students. In 2003, NAU experienced an enrollment decline of approximately 1,100 students, primarily Flagstaff campus students. Increasing student enrollment and improving student retention was initially identified as a university priority two years ago. Several key strategies have already been implemented which led to a rebound in enrollment in fall 2004.

Issue 5 Expand research and economic development opportunities in areas and platforms of recognized and developing excellence

NAU will undertake initiatives in areas and platforms of recognized and developing excellence such as bioscience, sustainability systems, and Native American programs. Research and graduate education are inextricably linked to NAU's undergraduate mission because they allow Northern Arizona University to attract high quality faculty and students and to sustain a stimulating and productive intellectual environment. NAU currently offers graduate students 45 masters degrees, 9 doctoral degrees, and 11 certificates.

Northern Arizona University will also build on its already substantial research program, which more than doubled extramural awards to over \$50 million from 1999 to 2002. NAU will engage in the construction and development of a new applied research and development building, partnerships in research initiatives such as Translational Genomics Research Institute (TGen); and strengthening research in the Sustainable Systems, Bioengineering, Communications, and Information technology platforms as recommended in the Battelle Institute report Positioning

Issue 6 Prepare Arizona students for professional careers in high demand fields

Northern Arizona University intends to continue to expand its offerings of high demand post-baccalaureate and certificate programs, as well as selected undergraduate programs in Phoenix, Tucson and other metropolitan areas in the West. NAU will also develop partnerships to deliver excellent, affordable workforce-development programs when and where they are needed.

With the support of the Governor and Legislature in FY 2005, NAU's nursing program expansion has begun. Arizona, like the nation, needs additional skilled nurses and trained health care professionals. The University's program will partner with health care facilities in locations throughout Arizona to educate and train new nurses. Additional support will be needed in future years to continue to build the supply of nurses and professionals in other fields such as education, administration, and sustainable environments.

PROGRAM SUMMARY

UNDERGRADUATE PROGRAMS NAA 1 . 0

Contact: Pat Haeuser, Director
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To provide undergraduate educational excellence in a residential learning community.

Description:

Northern Arizona University's primary mission is to provide students with an excellent undergraduate education. Research overwhelmingly shows that key components of a quality undergraduate education include small class sizes taught by tenure / tenured track faculty, that allow for greater student-faculty interactions (Pascarella and Terenzini, 1991; Light, 2001; Astin, 1993; Tinto, 1993; Kuh, Schuh, Whitt, and Associates, 1991). NAU strives to offer undergraduates small classes taught by senior and tenure-track faculty. In those instances where class sizes are relatively larger, strategies are used by faculty and programs to augment class sessions so as to ensure student engagement and success.

This Program Contains the following

- Overall Undergraduate Instruction
- Undergraduate Instruction - Mountain Campus
- Undergraduate Instruction - Statewide Academic Programs
- Undergraduate Academic Advising

Funding and FTE Summary:

	(Thousands)		
	FY 2004 Actual	FY 2005 Estimate	FY 2006 Estimate
General	57,831,500.0	62,968,100.0	69,437,500.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	7,012,200.0	7,784,000.0	8,122,300.0
Federal	0.0	0.0	0.0
Program	64,843,700.0	70,752,100.0	77,559,800.0
FTE	952.3	1,019.6	1,069.8

SUBPROGRAM SUMMARY

OVERALL UNDERGRADUATE INSTRUCTION NAA 1 . 1

Contact: Pat Haeuser, Director
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To provide undergraduate educational excellence in a residential learning community.

Description:

Northern Arizona University's primary mission is to provide students with an excellent undergraduate education. Research overwhelmingly shows that key components of a quality undergraduate education include small class sizes taught by tenure / tenured track faculty, that allow for greater student-faculty interactions (Pascarella and Terenzini, 1991; Light, 2001; Astin, 1993; Tinto, 1993; Kuh, Schuh, Whitt, and Associates, 1991). NAU strives to offer undergraduates small classes taught by senior and tenure-track faculty. In those instances where class sizes are relatively larger, strategies are used by faculty and programs to augment class sessions so as to ensure student engagement and success.

Funding and FTE Summary:

	(Thousands)		
	FY 2004 Actual	FY 2005 Estimate	FY 2006 Estimate
General	0.0	0.0	0.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	0.0	0.0	0.0
Federal	0.0	0.0	0.0
Program	0.0	0.0	0.0
FTE	0.0	0.0	0.0

Goal 1 To increase academic excellence in programs.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate
1	OP	Enrollment in the Honors Programs.	603	650	664	670	675
2	IP	Percentage of full-time, undergraduate students enrolled per semester in three or more primary courses with ranked faculty.	93	90	92	90	90
3	OC	Number of Bachelor degrees granted.	2,778	2,875	2,656	2,775	2,785
4	OC	Percent of graduating seniors who rate their overall university experience as good or excellent.	97	95	98	95	95
5	OC	Average number of years taken to graduate for students who began as freshmen.	4.5	4.5	4.5	4.5	4.5

SUBPROGRAM SUMMARY

UNDERGRADUATE INSTRUCTION - MOUNTAIN CAMPUS NAA 1 . 2
 Contact: Pat Haeuser, Director
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To strengthen undergraduate educational excellence in a residential learning community.

Description:

Northern Arizona University is engaged in initiatives to become more efficient and effective in order to help support its "faculty-student interaction" lower division model of undergraduate instruction. These initiatives will enable NAU to enhance the quality of undergraduate education through investments in faculty salaries and resources and programs that support enrichment of lower division courses.

Funding and FTE Summary:

	(Thousands)		
	FY 2004 Actual	FY 2005 Estimate	FY 2006 Estimate
General	43,064,300.0	46,889,300.0	51,706,800.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	4,609,100.0	5,116,400.0	5,338,800.0
Federal	0.0	0.0	0.0
Program	47,673,400.0	52,005,700.0	57,045,600.0
FTE	705.8	755.7	792.9

Goal 1 To integrate more completely undergraduates into research-related activities including senior thesis, integrated capstone, independent study, and research-related internships.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate
1	OP	Percent of undergraduate degree recipients in research-related or capstone experience.	88	90	89	90	90

Goal 2 To provide a rich learning environment with exposure to diverse populations and cultures for all students.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate Estimate
1		IP Percent of students enrolling in study abroad programs.	1.8	1.8	1.8	1.9	1.9
2		IP Increase the number of historically underrepresented ethnic students.	2,486	2,500	2,490	2,525	2,600
3		IP Increase the number of International students.	309	325	335	350	375

SUBPROGRAM SUMMARY

UNDERGRADUATE INSTRUCTION - STATEWIDE ACADEMIC PROGRAMS NAA 1 . 3
 Contact: Pat Haeuser, Director
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To provide an outstanding undergraduate residential education strengthened by important research, graduate and professional programs and a responsive distance learning network delivering programs throughout Arizona.

Description:

Northern Arizona University will continue to focus on prospective student access and enrollment through attention to recruitment, retention, and changes in the market for programs and certificates in Arizona's metropolitan and rural areas. As the Arizona Board of Regents study redesign of the university system, the University is well-positioned to play a key role providing access to higher education in Flagstaff and in communities across Arizona. The University's current Distance Learning operations are recognized for their well-established and highly effective delivery of baccalaureate to doctoral degree programs. Partnerships continue to evolve such as the Northern Arizona University-Yuma branch campus shared with Arizona Western College. A new partnership with Yavapai Community College envisions expanding access for Yavapai students who want to pursue bachelor's, master's, and doctoral educational opportunities.

Funding and FTE Summary:

	(Thousands)		
	FY 2004 Actual	FY 2005 Estimate	FY 2006 Estimate
General	6,375,000.0	6,941,200.0	7,654,300.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	1,851,300.0	2,055,000.0	2,144,300.0
Federal	0.0	0.0	0.0
Program	8,226,300.0	8,996,200.0	9,798,600.0
FTE	110.2	118.0	123.8

Goal 1 To provide a rich learning environment with exposure to diverse populations and cultures for all students.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate Estimate
1		IP Percent of undergraduate ethnic minority student enrollment in undergraduate programs.	30	35	31	33	34

Goal 2 To provide access to higher education learning experiences for qualified Arizona residents.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate Estimate
1		IP Arizona residents enrolled in undergraduate programs.	2,469	2,500	2,596	2,625	2,675
2		OC Bachelor degrees granted to statewide students.	406	400	587	595	595

SUBPROGRAM SUMMARY
 UNDERGRADUATE ACADEMIC ADVISING NAA 1 . 4

Contact: Pat Haeuser, Director
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To provide undergraduate educational excellence in a residential learning community.

Description:

NAU offers a student-centered undergraduate education distinguished by small classes, close interaction between professors and students, and a friendly, supportive, active campus environment. Class sizes average 21-26 students. Recent studies confirm that Northern Arizona University seniors meet and exceed both peer and national norms and expected outcomes derived from the characteristics of entering students (National Study of Student Engagement).

Instructional initiatives are underway to assess program effectiveness, increase undergraduate involvement in research, prepare entering freshmen for academic success and enhance services.

Funding and FTE Summary:

	(Thousands)		
	FY 2004	FY 2005	FY 2006
	Actual	Estimate	Estimate
General	8,392,200.0	9,137,600.0	10,076,400.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	551,800.0	612,600.0	639,200.0
Federal	0.0	0.0	0.0
Program	8,944,000.0	9,750,200.0	10,715,600.0
FTE	136.3	146.0	153.2

Goal 1 To provide quality advising to students for their academic needs.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate
1	OC	Percent of alumni satisfied with academic advising.	87	85	84	85	85
2	OC	Percentage of graduating seniors very satisfied or satisfied with academic advising in major.	78	80	80	80	80
3	OC	Percent of sophomore students who are satisfied with academic advising.	69	75	81	85	85
4	OC	Percent of sophomore students who are satisfied or very satisfied with their college or department.	88	89	90	92	92

Goal 2 To improve retention and timely graduation rates.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate
1	OC	Percent of student persistence (first-time, full-time Freshmen).	69	70	71	70	70
2	OC	Percent of students graduating (6-year for first-time, full-time freshmen).	47	46	51	49	49
3	OC	Percent of students graduating (5-year rate for lower-division transfer students).	59	60	60	65	65
4	OC	Percent of students graduating (4-year rate for upper-division transfer students).	76	75	74	75	75

Goal 3 To provide quality advising for students for their career needs.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate
1	OC	Percent of alumni satisfied with advising to meet career goals.	83	83	84	85	85
2	OC	Graduating senior satisfaction with advising to meet career goals.	72	74	75	75	75

PROGRAM SUMMARY

GRADUATE PROGRAMS NAA 2 . 0

Contact: Pat Haeuser, Director
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To provide an outstanding undergraduate residential education strengthened by important research, graduate and professional programs and a responsive distance learning network delivering programs throughout Arizona.

Description:

NAU will undertake initiatives in areas and platforms of recognized and developing excellence such as bioscience, sustainability systems, and Native American programs. Research and graduate education are inextricably linked to NAU's undergraduate mission because they allow Northern Arizona University to attract high quality faculty and students and to sustain a stimulating and productive intellectual environment. NAU currently offers graduate students 45 masters degrees, 9 doctoral degrees, and 11 certificates.

This Program Contains the following

- Overall Graduate Instruction**
- Graduate Instruction - Mountain Campus**
- Graduate Instruction - Statewide Academic Programs**
- Graduate Academic Advising**

Funding and FTE Summary:

	(Thousands)		
	FY 2004	FY 2005	FY 2006
	Actual	Estimate	Estimate
General	18,492,500.0	20,135,000.0	22,203,700.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	5,269,400.0	5,849,400.0	6,103,600.0
Federal	0.0	0.0	0.0
Program	23,761,900.0	25,984,400.0	28,307,300.0
FTE	324.9	347.9	365.0

SUBPROGRAM SUMMARY

OVERALL GRADUATE INSTRUCTION NAA 2 . 1

Contact: Pat Haeuser, Director
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To strengthen graduate and professional education, economic development, and research.

Description:

NAU will undertake initiatives in areas and platforms of recognized and developing excellence such as bioscience, sustainability systems, and Native American programs. Research and graduate education are inextricably linked to NAU's undergraduate mission because they allow Northern Arizona University to attract high quality faculty and students and to sustain a stimulating and productive intellectual environment. NAU currently offers graduate students 45 masters degrees, 9 doctoral degrees, and 11 certificates.

Funding and FTE Summary:

	(Thousands)		
	FY 2004	FY 2005	FY 2006
	Actual	Estimate	Estimate
General	0.0	0.0	0.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	0.0	0.0	0.0
Federal	0.0	0.0	0.0
Program	0.0	0.0	0.0
FTE	0.0	0.0	0.0

Goal 1 To build an Infrastructure for graduate education.

SUBPROGRAM SUMMARY
 GRADUATE INSTRUCTION - STATEWIDE ACADEMIC PROGRAMS NAA 2 3
 Contact: Pat Haeuser, Director
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To strengthen graduate and professional education, economic development, and research.

Description:

Northern Arizona University intends to continue to expand its offerings of high demand post-baccalaureate and certificate programs, as well as selected undergraduate programs in Phoenix, Tucson and other metropolitan areas in the West. NAU will also develop partnerships to deliver excellent, affordable workforce-development programs when and where they are needed.

With the support of the Governor and Legislature in FY 2005, NAU's nursing program expansion has begun. Arizona, like the nation, needs additional skilled nurses and trained health care professionals. The University's program will partner with health care facilities in locations throughout Arizona to educate and train new nurses. Additional support will be needed in future years to continue to build the supply of nurses and professionals in other fields such as education, administration, and sustainable environments.

Funding and FTE Summary:

	(Thousands)		
	FY 2004 Actual	FY 2005 Estimate	FY 2006 Estimate
General	8,287,500.0	9,023,600.0	9,950,700.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	4,539,600.0	5,039,300.0	5,258,300.0
Federal	0.0	0.0	0.0
Program	12,827,100.0	14,062,900.0	15,209,000.0
FTE	155.2	166.2	174.4

Goal 1 To offer graduate programs which meet needs for graduate level instruction, such as teacher education or advanced professional training.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate
1	IP	Graduate student enrollments in Master's level programs.	4,917	5,000	5,855	5,900	5,900
2	IP	Graduate student enrollments in Doctoral level programs.	124	130	106	130	130
3	OC	Graduate degrees granted.	1,367	1,300	1,623	1,635	1,640

Goal 2 To improve educational opportunities and financial assistance opportunities for graduate students from underrepresented ethnic minority groups.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate
1	IP	Percent of graduate ethnic minority student enrollment in master's programs.	25	27	25	27	27
2	IP	Percent of graduate ethnic minority student enrollment in doctoral programs.	19	20	30	25	25

SUBPROGRAM SUMMARY

GRADUATE ACADEMIC ADVISING

NAA 2 . 4

Contact: Pat Haeuser, Director
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To strengthen graduate and professional education, economic development, and research.

Description:

NAU will undertake initiatives in areas and platforms of recognized and developing excellence such as bioscience, sustainability systems, and Native American programs. Research and graduate education are inextricably linked to NAU's undergraduate mission because they allow Northern Arizona University to attract high quality faculty and students and to sustain a stimulating and productive intellectual environment. NAU currently offers graduate students 45 masters degrees, 9 doctoral degrees, and 11 certificates.

With the support of the Governor and Legislature in FY 2005, NAU's nursing program expansion has begun. Arizona, like the nation, needs additional skilled nurses and trained health care professionals. The University's program will partner with health care facilities in locations throughout Arizona to educate and train new nurses. Additional support will be needed in future years to continue to build the supply of nurses and professionals in other fields such as education, administration, and sustainable environments.

Funding and FTE Summary:

	(Thousands)		
	FY 2004	FY 2005	FY 2006
	Actual	Estimate	Estimate
General	2,675,000.0	2,912,600.0	3,211,800.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	119,400.0	132,500.0	138,300.0
Federal	0.0	0.0	0.0
Program	2,794,400.0	3,045,100.0	3,350,100.0
FTE	43.3	46.4	48.7

Goal 1 To provide appropriate advising to graduate students for their academic and career needs.

Performance Measures:

ML	Budget	Type	FY2003	FY2004	FY 2004	FY2005	FY 2006
			Actual	Estimate	Actual	Estimate	Estimate
1	OC	Percent of Master's students completing degree in three years.	70	72	70	72	72

PROGRAM SUMMARY

STUDENT SUPPORT

NAA 3 . 0

Contact: Pat Haeuser, Director
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To increase enrollment and retention.

Description:

After growing rapidly from 1984 to 1995, NAU's growth slowed, and for the past several years enrollment has hovered just below 20,000 students. During that time, the university experienced a decline in enrollment at the mountain campus; however students taking classes from statewide sites and in Yuma doubled between 1990 and 2002 to approximately 6,000 students. In 2003, NAU experienced an enrollment decline of approximately 1,100 students, primarily Flagstaff campus students. Increasing student enrollment and improving student retention was initially identified as a university priority two years ago. Several key strategies have already been implemented which led to a rebound in

This Program Contains the following

- Overall Student Support**
- Learning Support For Students - Mountain Campus**
- Learning Support For Students - Statewide Programs**
- Minority Recruitment, Retention, and Graduation**
- Athletics**

SUBPROGRAM SUMMARY
 LEARNING SUPPORT FOR STUDENTS - MOUNTAIN CAMPUS NAA 3 . 2
 Contact: Pat Haeuser, Director
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To increase enrollment and retention.

Description:

Northern Arizona University seeks to promote academic and personal success. Within the university and the communities we serve, we partner to provide student-centered program and services, valuing student learning, diversity and responsible citizenship.

Funding and FTE Summary:

	(Thousands)		
	FY 2004 Actual	FY 2005 Estimate	FY 2006 Estimate
General	6,285,800.0	6,844,100.0	7,547,300.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	50,532,400.0	58,581,800.0	58,394,600.0
Federal	9,220,500.0	9,451,200.0	9,593,800.0
Program	66,038,700.0	74,877,100.0	75,535,700.0
FTE	340.1	364.1	382.1

Goal 1 To provide a premier residential living experience for students choosing to live on campus.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate
1	OP	Percent of Residence Life occupancy rate.	85	80	86	84	84
2	OP	Ratio of computers in the Freshmen Connection			1:24	1:24	1:24
3	OP	Percent of new freshmen utilizing one of the Learning Assistance (tutoring) Centers one or more times.			23	25	25
4	OP	Total number of students who were housed by Residence Life.			5,873	6,000	6,100
5	OP	Total number of students utilizing the Learning Assistance (tutoring) Center.			2,142	2,300	2,555

Goal 2 To assist students in cultural, physical, and social development/wellness by providing services, activities, and events.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate
1	OP	Total use/participation: Recreation Center visits.	218,140	220,000	203,263	207,000	211,500
2	OP	Students use/participation: Fronkse Health Center visits.	45,731	46,000	47,560	46,000	50,000
3	OP	Students use/participation: Wall Aquatic Center.	38,986	39,000	29,490	31,000	32,000
4	OP	Students use/participation: Counseling Center visits.	5,793	4,000	5,254	4,500	4,500
5	OP	Students use/participation: Outdoor recreation.	3,456	3,500	3,511	3,670	3,850
6	OP	Students use/participation: Intramural participants.	10,721	10,800	4,021	4,200	4,400
		A new system to track student participation was implemented in FY 2004. This system allows for increased accuracy in screening for only current students; eliminating faculty, staff and alumni. Report numbers were reduced significantly in the intramural program due to these screenings, declining enrollment, a large decline in fraternities and the cancellation of some summer programs.					
7	OP	Multicultural Programs.	140	140	113	135	150
8	OP	Students use/participation: Multicultural participants.	4,250	4,300	4,811	5,000	5,000

Goal 3 To support student learning by providing financial support services to qualified students within the specific limitations of the financial aid system.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate Estimate
1	OP	Financial aid applications processed. FY03 FASFA count has been adjusted to include only students who filed a FASFA. FY03 original count of 20,877 included merit students who didn't file a FASFA but who were in the IDMS/DB2 "FASFA" FADHOC system to accommodate processing their scholarships & waivers.	20,877	21,712	17,631	18,450	19,000
2	OP	Students receiving financial aid by categories: Scholarships. NAU revised their scholarship/waiver/grants allocations in FY04. Another revision is expected in FY06. The total gift-aid package, see above, should be used to compare fiscal year scholarship/waiver/grant combinations. Certain merit scholarships will have been eliminated by FY06 or FY07.	4,567	4,613	2,993	3,142	6,284
3	OP	Students receiving financial aid by categories: Waivers. NAU revised their scholarship/waiver/grants allocations in FY04. Another revision is expected in FY06. The total gift-aid package, see above, should be used to compare fiscal year scholarship/waiver/grant combinations. Certain merit scholarships will have been eliminated by FY06 or FY07.	2,739	2,766	3,901	4,096	4,266
4	OP	Students receiving financial aid by categories: NAU revised their scholarship/waiver/grants allocations in FY04. Another revision is expected in FY06. The total gift-aid package, see above, should be used to compare fiscal year scholarship/waiver/grant combinations. Certain merit scholarships will have been eliminated by FY06 or FY07.	4,127	4,540	4,312	4,527	4,753
5	OP	Students receiving financial aid by categories: Employment.	4,141	4,182	3,675	3,858	4,050
6	OP	Students receiving financial aid by categories:	7,018	7,088	7,965	8,363	8,781
7	OP	Students employed in departments.	4,050	4,091	3,594	3,773	3,961

SUBPROGRAM SUMMARY

LEARNING SUPPORT FOR STUDENTS - STATEWIDE PROGRAMS NAA 3 . 3
 Contact: Pat Haeuser, Director
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To strengthen graduate and professional education, economic development, and research.

Description:

Instructional initiatives are underway to assess program effectiveness, increase undergraduate involvement in research, prepare entering freshmen for academic success, and enhance student services. Future directions for NAU include developing a joint legislative agenda with community colleges to provide more four-year programs and facilities in rural areas.

Funding and FTE Summary:

	(Thousands)		
	FY 2004 Actual	FY 2005 Estimate	FY 2006 Estimate
General	1,258,100.0	1,369,800.0	1,510,600.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	1,658,000.0	1,922,100.0	1,915,900.0
Federal	3,585,700.0	3,675,400.0	3,730,800.0
Program	6,501,800.0	6,967,300.0	7,157,300.0
FTE	34.8	37.2	39.1

Goal 1 To support student learning by providing financial support services to qualified students within the specific limitations of the financial aid system.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate Estimate
1	OP	Students receiving financial aid by categories: Scholarships. NAU revised their scholarship/waiver/grants allocations in FY04. Another revision is expected in FY06. The total gift-aid package, see above, should be used to compare fiscal year scholarship/waiver/grant combinations. Certain merit scholarships will have been eliminated by FY06 or FY07.	765	773	206	216	442

2	OP	Students receiving financial aid by categories: Waivers.	258	268	205	215	25
		NAU revised their scholarship/waiver/grants allocations in FY04. Another revision is expected in FY06. The total gift-aid package, see above, should be used to compare fiscal year scholarship/waiver/grant combinations. Certain merit scholarships will have been eliminated by FY06 or FY07.					
3	OP	Students receiving financial aid by categories:	566	572	1,109	1,164	1,222
		NAU revised their scholarship/waiver/grants allocations in FY04. Another revision is expected in FY06. The total gift-aid package, see above, should be used to compare fiscal year scholarship/waiver/grant combinations. Certain merit scholarships will have been eliminated by FY06 or FY07.					
4	OP	Students receiving financial aid by categories: Employment.	46	46	65	68	71
		NAU revised their scholarship/waiver/grants allocations in FY04. Another revision is expected in FY06. The total gift-aid package, see above, should be used to compare fiscal year scholarship/waiver/grant combinations. Certain merit scholarships will have been eliminated by FY06 or FY07.					
5	OP	Students receiving financial aid by categories:	1,357	1,411	1,469	1,542	1,619

SUBPROGRAM SUMMARY

MINORITY RECRUITMENT, RETENTION, AND GRADUATION NAA 3 . 4
 Contact: Pat Haeuser, Director
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To foster a culture of diversity, community, and citizenship.

Description:

The modern world is characterized by diverse people interacting in a global context. Arizona, with its long-standing Native American cultures and growing Hispanic population, reflects this diverse environment in which students will live and work after graduation. Accordingly, NAU works to create an educational community that facilitates the recruitment, retention, and education of diverse students.

Funding and FTE Summary:

	(Thousands)		
	FY 2004 Actual	FY 2005 Estimate	FY 2006 Estimate
General	707,700.0	389,000.0	389,000.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	36,700.0	42,500.0	42,400.0
Federal	0.0	0.0	0.0
Program	744,400.0	431,500.0	431,400.0
FTE	11.2	12.0	12.6

Goal 1 To increase the enrollment rates of Native American and Hispanic students.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate
1	IP	Increase the number of Native American students.	1,169	1,300	1,243	1,300	1,300
2	IP	Increase the number of Hispanic students.	1,548	1,600	1,716	1,800	1,800

Goal 2 To increase the persistence and graduation rates of underrepresented and ethnic minority groups.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate
1	OC	Percent of undergraduate degrees awarded to ethnic minority students.	18	20	20	20	21
2	OC	Increase the one-year retention rates of full-time ethnic minority students.	60	61	68	65	65
3	OC	Increase the six-year graduation rates of full-time ethnic minority students.	34	34	40	38	38

Goal 3 To increase enrollment in the Applied Indigenous Studies courses and supporting courses.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate Estimate
1	OP	Increase course enrollment in the Applied Indigenous Program and supporting courses.	658	660	936	950	950

SUBPROGRAM SUMMARY

ATHLETICS NAA 3 . 5

Contact: Pat Haeuser, Director
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To provide undergraduate educational excellence in a residential learning community.

Description:

All NAU student-athletes participate in a variety of academic programs to ensure their academic success and progress towards graduation. Beginning with orientation through the graduation reception, NAU is committed to academics and the individual student-athlete's success in the

Funding and FTE Summary:

	(Thousands)		
	FY 2004 Actual	FY 2005 Estimate	FY 2006 Estimate
General	2,812,300.0	1,513,600.0	1,513,600.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	3,514,000.0	4,200,000.0	4,200,000.0
Federal	0.0	0.0	0.0
Program	6,326,300.0	5,713,600.0	5,713,600.0
FTE	46.2	49.5	51.9

Goal 1 To ensure the athletic programs are committed to academic success of the student-athletes.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate Estimate
1	OC	Percent of graduation rates for student athletes.	50	50	52	50	50
2	OC	Average GPA for male student athletes.	2.72	2.75	2.92	2.95	2.95
3	OC	Average GPA for female student athletes.	3.14	3.15	3.16	3.17	3.18

Goal 2 To provide intercollegiate opportunities consistent with proportions in the general student body.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate Estimate
1	OP	Student athletes.	331	331	342	340	345
2	OP	Sports.	15	15	15	15	15
3	OP	Women's teams.	9	9	9	9	9
4	OP	Men's teams.	6	6	6	6	6
5	OP	Female percentage of student athletes/ female percentage of student populations.	48/57	48/57	45/60	48/57	48/57
6	OP	Male percentage of student athletes/ male percentage of student populations.	52/43	52/43	55/40	52/43	52/43

PROGRAM SUMMARY

ACADEMIC SUPPORT SERVICES NAA 4 . 0

Contact: Pat Haeuser, Director
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To provide undergraduate educational excellence in a residential learning community.

Description:

Northern Arizona University's primary mission is to provide students with an excellent undergraduate education. Research overwhelmingly shows that key components of a quality undergraduate education include small class sizes taught by tenure / tenured track faculty, that allow for greater student-faculty interactions (Pascarella and Terenzini, 1991; Light, 2001; Astin, 1993; Tinto, 1993; Kuh, Schuh, Whitt, and Associates, 1991). NAU strives to offer undergraduates small classes taught by senior and tenure-track faculty. In those instances where class sizes are relatively larger, strategies are used by faculty and programs to augment class sessions so as to ensure student engagement and success. These commitments raise the cost of lower division instruction.

Northern Arizona University is engaged in initiatives to become more efficient and effective in order to help support its "faculty-student interaction" lower division model of undergraduate instruction. These initiatives will enable NAU to enhance the quality of undergraduate education through investments in faculty salaries and resources and programs that support enrichment of lower division courses.

This Program Contains the following

- Library
- Academic Computing
- Statewide Academic Programs
- Instructional Support

Funding and FTE Summary:

	(Thousands)		
	FY 2004	FY 2005	FY 2006
	Actual	Estimate	Estimate
General	14,584,000.0	14,326,700.0	15,263,200.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	4,524,000.0	5,021,900.0	5,240,100.0
Federal	0.0	0.0	0.0
Program	19,108,000.0	19,348,600.0	20,503,300.0
FTE	246.0	263.4	276.3

SUBPROGRAM SUMMARY

LIBRARY NAA 4 . 1

Contact: Pat Haeuser, Director
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To support the curricular, research, and community service goals of Northern Arizona University and its constituents. The Library offers 24/7 academic program and course support, services, and access to information resources.

Description:

The mission of the Cline Library is to support the curricular, research, and community service goals of Northern Arizona University and its constituents. A central learning resource, the Library offers services, instruction, and timely access to information resources and collections.

Funding and FTE Summary:

	(Thousands)		
	FY 2004	FY 2005	FY 2006
	Actual	Estimate	Estimate
General	6,211,600.0	5,210,700.0	5,210,700.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	93,000.0	103,200.0	107,700.0
Federal	0.0	0.0	0.0
Program	6,304,600.0	5,313,900.0	5,318,400.0
FTE	96.9	103.8	108.9

Goal 1 To provide a physical and online environment that supports student and faculty learning, teaching, and research.

Performance Measures:

			FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate
ML	Budget	Type					
1	IP	Number of Library hours per week			87	87	87
2	IP	Number of users in the library			585,757	585,000	585,000
3	IP	Number of hours students utilize collaborative work (group study) room.			30,860	31,000	32,000
4	IP	Number of campus network logins from the library's public computers.			408,753	420,000	430,000
5	IP	Number of accesses to the library's web site.			1,036,308	1,067,000	1,089,000
6	IP	Number of accesses to the library's licensed online resources.			308,676	317,000	324,000
7	IP	Number pf electronic journal titles available.			21,193	23,000	24,000
8	IP	Number of accesses to electronic books.			5,155	5,500	5,600
9	IP	Number of Ask-a-Librarian email transactions.			2,092	2,292	2,542
10	IP	Average turnaround time for Ask-a-Librarian email transactions			34 hours	35 hours	35 hours
11	IP	Number of courses supported with electronic reserve services.			1,208	1,500	1,875
12	IP	Average turnaround time in making electronic reserves readings available for courses.			69.5	72	72
13	IP	Number of items provided for NAU students, faculty and staff via Document Delivery Services.			16,486	16,980	17,300
14	IP	Average turnaround time for items provided for NAU students, faculty and staff via Document Delivery Services.			5 days	5 days	5 days

Goal 2 To select, digitize, and provide 24/7 access to Colorado Plateau resources located in the Library's Special Collections and

Performance Measures:

			FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate
ML	Budget	Type					
1	IP	Number of items available to end users in the Colorado Plateau Digital Archives.			24,300	38,300	52,300
2	IP	Number of accesses to the Digital Archives (in millions).			1.76	1.8	1.9
3	IP	Number of courses and research initiatives supported by digital archival materials.			44	70	100
4	IP	Average turnaround time for user orders for material from Digital Archives.			72 hours	72 hours	72 hours

SUBPROGRAM SUMMARY

ACADEMIC COMPUTING NAA 4 . 2

Contact: Pat Haeuser, Director

Phone: (928) 523-7777

A.R.S. § 15-1601

Mission:

To provide leadership in the development, use, and assessment of technologies in administrative systems and educational programs.

Description:

Academic Computing provides intellectual and technical assistance and access to central computer resources for instructional and research computing at NAU. Intellectual and technical assistance involves working with faculty and students to solve instructional and research computer related problems that do not already have well-formed solutions in place.

Funding and FTE Summary:

	(Thousands)		
	FY 2004 Actual	FY 2005 Estimate	FY 2006 Estimate
General	2,806,600.0	3,055,900.0	3,369,800.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	0.0	0.0	0.0
Federal	0.0	0.0	0.0
Program	2,806,600.0	3,055,900.0	3,369,800.0
FTE	45.0	48.2	50.6

Goal 1 To develop, improve, and manage access to central computing resources for the NAU academic community.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate
1	OP	Network connections Students, labs.	7,240	7,250	7,240	7,250	7,300
2	OP	Percent of student body with e-mail accounts.	100	100	100	100	100
3	OP	Total student's personal computer registrations.			5,857	6,000	6,500

SUBPROGRAM SUMMARY

STATEWIDE ACADEMIC PROGRAMS NAA 4 . 3

Contact: Pat Haeuser, Director

Phone: (928) 523-7777

A.R.S. § 15-1601

Mission:

To provide leadership in the development, use, and assessment of technologies in administrative systems and educational programs.

Description:

Northern Arizona University intends to continue to expand its offerings of high demand post-baccalaureate and certificate programs, as well as selected undergraduate programs in Phoenix, Tucson and other metropolitan areas in the West. NAU will also develop partnerships to deliver excellent, affordable workforce-development programs when and where they are needed.

With the support of the Governor and Legislature in FY 2005, NAU's nursing program expansion has begun. Arizona, like the nation, needs additional skilled nurses and trained health care professionals. The University's program will partner with health care facilities in locations throughout Arizona to educate and train new nurses. Additional support will be needed in future years to continue to build the supply of nurses and professionals in other fields such as education, administration, and sustainable environments.

Funding and FTE Summary:

	(Thousands)		
	FY 2004 Actual	FY 2005 Estimate	FY 2006 Estimate
General	4,696,000.0	5,113,100.0	5,638,400.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	1,252,100.0	1,389,900.0	1,450,300.0
Federal	0.0	0.0	0.0
Program	5,948,100.0	6,503,000.0	7,088,700.0
FTE	82.2	88.0	92.3

Goal 1 To improve statewide access to network services, general computing resources, and instructional technology for NAU faculty and students.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate
1	OP	Remote teaching sites with network access.	27	29	30	30	30
2	OP	IITV sites Statewide Connection Affiliates.	4	4	4	4	4
3	OP	IITV sites Statewide Classrooms.	27	29	30	30	30

Monday, October 11, 2004

1:39 PM

SUBPROGRAM SUMMARY

INSTRUCTIONAL SUPPORT NAA 4 . 4

Contact: Pat Haeuser, Director

Phone: (928) 523-7777

A.R.S. § 15-1601

Mission:

To provide undergraduate educational excellence in a residential learning community and to strengthen graduate and professional education, economic development, and research.

Description:

Instructional support at Northern Arizona University assists faculty in achieving their full potential as teachers, scholars, and productive members of the University and external communities during all stages of their academic careers.

Funding and FTE Summary:

	(Thousands)		
	FY 2004	FY 2005	FY 2006
	Actual	Estimate	Estimate
General	869,800.0	947,000.0	1,044,300.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	3,178,900.0	3,528,800.0	3,682,100.0
Federal	0.0	0.0	0.0
Program	4,048,700.0	4,475,800.0	4,726,400.0
FTE	21.9	23.4	24.6

Goal 1 To ensure faculty expertise and institutional support for technology.

Performance Measures:

ML	Budget	Type	FY2003	FY2004	FY 2004	FY2005	FY 2006
			Actual	Estimate	Actual	Estimate	Estimate
1	IP	Grants awarded for instruction.	47	51	53.6	64.1	76.7
2	IP	Value of grants awarded for instruction. (in	6.5	6.2	7.4	8.9	9.0

Goal 2 To provide opportunities for faculty growth and professional development.

Performance Measures:

ML	Budget	Type	FY2003	FY2004	FY 2004	FY2005	FY 2006
			Actual	Estimate	Actual	Estimate	Estimate
1	OP	Number of semester sabbaticals.	21	28	28	26	26
2	OP	Number of full year sabbaticals (fiscal).	37	25	26	25	29
3	OP	Financial support for semester sabbaticals (in thousands of dollars).	636.5	830.7	830.7	830.7	822.7
4	OP	Financial support for full year sabbaticals (fiscal) (in thousands of dollars).	1,229.3	783.4	807.4	783.4	1008.2

PROGRAM SUMMARY

RESEARCH AND PUBLIC SERVICE NAA 5 . 0

Contact: Pat Haeuser, Director

Phone: (928) 523-7777

A.R.S. § 15-1601

Mission:

To strengthen graduate and professional education, economic development, and research.

Description:

NAU will undertake initiatives in areas and platforms of recognized and developing excellence such as bioscience, sustainability systems, and Native American programs. Research and graduate education are inextricably linked to NAU's undergraduate mission because they allow Northern Arizona University to attract high quality faculty and students and to sustain a stimulating and productive intellectual environment.

Northern Arizona University will also build on its already substantial research program, which more than doubled extramural awards to over \$50 million from 1999 to 2002. NAU will engage in the construction and development of a new applied research and development building, partnerships in research initiatives such as Translational Genomics Research Institute (TGen); and strengthening research in the Sustainable Systems, Bioengineering, Communications, and Information technology platforms as recommended in the Battelle Institute report Positioning Arizona and Its Research Universities: Science and Technology Core Competencies Assessment, April 2003.

This Program Contains the following

Research

Public Service

Economic Development

Funding and FTE Summary:

	(Thousands)		
	FY 2004 Actual	FY 2005 Estimate	FY 2006 Estimate
General	4,498,500.0	4,898,000.0	5,401,400.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	7,735,300.0	8,586,500.0	8,959,800.0
Federal	34,154,100.0	35,076,600.0	35,943,600.0
Program	46,387,900.0	48,561,100.0	50,304,800.0
FTE	444.1	475.5	498.9

SUBPROGRAM SUMMARY

RESEARCH NAA 5 . 1

Contact: Pat Haeuser, Director

Phone: (928) 523-7777

A.R.S. § 15-1601

Mission:

To strengthen graduate and professional education, economic development, and research.

Description:

NAU will undertake initiatives in areas and platforms of recognized and developing excellence such as bioscience, sustainability systems, and Native American programs. Research and graduate education are inextricably linked to NAU's undergraduate mission because they allow Northern Arizona University to attract high quality faculty and students and to sustain a stimulating and productive intellectual environment.

Northern Arizona University will also build on its already substantial research program, which more than doubled extramural awards to over \$50 million from 1999 to 2002. NAU will engage in the construction and development of a new applied research and development building, partnerships in research initiatives such as Translational Genomics Research Institute (Tgen); and strengthening research in the Sustainable Systems, Bioengineering, Communications, and Information technology platforms as recommended in the Battelle Institute report Positioning Arizona and Its Research Universities: Science and Technology Core Competencies Assessment, April 2003.

Funding and FTE Summary:

	(Thousands)		
	FY 2004 Actual	FY 2005 Estimate	FY 2006 Estimate
General	1,629,400.0	1,774,100.0	1,956,400.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	694,400.0	770,900.0	804,400.0
Federal	34,154,100.0	35,076,600.0	35,943,600.0
Program	36,477,900.0	37,621,600.0	38,704,400.0
FTE	342.1	366.3	384.4

Goal 1 To increase the amount of external support for research.

Performance Measures:

ML	Budget	Type		FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate
1	IP	The federal, state and private investments leveraged by Proposition 301 Funds. (in thousands)		11,337.9	7,575.5	10,502.9	9,063.0	8,264.0
2	IP	The amount of external, federal and state grants awarded to NAU. (in millions)		51	51	53.6	64.1	76.7

SUBPROGRAM SUMMARY

PUBLIC SERVICE NAA 5 . 2

Contact: Pat Haeuser, Director

Phone: (928) 523-7777

A.R.S. § 15-1601

Mission:

To provide undergraduate educational excellence in a residential learning community, to strengthen graduate and professional education, economic development, and research and to become the nation's leading university serving Native Americans.

Description:

Northern Arizona University's faculty members, organized in departments, schools, research centers and institutes, act as a catalyst for service programs with various federal, state and local governments, and the private sector. NAU also shares knowledge, technical resources, and cultural and educational opportunities with communities throughout Arizona and the Colorado Plateau.

Funding and FTE Summary:

	(Thousands)		
	FY 2004 Actual	FY 2005 Estimate	FY 2006 Estimate
General	2,585,300.0	2,814,900.0	3,104,200.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	7,038,000.0	7,812,400.0	8,152,100.0
Federal	0.0	0.0	0.0
Program	9,623,300.0	10,627,300.0	11,256,300.0
FTE	97.4	104.3	109.4

Goal 1 To be a partner in the cultural climate of Arizona and the Southwest region.

Performance Measures:

ML	Budget	Type		FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate
1	OP	Concerts, recitals, theatrical performances.		410	400	400	400	400

Goal 2 To enhance the quality of life in Arizona and the Southwest region.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate Estimate
1	OP	Participants: Institute for Future Workforce Development.	12,147	10,000	11,755	10,000	10,000
2	OP	Participants: Speech/Language/Audiology Clinic.	2,175	2,283	2,444	2,700	2,850

SUBPROGRAM SUMMARY

ECONOMIC DEVELOPMENT NAA 5 . 3

Contact: Pat Haeuser, Director

Phone: (928) 523-7777

A.R.S. § 15-1601

Mission:

To provide undergraduate educational excellence in a residential learning community and to strengthen graduate and professional education, economic development, and research.

Description:

NAU recognizes and accepts its obligation to serve the interest of the broader community through management development programs, consulting activities, publication of studies vital to the economic development of the area, and professional participation in volunteer

Funding and FTE Summary:

	(Thousands)		
	FY 2004 Actual	FY 2005 Estimate	FY 2006 Estimate
General	283,800.0	309,000.0	340,800.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	2,900.0	3,200.0	3,300.0
Federal	0.0	0.0	0.0
Program	286,700.0	312,200.0	344,100.0
FTE	4.6	4.9	5.1

Goal 1 To increase the workforce development pipeline.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate Estimate
1	OP	Total degrees granted.	4,773	4,800	4,758	4,800	4,800
2	OP	Increase the number of participants served under the College of Business's Bank One Center.			8,498	8,700	8,800
3	OP	Increase the amount of external funding secured by the College of Business's Bank One Center.			230,000	300,000	300,00

PROGRAM SUMMARY

INSTITUTIONAL ADVANCEMENT NAA 6 . 0

Contact: Pat Haeuser, Director

Phone: (928) 523-7777

A.R.S. § 15-1601

Mission:

To ensure financial stability and growth.

Description:

Institutional Advancement works to increase endowed scholarships, professorships and educational programs at Northern Arizona University.

**This Program Contains the following
Developmental Activities
Alumni Relations**

Funding and FTE Summary:

	(Thousands)		
	FY 2004 Actual	FY 2005 Estimate	FY 2006 Estimate
General	1,369,100.0	265,800.0	265,800.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	2,132,400.0	2,367,100.0	2,469,900.0
Federal	0.0	0.0	0.0
Program	3,501,500.0	2,632,900.0	2,735,700.0
FTE	38.0	40.7	42.7

SUBPROGRAM SUMMARY

DEVELOPMENTAL ACTIVITIES

NAA 6 . 1

Contact: Pat Haeuser, Director
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To ensure financial stability and growth.

Description:

Institutional Advancement works to increase endowed scholarships, professorships and educational programs at Northern Arizona University.

Funding and FTE Summary:

	(Thousands)		
	FY 2004 Actual	FY 2005 Estimate	FY 2006 Estimate
General	1,109,300.0	265,800.0	265,800.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	1,661,600.0	1,844,500.0	1,924,600.0
Federal	0.0	0.0	0.0
Program	2,770,900.0	2,110,300.0	2,190,400.0
FTE	31.0	33.2	34.8

Goal 1 To increase the number of donors to NAU.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate
1	IP	Alumni donors.	4,891	5,000	4,284	4,700	5,180
2	IP	Faculty and staff donors.	665	700	552	607	668
3	IP	Parent donors.	1,866	1,900	862	948	1,043
4	IP	Other organizations donating to NAU.	4,178	4,500	6,828	6,900	7,000

Goal 2 To increase NAU's financial resources through private giving.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate
1	IP	Contributions by individuals (in thousands).	2,215	2,500	2,449	2,750	3,025
2	IP	Contributions organizations (in thousands).	20,469	22,500	8,535	9,388	10,327
3	IP	Total giving (in thousands).	22,684	25,000	10,984	12,138	13,352

Goal 3 To decrease the cost per dollar raised.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate Estimate
1	EF	Operations and salaries expense for each dollar raised.	0.069	0.069	.18	.18	.17

SUBPROGRAM SUMMARY

ALUMNI RELATIONS NAA 6 . 2

Contact: Pat Haeuser, Director
Phone: (928) 523-7777
A.R.S. § 15-1601

Mission:

To ensure financial stability and growth.

Description:

Alumni relations provide a medium through which alumni can contribute to the welfare of the University in the areas of advocacy, counsel, student recruitment and fund raising. NAU fosters a spirit of commitment and loyalty between alumni and the University; acquaints alumni with the progress and needs of the University; and communicates the needs of the alumni back to the University.

Funding and FTE Summary:

	(Thousands)		
	FY 2004 Actual	FY 2005 Estimate	FY 2006 Estimate
General	259,800.0	0.0	0.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	470,800.0	522,600.0	545,300.0
Federal	0.0	0.0	0.0
Program	730,600.0	522,600.0	545,300.0
FTE	7.0	7.5	7.8

Goal 1 To strengthen fund raising efforts directed at university alumni.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate Estimate
1	IP	Contributions from direct mailing contacts to alumni (in thousands).	42	45	15	16.5	18
2	IP	Contributions from telemarketing contacts to alumni (in thousands).	230	240	158	174	191
3	IP	Matching gifts from alumni (in thousands).	76	75	56	62	68

Goal 2 To coordinate and host alumni chapter gatherings in areas where sufficient numbers of alumni and interest exists.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate Estimate
1	OP	Chapters.	3	3	3	3	3
2	OP	Alumni attending meetings.	1,500	1,500	1,725	2,000	2,068

Goal 3 To increase the number of addressable alumni in the database relative to the total number of former students.

Goal 1 To optimize the use of energy and natural resources.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate Estimate
1	EF	Tons recycled.	1,200	1,000	1,000	1,000	1,000

Goal 2 To improve the physical living, working, and learning environment.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate Estimate
1	OP	Improvement and building renovations project expenditures (in thousands).	18,154	37,350	16,630	28,900	28,900

Goal 3 To offer cost-effective central services supporting university activities.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate Estimate
1	OP	Post Office services provided (pieces processed), mail facility (in millions).	10	11	10.5	10.5	11

Incoming mail remains over 4 mil, outgoing university mail was down 17%. I believe due to department's now paying for their own postage. Mailings are reduced, per Ed Talley-NAU Postmaster.

SUBPROGRAM SUMMARY

RESOURCE MANAGEMENT NAA 7 . 2

Contact: Pat Haeuser, Director

Phone: (928) 523-7777

A.R.S. § 15-1601

Mission:

To ensure financial stability and growth.

Description:

NAU works to provide a safe and healthy campus environment and to protect all University resources. This requires the development and implementation of health and safety programs and policies, provision of cost-effective central services, and improvement of buildings and other University spaces.

Funding and FTE Summary:

	(Thousands)		
	FY 2004 Actual	FY 2005 Estimate	FY 2006 Estimate
General	15,247,500.0	16,601,700.0	18,307,500.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	15,274,400.0	16,955,500.0	17,692,400.0
Federal	0.0	0.0	0.0
Program	30,521,900.0	33,557,200.0	35,999,900.0
FTE	309.0	330.8	347.1

Goal 1 To enhance the safety and the learning/working environment.

Performance Measures:			FY2003	FY2004	FY 2004	FY2005	FY 2006
ML	Budget	Type	Actual	Estimate	Actual	Estimate	Estimate
1	OP	NAU numbers of: Affirmative Action formal and informal complaints, consultations and ADA issues contacts.	2,104	2,150	2,240	2,200	2,500
2	OP	People served by the Office of Employee Assistance and Wellness.	4,542	4,872	3,423	3,889	3,889
3	OP	Programs offered by the Office of Employee Assistance and Wellness.	81	86	60	70	70
4	OP	Presentations given by the NAU police.	110	100	64	60	65

Goal 2 To increase the use and access to technology to improve efficiency and enhance administrative operations and

Performance Measures:			FY2003	FY2004	FY 2004	FY2005	FY 2006
ML	Budget	Type	Actual	Estimate	Actual	Estimate	Estimate
1	OP	Percent of staff with electronic mail accounts.	87	87	93	95	95

Goal 3 To optimize use of financial resources through sound financial management practices.

Performance Measures:			FY2003	FY2004	FY 2004	FY2005	FY 2006
ML	Budget	Type	Actual	Estimate	Actual	Estimate	Estimate
1	EF	Financial ratios: State Appropriations/ Total Educational and General Expenditures (in percent).	44.60	46.28	41.58	43.68	43.29
2	EF	Financial ratios: Tuition and Fees/ Total Educational and General Expenditures (in percent).	28.47	28.19	34.35	30.17	31.00
3	EF	Financial ratios: Total debt service/ unrestricted current fund expenditures and mandatory transfers (in percent).	6.38	5.49	6.10	6.30	6.70
4	EF	Financial ratios: Available Assets/ General Liabilities (in percent).	4.10	4.48	3.8	4.24	4.05
5	OP	Internal audits conducted.	9	15	9	12	12

SUBPROGRAM SUMMARY

GENERAL OVERSIGHT NAA 7 . 3

Contact: Pat Haeuser, Director
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To ensure financial stability and growth.

Description:

NAU works to provide a safe and healthy campus environment and to protect all University resources. This requires the development and implementation of health and safety programs and policies, provision of cost-effective central services, and improvement of buildings and other University spaces.

Funding and FTE Summary:

	(Thousands)		
	FY 2004 Actual	FY 2005 Estimate	FY 2006 Estimate
General	2,631,300.0	2,865,000.0	3,159,300.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	66,900.0	74,300.0	77,500.0
Federal	0.0	0.0	0.0
Program	2,698,200.0	2,939,300.0	3,236,800.0
FTE	42.2	45.2	47.4

Goal 1 To demonstrate responsible management of finances and resources.

Performance Measures:

			FY2003 Actual	FY2004 Estimate	FY 2004 Actual	FY2005 Estimate	FY 2006 Estimate Estimate
1	ML	EF Institutional Operations as a percent of State Operating Budget for NAU.	22.73	22.88	21.91	22.26	22.68
2		EF General oversight as a percent of state Operating Budget for NAU.	.90	.91	.89	.90	.93
3		EF Administration as a percent of total cost.	2.21	2.02	2.76	3.18	2.89
4		QL Percent of agency staff turnover.	15.2	15	15.68	15	15