

AGENCY SUMMARY

NORTHERN ARIZONA UNIVERSITY NAA 0 . 0

Director: Dr. John Haeger, President

Phone: (928) 523-3232

A.R.S. § 15-1601 et seq.

Mission:

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

Description:

Founded in 1899, Northern Arizona University has a rich history of delivering top-quality undergraduate education. Today that mission is enhanced by innovative graduate programs, research, distance learning, and service to communities throughout the state of Arizona. NAU is classified as 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 30 other campuses or sites throughout Arizona serving more than 6,000 students. Northern Arizona University's total fall 2005 enrollment is 18,779, with 5,527 graduate students and 13,252 undergraduate students.

Agency Summary:

	(\$ Thousands)		
	FY 2005	FY 2006	FY 2007
	Actual	Estimate	Estimate
UNDERGRADUATE PROGRAMS	66,618,900.0	72,659,200.0	82,247,100.0
GRADUATE PROGRAMS	23,556,700.0	25,871,400.0	29,015,600.0
STUDENT SUPPORT	92,557,100.0	101,563,90	101,865,10
ACADEMIC SUPPORT SERVICES	18,469,800.0	19,006,900.0	20,486,000.0
RESEARCH AND PUBLIC SERVICE	45,942,500.0	48,030,400.0	49,504,400.0
INSTITUTIONAL ADVANCEMENT	2,677,000.0	2,136,200.0	2,191,500.0
INSTITUTIONAL OPERATIONS	61,381,600.0	68,409,600.0	84,522,400.0
Agency Total	311,203,60	337,677,60	369,832,10

Funding and FTE Summary:

	(Thousands)		
	FY 2005	FY 2006	FY 2007
	Actual	Estimate	Estimate
General	152,817,600.0	161,880,700.0	183,678,500.0
Other Appropriated	0.0	0.0	9,290,300.0
Other Non Appropriated	109,554,400.0	125,988,800.0	126,308,000.0
Federal	48,831,600.0	49,808,100.0	50,555,300.0
Program	311,203,600.0	337,677,600.0	369,832,100.0
FTE	3,308.7	3,503.5	3,629.1

Strategic Issues

Issue 1 *Expand and improve baccalaureate degree access and achievement.*

In order to respond effectively to the expected growth in the number of both traditional and nontraditional prospective Arizona students, Northern Arizona University is committed to providing expanded access for students at the Flagstaff campus and throughout the state. NAU is constantly developing hybrid programs that combine different models of delivery to meet the growing needs of undergraduate students via distance learning.

A proven leader in providing access to higher education, Northern Arizona University's distance learning program offers students choices never before available – within their own communities and even in the comfort of their own homes. In the ABOR System Redesign process, Northern Arizona University identified a market-driven strategy of "Expand on Demand" as its response to help meet the higher education access needs of a rapidly growing state population. Rather than the traditional and more costly approach of "Build It and They Will Come" through which our state university and community college campuses were built, equipped and staffed, the Northern Arizona University "Expand on Demand" initiative starts with leased facilities on community college campuses and in communities to serve smaller populations up to about 300 students. As the student and employer demand increases, from about 300 to 3,000 students, permanent state funded debt service facilities are constructed on jointly-shared community college campuses. This model is similar to the Northern Arizona University and Arizona Western College shared campus in Yuma. Additionally, Northern Arizona University could build or lease standalone facilities in locations where our community college partners do not have facilities.

In the first year of the "Expand on Demand" initiative, the university's FY07 Budget Request includes a facility on the Yavapai College campus in Prescott to strengthen our longstanding partnership serving students in Yavapai County. As student demand reaches critical mass of 3,000 or more students, other branch campuses will be developed. This strategy is efficient and has the added benefit of spreading the state

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investment out over many years. Future decision packages would be required to continue to expand serving students in underserved areas.

Simply creating new access points will not strengthen higher education in Arizona. It will also take renewed emphasis on existing high-demand programs like educating teachers and health care providers. As a leader in these disciplines, Northern Arizona University will continue to strengthen and reinforce these programs to ensure highly qualified professionals enter the workforce. Likewise, hotel and restaurant management, the environmental sciences, and strong liberal arts programs reflect the pedagogies necessary to prepare students for the challenges of a complex world.

The expansion of sites and partnerships emanates from Northern Arizona University's tradition of outstanding educational experience founded on access, engagement, quality, and value. The Northern Arizona University difference is student-centered teaching and learning. Northern Arizona University focuses on the student by offering challenging programs taught by full-time faculty, personalized attention, and user-friendly support systems that help students build confidence and achieve success. In the next five years, the university intends to sharpen its focus to achieve exceptional levels of student learning and academic success, and provide Arizona with graduates who can meet the challenges of an increasingly competitive and complex world.

Exceptional teachers, mentors, researchers, and leaders in their fields, faculty are the essence of Northern Arizona University. They challenge students to think at a higher level and engage in research and innovations that change world views; faculty open doors on the future. Providing an outstanding undergraduate experience requires faculty who are committed to teaching as is found through Northern Arizona University. On a recent survey, ninety-nine (99) percent of Northern Arizona University's undergraduate faculty say they love teaching.

Educational excellence is a product not only of Northern Arizona University's signature small class sizes, course focus, and faculty-student interaction, but also of the university's focus on cycles of improvement and learning. New program initiatives are designed to support an environment of learning and increase retention and graduation rates.

Issue 2 Serve Arizona and its local communities and citizens through research, public service, graduate programs, and economic development.

Northern Arizona University is a recognized leader in the environmental sciences, K-12 education, and health professions. The university now adds expanded competencies in biosciences and sustainable-systems technologies, and has established strong linkages to Arizona's communities to promote quality of life, sustainability and economic development. Northern Arizona University has a strong commitment to public service, and the university is an economic engine for the Flagstaff community, the broader expanse of Northern Arizona, and the state itself.

The university will continue to undertake initiatives in areas and platforms of recognized and developing research excellence such as bioscience, sustainability systems, and Native American Studies. Northern Arizona University directs its Technology, Research Initiative Fund (TRIF) resources toward research, workforce, and economic development issues defined by the Proposition 301 legislation and the roadmaps developed by Battelle for the Flinn Foundation and the Arizona Department of Commerce. Initiatives planned for FY07-FY11 include: Bioscience/Biotechnology, Environmental, Access Workforce Development, E-Learning, Arizona Universities Network, and other universities initiatives.

Northern Arizona University will also build on its already substantial research and applied research program. Recently, Northern Arizona University was chosen, along with Duke University, Penn State, and Michigan Tech, to receive a \$10 million award to host the National Institute for Climatic Change Research. Research and economic development initiatives include construction of a new platinum-rated applied research and development (ARD) building, affiliations with research initiatives such as Translational Genomics Research Institute (TGen) and the state of Arizona's virtual water university; and development of public-private economic development partnerships such as a Flagstaff conference center and faculty housing project.

Issue 3 Improve compensation to attract and retain high performing faculty and staff.

Northern Arizona University identified faculty and staff salaries as its most important budget planning priority in 2004-2005. In FY2004, the university directed \$4.6 million dollars towards faculty and staff increases; and used internal funds to provide faculty with university-funded raises for the first-time in over ten years.

Although a step in the right direction, even with these salary increases, when NAU salaries are compared to the University's board-approved peers, the University only moved up one position, going from last to second from last.

Given this situation, it is not surprising that faculty turnover is up. During FY2005, 53 faculty left, a six percent increase over the previous year when 50 faculty left the university. Unfortunately, Northern Arizona University does not have the resources to try to retain faculty who receive attractive counter offers. Only one full-time regular faculty member was retained due to a counter offer.

Due to the general lower than market wages, many of the faculty who were not retained will be difficult to replace. Northern Arizona University has all too often found it could not offer a salary sufficient to attract its top candidates to Flagstaff. This year, however, the university encountered something new when the math department could not persuade even one of its candidates to interview on the Flagstaff campus. Candidates compared the proposed salary range with the cost of living and cost of housing in Flagstaff, and decided it was not worth visiting the campus.

Northern Arizona University's FY2006 compensation plan was developed to correct the compression between ranks, and the university was very aware that correcting that problem would aggravate the problem of compression within ranks. Until we can address these issues in a more comprehensive manner, faculty morale will remain an issue.

For FY2006, NAU reallocated funds to provide raises for faculty and staff based on merit and distance from market. For example, all regular faculty members were given market adjustments if their salary fell below 85% of the average for their rank and discipline. The results of the FY2006 salary increases cannot definitively be determined until fall 2005 data is in, but a preliminary analysis, assuming each of the other institutions gave 3% increases, suggests that Northern Arizona University faculty may have progressed slightly as compared to its peers, but continues to remain 15% below the peer median.

As a result of insufficient funds, Northern Arizona University's trademark of tenured and tenure-track faculty teaching freshmen and sophomore students is threatened. As tenured and tenure-track faculty leave, the University is extremely cautious in hiring new faculty. Resources must be found to fund our highest planning priority to increase salary competitiveness, and one avenue to garner resources is to not

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Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
General	61,397,100.0	66,549,700.0	75,955,800.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	5,221,800.0	6,109,500.0	6,291,300.0
Federal	0.0	0.0	0.0
Program	66,618,900.0	72,659,200.0	82,247,100.0
FTE	980.7	1,038.4	1,075.6

SUBPROGRAM SUMMARY
 OVERALL UNDERGRADUATE INSTRUCTION NAA 1 . 1
 Contact: Pat Haeuser, Assoc. Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To provide undergraduate educational excellence.

Description:

Northern Arizona University's primary mission is to provide students with an excellent undergraduate education. Exceptional teachers, mentors, researchers, and leaders in their fields—the faculty are the core of Northern Arizona University. They challenge students to think at a higher level and engage in research and innovations that change world views; faculty open doors on the future. Providing an outstanding undergraduate experience requires faculty who are committed to teaching as is found through Northern Arizona University. Educational excellence is a product not only of Northern Arizona University's signature small class sizes, course focus, and faculty-student interaction, but also of the university's focus on cycles of improvement and learning. New program initiatives are designed to support an environment of learning and increase retention

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Estimate	FY 2007 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 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
1	IP	Percentage of full-time, undergraduate students enrolled per semester in three or more primary courses with ranked faculty	93	92	90	83	85	88
2	OC	Number of Bachelor degrees granted	2,778	2,656	2,775	2,806	2,800	2,800
3	OC	Percent of graduating seniors who rate their overall university experience as good or excellent	97	98	95	95	95	95
4	OC	Average number of years taken to graduate for students who began as freshmen	4.5	4.5	4.5	4.5	4.5	4.5
5	OP	Percentage first time full-time students graduating in 4 years or less.				27	28	30
6	OP	New Measure Student/faculty ratio.				17:1	17:1	17:1
7	OP	New Measure Percent of sophomores who rate their overall university experience as good or excellent.				97	97	98
8	OP	New Measure Percent of sophomores who rate the quality of faculty instruction as good or excellent.				95	95	95
		New Measure						

9	OP	Percent of seniors who rate the quality of faculty instruction as good or excellent. New Measure	91	91	92
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SUBPROGRAM SUMMARY
 UNDERGRADUATE INSTRUCTION - MOUNTAIN CAMPUS NAA 1 . 2
 Contact: Pat Haeuser, Assoc. Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To strengthen undergraduate educational excellence in a residential learning community.

Description:

The Northern Arizona University difference is student-centered teaching and learning. Northern Arizona University focuses on the student by offering challenging programs taught by full-time faculty, personalized attention, and user-friendly support systems that help students build confidence and achieve success. 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

Funding and FTE Summary:

	(Thousands)		
	FY 2005	FY 2006	FY 2007
	Actual	Estimate	Estimate
General	45,719,400.0	49,556,400.0	56,560,600.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	3,432,300.0	4,015,700.0	4,135,200.0
Federal	0.0	0.0	0.0
Program	49,151,700.0	53,572,100.0	60,695,800.0
FTE	726.8	769.6	797.2

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 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
1	OP	Percent of undergraduate degree recipients in research-related or capstone experience	88	89	90	90	90	90
2	OP	Percent of seniors that report participating in any research or creative projects with faculty. New Measure				35	37	38

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 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
1	OC	Percent of students enrolling in study abroad programs	1.8	1.8	1.9	1.9	1.9	1.9
2	OC	Increase the number of historically underrepresented ethnic students	2,486	2,490	2,525	2,590	2,600	2,600
3	OC	Increase the number of International students	309	335	350	302	350	350
4	OC	Increase the number of Native American students. New Measure				997	1010	1050
5	OC	Percent of seniors reporting that their NAU education contributed to their development in understanding a wide varieties of views and human New Measure				62	63	65

Goal 3 To increase enrollment services for undergraduate students.

Performance Measures:

			FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate Estimate	FY2007 Estimate Estimate
1	OC	Number of campus visitors-students and guests. New Measure				4,123	4,150	4,255
2	OC	Number of High School visitations completed. New Measure				205	220	225
3	OC	Number of students attending "open house" New Measure				3,587	3,600	3,600

SUBPROGRAM SUMMARY

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

Mission:

To provide an outstanding undergraduate education and a responsive distance learning network delivering programs throughout Arizona.

Description:

The University's Distance Learning operations offer well-established and highly effective delivery of baccalaureate degree programs. Partnerships continue to evolve as Distance Learning delivers programming in 101 locations associated with 30 sites or campuses. NAU is constantly developing hybrid programs that combine different models of delivery to meet the growing needs of undergraduate students via distance learning. A proven leader in providing access to higher education, Northern Arizona University's distance learning program offers students choices never before available – within their own communities and even in the comfort of their own homes. The expansion of sites and partnerships emanates from Northern Arizona University's tradition of outstanding educational experience founded on access, engagement,

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
General	6,768,100.0	7,336,000.0	8,372,900.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	1,378,600.0	1,613,000.0	1,661,000.0
Federal	0.0	0.0	0.0
Program	8,146,700.0	8,949,000.0	10,033,900.0
FTE	113.5	120.1	124.5

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

Performance Measures:

			FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate Estimate	FY2007 Estimate Estimate
1	IP	Percent of ethnic minority student enrollment in statewide undergraduate programs.	30	31	33	33	34	34
2	IP	Percent of Hispanic statewide undergraduate students at the Yuma campus. New Measure				61	63	63

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

Performance Measures:

			FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate Estimate	FY2007 Estimate Estimate
1	IP	Arizona residents enrolled in undergraduate	2,469	2,596	2,625	2,651	2,675	2,675
2	OC	Bachelor degrees granted to statewide students	406	587	595	600	600	605

Goal 3 To increase the amount of the "Winter Session" instruction.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate Estimate	FY2007 Estimate Estimate
1		OC Number of Winter Session students. New Measure				652	675	700
2		OC Number of Winter Session course enrollments. New Measure				39	41	43

SUBPROGRAM SUMMARY

UNDERGRADUATE ACADEMIC ADVISING NAA 1 . 4

Contact: Pat Haeuser, Assoc. Vice President

Phone: (928) 523-7777

A.R.S. § 15-1601

Mission:

To welcome students as they embark on their academic journey at Northern Arizona University and to provide direction and support along the way.

Description:

The Gateway Student Success Center is the cornerstone for academic advising at Northern Arizona University. Academic advising services include: assisting undergraduates in planning their academic careers; helping students gain a clear understanding of Liberal Studies and major requirements; providing students with information about support services and campus resources; providing counsel and assistance to students on academic probation; helping undergraduates resolve issues pertaining to academic policies and procedures; and providing initial advisement for students considering a Bachelor of Arts in Liberal Studies (BAILS) degree.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
General	8,909,600.0	9,657,300.0	11,022,300.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	410,900.0	480,800.0	495,100.0
Federal	0.0	0.0	0.0
Program	9,320,500.0	10,138,100.0	11,517,400.0
FTE	140.4	148.7	154.0

Goal 1 To provide quality advising for students.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate Estimate	FY2007 Estimate Estimate
1		OC Percent of alumni satisfied with academic advising	87	84	85	83	85	85
2		OC Percentage of graduating seniors very satisfied or satisfied with academic advising in major	78	80	80	72	80	80
3		OC Percent of sophomore students who are satisfied with academic advising	69	81	85	80	85	85
4		OP Percent of graduating seniors "very satisfied" or "satisfied" with academic advising at the lower division level.				73	75	76

Goal 2 To provide quality career advising.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate Estimate	FY2007 Estimate Estimate
1		OC Percent of alumni satisfied with advising to meet career goals	83	84	85	83	85	85
2		OC Graduating senior satisfaction with advising to meet career goals	72	75	75	62	75	75

Goal 3 To improve retention and timely graduation rates.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate Estimate	FY2007 Estimate Estimate
1		OC				70	70	72
2		OC				50	50	51
3		OC				56	60	60
4		OC				72	72	72

PROGRAM SUMMARY

GRADUATE PROGRAMS NAA 2 . 0
 Contact: Pat Haeuser, Assoc. Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To advance knowledge through integrated, intentional research and scholarship.

Description:

The university serves communities in the West where environment, resource management and recreation, human health, population diversity, and rural/regional issues are important. The university's research has an economic impact in Northern Arizona and provides undergraduate students an opportunity to apply and practice the knowledge and skills gained in a classroom. It involves the active engagement students in the best pedagogical practices for student-driven inquiry. NAU current offers 48 master's degrees, 8 doctoral degrees, 1 professional degree, and 12 graduate. Northern Arizona University will continue expanding its offerings of high demand post-baccalaureate degree and certificate programs, as well as selected graduate programs both in Flagstaff and in expanded sites such as in Phoenix, Tucson and other areas.

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 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
General	19,632,700.0	21,280,400.0	24,288,000.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	3,924,000.0	4,591,000.0	4,727,600.0
Federal	0.0	0.0	0.0
Program	23,556,700.0	25,871,400.0	29,015,600.0
FTE	334.6	354.3	367.0

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:

Northern Arizona University promotes the practice and integration of high-quality graduate education with scholarly activities related to knowledge acquisition, discovery, and the application of knowledge. The university engages primarily in applied, problem-focused and interdisciplinary research. Northern Arizona University is a recognized leader in the environmental sciences, K-12 education, and health professions. The university now adds expanded competencies in biosciences and sustainable-systems technologies, and has established strong linkages to Arizona's communities to promote quality of life, sustainability and economic development.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Estimate	FY 2007 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 enhance our graduate and professional programs.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
1	OP	Graduate degrees awarded at the master's level	1,911	2,028	2,035	1,877	1,995	2,000
2	OP	Graduate degrees awarded at the doctoral level	42	34	38	52	45	45
3	OP	Percent of master's degrees awarded to ethnic minority students	24	23	22	25	22	22
4	OP	Percent of doctoral degrees awarded to ethnic minority students	21	9	10	13	10	11
5	OP	Graduate degrees awarded-first professional	42	40	42	59	48	48
6	OP	Percent of first professional degrees awarded to ethnic minority students		13	12	3	6	6

SUBPROGRAM SUMMARY

GRADUATE INSTRUCTION - MOUNTAIN CAMPUS NAA 2 2
 Contact: Pat Haeuser, Assoc. Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To advance knowledge through integrated, intentional research and scholarship.

Description:

The Flagstaff campus is where you will find linked graduate education and scholarship – strong master's degree programming with a clear professional and applied focus, select doctoral programs and primarily applied research. 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.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
General	7,994,300.0	8,665,200.0	9,889,900.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	454,600.0	531,800.0	547,600.0
Federal	0.0	0.0	0.0
Program	8,448,900.0	9,197,000.0	10,437,500.0
FTE	130.1	137.8	142.7

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

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
1	IP	Graduate student enrollments in Master's level programs	1,751	1,822	1,900	1,966	1,975	2,000
2	IP	Graduate student enrollments in Doctoral level programs	506	421	450	403	425	430

3	IP	Graduate degrees granted to Mountain Campus students.	1,993	527	535	520	525	530
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Note: FY 2003 actuals should be 404, not 1,993. Input error.

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

Performance Measures:

ML	Budget	Type		FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
1	IP	Percent of graduate ethnic minority student enrollment in statewide master's programs.		20	17	19	17	18	18
2	IP	Percent of graduate ethnic minority student enrollment in statewide doctoral programs.		15	14	16	13	15	15
3	IP	Percent of graduate Hispanic students enrolled in a doctoral program.					7	8	8
		New Measure							
4	IP	Percent of graduate Hispanic students enrolled in a masters program.					6	8	8
		New Measure							
5	IP	Percent of graduate Native American students enrolled in a doctoral program.					3	5	5
		New Measure							
6	IP	Percent of graduate Native American students enrolled in a masters program.					8	9	9
		New Measure							

SUBPROGRAM SUMMARY

GRADUATE INSTRUCTION - STATEWIDE ACADEMIC PROGRAMS NAA 2 . 3

Contact: Pat Haeuser, Assoc. Vice President

Phone: (928) 523-7777

A.R.S. § 15-1601

Mission:

To advance knowledge through integrated, intentional research and scholarship.

Description:

In order to respond effectively to the expected growth in the number of both traditional and nontraditional prospective Arizona students, Northern Arizona University is committed to providing expanded access for students at the graduate level throughout the state. Northern Arizona University will continue expanding its offerings of high demand post-baccalaureate degree and certificate programs, as well as selected graduate programs both in Flagstaff and in expanded sites such as in Phoenix, Tucson and other areas.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
General	8,798,500.0	9,536,900.0	10,884,800.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	3,380,500.0	3,955,200.0	4,072,900.0
Federal	0.0	0.0	0.0
Program	12,179,000.0	13,492,100.0	14,957,700.0
FTE	159.8	169.3	175.3

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 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
1	IP	Graduate student enrollments in statewide Master's level programs		4,917	5,855	5,900	6,125	5,900	5,995
2	IP	Graduate student enrollments in statewide Doctoral level programs.		124	106	130	146	135	135
3	OC	Graduate degrees granted		1,367	1,623	1,635	1,468	1,500	1,575

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 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate Estimate	FY2007 Estimate Estimate
1	IP	Percent of graduate ethnic minority student enrollment in master's programs	25	25	27	26	26	27
2	IP	Percent of graduate ethnic minority student enrollment in doctoral programs	19	30	25	33	28	28

SUBPROGRAM SUMMARY

GRADUATE ACADEMIC ADVISING

NAA 2 . 4

Contact: Pat Haeuser, Assoc. Vice President

Phone: (928) 523-7777

A.R.S. § 15-1601

Mission:*To provide academic and career support for Graduate Students.***Description:**

Graduate academic advising provides campus-wide support for all students in the achievement of their goals and objectives relating to teaching, research, and service.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
General	2,839,900.0	3,078,300.0	3,513,300.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	88,900.0	104,000.0	107,100.0
Federal	0.0	0.0	0.0
Program	2,928,800.0	3,182,300.0	3,620,400.0
FTE	44.6	47.2	48.9

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

ML	Budget	Type	FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate Estimate	FY2007 Estimate Estimate
1	OC	Percent of Master's students completing degree in three years	70	70	72	71	71	72
2	OC	One year retention rate for new Doctoral students. New Measure				89	90	90
3	OC	One year retention rate for new Master students. New Measure				65	68	70

PROGRAM SUMMARY

STUDENT SUPPORT

NAA 3 . 0

Contact: Pat Haeuser, Assoc. Vice President

Phone: (928) 523-7777

A.R.S. § 15-1601

Mission:*To become the core of a vibrant university community that attracts and retains students and provides exemplary service.***Description:**

A variety of innovative programs have been designed to attract students and help them persist at NAU. Student services are primarily provided by the division of Enrollment Management and Student Affairs, which includes the following campus service programs and activities: Student Affairs Administration; Student Life; Residence Life; Unions and Student Activities; Student Health; Counseling and Testing; Disabilities Support Services; Native American Student Services; Orientation Transition and Retention Services; Registrar; Financial Aid; Admissions; Career Services; Multicultural Student Center; and Educational Support Programs.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
1	IP	Preview participants Freshmen students	2,157	2,114	2,250	2,112	2,250	2,500
2	IP	Preview participants Transfer students	225	228	250	650	450	500

SUBPROGRAM SUMMARY

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

Mission:

To recruit and retain students through graduation.

Description:

Northern Arizona University seeks to promote academic and personal success. NAU will continue to develop and implement a variety of programming initiatives to enhance the undergraduate experience. These programming initiatives are designed to support an environment of learners and increase retention and graduation rates by concentrating in particular on the experience of first-year students.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
General	6,673,400.0	7,233,400.0	8,255,800.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	62,138,000.0	70,670,500.0	69,576,000.0
Federal	9,666,300.0	9,859,600.0	10,007,500.0
Program	78,477,700.0	87,763,500.0	87,839,300.0
FTE	350.2	370.8	384.1

Goal 1 To provide an excellent residential living experience for students choosing to live on campus.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
1	OP	Percent of new first time, full time students living in residence halls.	85	86	84	82	84	85
2	OP	Percent of new freshmen utilizing one of the Learning Assistance (tutoring) Centers one or more times		23	25	27	26	26
3	OP	Total number of students who were housed by Residence Life		5,873	6,000	5,882	6,100	6,250
4	OP	Total number of students utilizing the Learning Assistance (tutoring) Center		2,142	2,300	2,215	2,555	2,750
5	OP	Percent of new first time, full time students who live in Freshmen Connections housing. New Measure				77	77	79

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 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
1	OP	Total use/participation: Recreation Center visits	218,140	203,263	207,000	205,275	207,000	209,000
2	OP	Students use/participation: Fronkse Health Center visits	45,731	47,560	46,000	45,747	46,000	47,000
3	OP	Students use/participation: Wall Aquatic Center	38,986	29,490	31,000	35,503	36,000	36,000
4	OP	Students use/participation: Counseling Center visits	5,793	5,254	4,500	3,956	4,500	4,000
5	OP	Students use/participation: Outdoor recreation This dramatic change reflects a shift from unique individuals to numbers of client sessions.	3,456	3,511	3,670	3,900	4,000	4,100

6	OP	Students use/participation: Intramural participants	10,721	4,021	4,200	3,844	4,000	4,000
		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	Students use/participation: Multicultural participants	4,250	4,811	5,000	5,619	5,000	5,225
8	OP	Number of Student Life registered organizations.				177	177	180
		New Measure						
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 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
1	OP	Financial aid applications processed	20,877	17,631	18,450	18,315	16,500	16,500
		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.						
2	OP	Students receiving financial aid by categories: Scholarships	4,567	2,993	3,142	5,412	5,000	5,000
		Beginning FY 05, merit based tuition only awards are counted as scholarships.						
3	OP	Students receiving financial aid by categories: Waivers	2,739	3,901	4,096	1,686	1,700	1,700
		Beginning FY 05, merit based tuition only awards are counted as scholarships. Faculty staff waivers are all counted as Flagstaff Mountain Campus.						
4	OP	Students receiving financial aid by categories:	4,127	4,312	4,527	4,031	4,100	4,200
5	OP	Students receiving financial aid by categories: Employment	4,141	3,675	3,858	3,187	3,200	3,200
6	OP	Students receiving financial aid by categories: Loans	7,018	7,965	8,363	7,104	7,200	7,200
		Student loans include alternative. PLUS loans are not counted.						
7	OP	Students employed in departments	4,050	3,594	3,773	3,103	3,100	3,100

SUBPROGRAM SUMMARY

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

Mission:

To recruit and retain students through graduation.

Description:

Northern Arizona University has a long history of providing access to students regardless of where they live or work in the State of Arizona. Within the university and the communities we serve, we partner to provide student-centered program and services, valuing student learning, diversity and responsible citizenship. In order to build upon and continue to strengthen NAU's core mission of providing a top-quality baccalaureate experience, the university will continue to focus intensely on student learning, academic success, engagement in curricular and co-curricular experiences, opportunities for participation in undergraduate research and a supportive advising and interactive experience.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
General	1,335,700.0	1,447,800.0	1,652,400.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	2,038,800.0	2,318,700.0	2,282,800.0
Federal	3,759,000.0	3,834,200.0	3,891,700.0
Program	7,133,500.0	7,600,700.0	7,826,900.0
FTE	35.8	37.9	39.3

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 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate Estimate	FY2007 Estimate Estimate
1	OP	Students receiving financial aid by categories: Scholarships	765	206	216	484	500	500
2	OP	Students receiving financial aid by categories: Waivers	258	205	215	99	100	100
Beginning FY 05, merit based tuition only awards are counted as scholarships. Faculty staff waivers are all counted as Flagstaff Mountain Campus.								
3	OP	Students receiving financial aid by categories:	566	1,109	1,164	1,168	1,200	1,200
4	OP	Students receiving financial aid by categories: Employment	46	65	68	55	60	60
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: Loans	1,357	1,469	1,542	3,231	3,200	3,200
Student loans include alternative. PLUS loans not counted.								

SUBPROGRAM SUMMARY

MINORITY RECRUITMENT, RETENTION, AND GRADUATION NAA 3 . 4
 Contact: Pat Haeuser, Assoc. Vice President
 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 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
General	460,300.0	398,900.0	398,900.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	45,100.0	51,300.0	50,500.0
Federal	0.0	0.0	0.0
Program	505,400.0	450,200.0	449,400.0
FTE	11.5	12.2	12.6

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

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate Estimate	FY2007 Estimate Estimate
1	IP	Increase the number of Native American students	1,169	1,243	1,300	1,747	1,500	1,675
2	IP	Increase the number of Hispanic students	1,548	1,716	1,800	2,775	2,125	2,250

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

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate Estimate	FY2007 Estimate Estimate
1	OC	Percent of undergraduate degrees awarded to ethnic minority students	18	20	20	21	21	22
2	OC	Increase the one-year retention rates of full-time ethnic minority students	60	68	65	64	65	65
3	OC	Increase the six-year graduation rates of full-time ethnic minority students	34	40	38	40	39	39

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

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate Estimate	FY2007 Estimate Estimate
1	OP	Increase course enrollment in the Applied Indigenous Program..	658	936	950	97	105	105

Change in reporting noted. This data has been re-written, thus showing substantial lower numbers.

SUBPROGRAM SUMMARY

ATHLETICS NAA 3 . 5

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

Mission:

To advance learning, enliven campus life, develop leadership skills, and foster the personal growth of the student.

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 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
General	2,773,600.0	1,549,500.0	1,549,500.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	3,666,900.0	4,200,000.0	4,200,000.0
Federal	0.0	0.0	0.0
Program	6,440,500.0	5,749,500.0	5,749,500.0
FTE	47.6	50.4	52.2

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

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate Estimate	FY2007 Estimate Estimate
1	OC	Six year graduation rates for student athletes.	50	52	50	50	52	52
2	OC	Average GPA for male student athletes	2.72	2.92	2.95	2.91	2.95	3.00
3	OC	Average GPA for female student athletes	3.14	3.16	3.17	3.14	3.18	3.20

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

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate Estimate	FY2007 Estimate
1	OP	Student athletes	331	342	340	368	350	355
2	OP	Women's teams	9	9	9	9	9	9
3	OP	Men's teams	6	6	6	6	6	6
4	OP	Female percentage of student athletes/ female percentage of student populations	48/57	45/60	48/57	44/59	48/57	48/57
5	OP	Male percentage of student athletes/ male percentage of student populations	52/43	55/40	52/43	56/40	52/43	52/43

PROGRAM SUMMARY

ACADEMIC SUPPORT SERVICES NAA 4 . 0

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

Mission:

To become a recognized student-centered university.

Description:

The primary goals of academic support services are to ensure a commitment to student success and high expectations for student learning by all faculty, staff, and students. Academic support services support instruction through five primary functions: (1) effective instructional design and pedagogy; (2) coordinating, assessing, and supporting academic programs to ensure close articulation of the offerings from various colleges and departments to ensure students fulfill general education and program learning expectations; (3) providing access to scholarly materials and other learning tools developed by the library; (4) providing for technology enhanced learning, and (5) internationalizing the campus.

This Program Contains the following

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

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
General	15,100,800.0	15,065,300.0	16,427,100.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	3,369,000.0	3,941,600.0	4,058,900.0
Federal	0.0	0.0	0.0
Program	18,469,800.0	19,006,900.0	20,486,000.0
FTE	253.3	268.2	277.8

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 2005	FY 2006	FY 2007
	Actual	Estimate	Estimate
General	6,212,300.0	5,430,800.0	5,430,800.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	69,300.0	81,000.0	83,400.0
Federal	0.0	0.0	0.0
Program	6,281,600.0	5,511,800.0	5,514,200.0
FTE	99.8	105.7	109.5

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

Performance Measures:

ML	Budget	Type	FY2003	FY2004	FY 2005	FY2005	FY 2006	FY2007
			Actual	Actual	Estimate	Actual	Estimate	Estimate
1	IP	Number of Library hours per week		87	87	97	97	97
2	IP	Number of users in the library		585,757	585,000	645,649	645,800	646,000
3	IP	Number of hours students utilize collaborative work (group study) room		30,860	31,000	25,602	30,000	31,000
4	IP	Number of campus network logins from the library's public computers		408,753	420,000	451,994	475,000	475,000
5	IP	Number of accesses to the library's web site		1,036,308	1,067,000	1,219,871	1,250,000	1,275,000
6	IP	Number of accesses to the library's licensed online resources		308,676	317,000	312,724	315,000	317,000
7	IP	Number of electronic journal titles available		21,193	23,000	25,056	26,000	27,000
8	IP	Number of accesses to electronic books		5,155	5,500	7,387	8,000	8,500
9	IP	Number of Ask-a-Librarian email transactions		2,092	2,292	2,667	2,800	3,000
10	IP	Average turnaround time for Ask-a-Librarian email transactions		34 hours	35 hours	2.8 hours	2.5 hours	2.5 hours
11	IP	Number of courses supported with electronic reserve services		1,208	1,500	1,190	1,300	1,400
12	IP	Average turnaround time in making electronic reserves readings available for courses		69.5	72	75 hours	72 hours	72 hours
13	IP	Number of items provided for NAU students, faculty and staff via Document Delivery Services		16,486	16,980	18,029	18,300	18,646
14	IP	Average turnaround time for items provided for NAU students, faculty and staff via Document Delivery Services		5 days	5 days	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:

ML	Budget	Type	FY2003	FY2004	FY 2005	FY2005	FY 2006	FY2007
			Actual	Actual	Estimate	Actual	Estimate	Estimate
1	IP	Number of items available to end users in the Colorado Plateau Digital Archives		24,300	38,300	45,000	52,300	66,300
2	IP	Number of accesses to the Digital Archives (in millions)		1.76	1.8	1.9	1.9	2
3	IP	Number of courses and research initiatives supported by digital archival materials		44	70	70	100	100
4	IP	Average turnaround time for user orders for material from Digital Archives		72 hours	72 hours	72 hours	72 hours	72 hours

SUBPROGRAM SUMMARY

ACADEMIC COMPUTING NAA 4 . 2

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

Mission:

To operate and maintain information technology and telecommunications services in support of the NAU mission and goals. Services include academic support, administrative systems support, student services, telecommunications, and faculty and staff support and training.

Description:

Northern Arizona University's information technology infrastructure environment consists of a variety of information, computing, and telecommunication systems designed to meet the needs of a complex higher education institution. Most of these systems are centrally administered while some resources are decentralized and distributed across campus and the State of Arizona. Northern Arizona University has an electronic learning environment that meets the needs of on-campus and statewide students, faculty, and programs that support outstanding teaching and learning, research, and administrative systems.

Funding and FTE Summary:

	(Thousands)		
	FY 2005	FY 2006	FY 2007
	Actual	Estimate	Estimate
General	2,979,600.0	3,229,700.0	3,686,200.0
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	2,979,600.0	3,229,700.0	3,686,200.0
FTE	46.3	49.1	50.8

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

Performance Measures:

ML	Budget	Type	FY2003	FY2004	FY 2005	FY2005	FY 2006	FY2007
			Actual	Actual	Estimate	Actual	Estimate	Estimate
1	OP	Network connections Students, labs	7,240	7,240	7,250	8,484	9,789	10,000
2	OP	Percent of student body with e-mail accounts	100	100	100	100	100	100
3	OP	Total student's personal computer registrations		5,857	6,000	6,174	6,350	6,500
		New Measure						

SUBPROGRAM SUMMARY

STATEWIDE ACADEMIC PROGRAMS NAA 4 . 3

Contact: Pat Haeuser, Assoc. Vice President
 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:

In order to respond effectively to the expected growth in the number of both traditional and nontraditional prospective Arizona students, Northern Arizona University is committed to providing expanded access for students throughout the state. NAU is constantly developing hybrid programs that combine different models of delivery to meet the growing needs of undergraduate students via distance learning. In the first year of the "Expand on Demand" initiative, the university's FY07 Budget Request includes a facility on the Yavapai College campus in Prescott to strengthen our longstanding partnership serving students in Yavapai County. The expansion of sites and partnerships emanates from Northern Arizona University's tradition of outstanding educational experience founded on access, engagement, quality, and value. A proven leader in providing access to higher education, Northern Arizona University's distance learning program offers students choices never before available – within their own communities and even in the comfort of their own homes.

Funding and FTE Summary:

	(Thousands)		
	FY 2005	FY 2006	FY 2007
	Actual	Estimate	Estimate
General	4,985,500.0	5,403,900.0	6,167,700.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	932,400.0	1,090,900.0	1,123,400.0
Federal	0.0	0.0	0.0
Program	5,917,900.0	6,494,800.0	7,291,100.0
FTE	84.7	89.6	92.8

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	FY2004	FY 2005	FY2005	FY 2006	FY2007
			Actual	Actual	Estimate	Actual	Estimate	Estimate
1	OP	Remote teaching sites with network access	27	30	30	30	30	30
2	OP	IITV sites Statewide Connection Affiliates	4	4	4	4	4	4
3	OP	IITV sites Statewide Classrooms	27	30	30	42	38	38

SUBPROGRAM SUMMARY

INSTRUCTIONAL SUPPORT NAA 4 . 4

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

Mission:

To provide the instructional support necessary to promote the practice and integration of high-quality undergraduate and graduate education with scholarly activities related to knowledge acquisition, discovery, and the application of knowledge.

Description:

Exceptional teachers, mentors, researchers, and leaders in their fields—the faculty are the core of Northern Arizona University. They challenge students to think at a higher level and engage in research and innovations that change world views; faculty open doors on the future. Providing an outstanding undergraduate experience requires faculty who are committed to teaching as is found through Northern Arizona University. On a recent survey, 99 percent of Northern Arizona University's undergraduate faculty members say they love teaching. Educational excellence is a product not only of Northern Arizona University's signature small class sizes, course focus, and faculty-student interaction, but also of the university's focus on cycles of improvement and learning. New faculty development program initiatives, such as the Teaching Academy, are designed to support an environment of learning.

Funding and FTE Summary:

	(Thousands)		
	FY 2005	FY 2006	FY 2007
	Actual	Estimate	Estimate
General	923,400.0	1,000,900.0	1,142,400.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	2,367,300.0	2,769,700.0	2,852,100.0
Federal	0.0	0.0	0.0
Program	3,290,700.0	3,770,600.0	3,994,500.0
FTE	22.5	23.8	24.7

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

Performance Measures:

ML	Budget	Type	FY2003	FY2004	FY 2005	FY2005	FY 2006	FY2007
			Actual	Actual	Estimate	Actual	Estimate	Estimate
1	IP	Grants awarded for instruction	47	53.6	64.1	57	60	65
2	IP	Value of grants awarded for instruction (in millions), this includes Proposition 301 awards used for instruction.	6.5	7.4	8.9	9.9	10.5	11.5

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

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
1	OP	Number of semester sabbaticals	21	28	26	21	27	27
2	OP	Number of full year sabbaticals (fiscal)	37	26	25	33	29	29
3	OP	Financial support for semester sabbaticals (in thousands of dollars)	636.5	830.7	830.7	664.2	896.5	923.4

PROGRAM SUMMARY

RESEARCH AND PUBLIC SERVICE NAA 5 . 0

Contact: Pat Haeuser, Assoc. Vice President

Phone: (928) 523-7777

A.R.S. § 15-1601

Mission:*To strengthen graduate and professional education, economic development and research.***Description:**

The university serves communities in the West where environment, resource management and recreation, human health, population diversity, and rural/regional issues are important. The university engages primarily in applied, problem-focused and interdisciplinary research. Northern Arizona University's research has an economic impact in Northern Arizona and provides undergraduate students an opportunity to apply and practice the knowledge and skills gained in a classroom. It involves the active engagement of undergraduate and graduate students in the best pedagogical practices for student-driven inquiry. Northern Arizona University's research strengths and emerging directions meet the needs of Arizona and the changing face of the new American West. The university is focused on: biotechnology and health, environment – sustainable systems is one of four economic development priorities for Arizona, learning and teaching – meeting the needs of P-20 for Arizona, and human connections – Northern Arizona University's public service awards in FY05 were nearly \$14 million.

This Program Contains the following

Research

Public Service

Economic Development

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
General	4,775,900.0	5,176,600.0	5,908,300.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	5,760,300.0	6,739,500.0	6,940,000.0
Federal	35,406,300.0	36,114,300.0	36,656,100.0
Program	45,942,500.0	48,030,400.0	49,504,400.0
FTE	457.3	484.2	501.6

SUBPROGRAM SUMMARY

RESEARCH NAA 5 . 1

Contact: Pat Haeuser, Assoc. Vice President

Phone: (928) 523-7777

A.R.S. § 15-1601

Mission:*To advance knowledge through integrated, intentional research and scholarship.***Description:**

The university serves communities in the West where environment, resource management and recreation, human health, population diversity, and rural/regional issues are important. The university engages primarily in applied, problem-focused and interdisciplinary research. Northern Arizona University's research has an economic impact in Northern Arizona and provides undergraduate students an opportunity to apply and practice the knowledge and skills gained in a classroom. It involves the active engagement of undergraduate and graduate students in the best pedagogical practices for student-driven inquiry.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
General	1,729,900.0	1,875,000.0	2,140,100.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	517,100.0	605,000.0	623,000.0
Federal	35,406,300.0	36,114,300.0	36,656,100.0
Program	37,653,300.0	38,594,300.0	39,419,200.0
FTE	352.4	373.1	386.5

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

Performance Measures:

ML	Budget	Type		FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
1	IP	The federal, state and private investments leveraged by Proposition 301 Funds. (in thousands)		11,337.9	10,502.9	9,063.0	15,300	9,109	9,500
2	IP	The amount of external, federal and state grants awarded to NAU (in millions), this includes Proposition 301 funds.		51	53.6	64.1	58.7	60	62

SUBPROGRAM SUMMARY

PUBLIC SERVICE NAA 5 . 2

Contact: Pat Haeuser, Assoc. Vice President

Phone: (928) 523-7777

A.R.S. § 15-1601

Mission:

To serve the needs of the public in Flagstaff and throughout the state by enriching the scholarly, creative and professional lives of these

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. In addition to the public service activities which are part of the mission of individual academic units, several centers on campus exist specifically as public service units. These include the Arizona K-12 Center which acts as a resource for educators at all levels, the Institute for Human Development, the Center for American Indian Economic Development, the Institute for Future Work Force Development, the Institute for Native Americans, and the NAU Art Museum & Galleries. In addition to these specialized units, NAU serves as the cultural center for northern Arizona through its 100,000-watt public radio station and by providing public access to theatrical, musical, and artistic events.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
General	2,744,700.0	2,975,000.0	3,395,500.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	5,241,000.0	6,132,000.0	6,314,400.0
Federal	0.0	0.0	0.0
Program	7,985,700.0	9,107,000.0	9,709,900.0
FTE	100.3	106.2	110.0

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

Performance Measures:

ML	Budget	Type		FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
1	OP	Department of Theater season performances. New Measure					30	30	30
2	OP	Music concerts scheduled. New Measure					10	10	10

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

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate Estimate	FY2007 Estimate Estimate
1	OP	Participants: Institute for Future Workforce Development	12,147	11,755	10,000	25,000	10,000	10,000
2	OP	Participants: Speech/Language/Audiology Clinic	2,175	2,444	2,700	2,000	2,100	2,250

SUBPROGRAM SUMMARY

ECONOMIC DEVELOPMENT NAA 5 . 3

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

Mission:

To be a center of activity essential to the intellectual, cultural, and economic development of our region.

Description:

NAU recognizes and accepts its obligation to serve the interest of the broader community and state. Northern Arizona University strives to involve faculty and students of NAU in programs designed to serve primarily the needs of constituents in rural Arizona. For example, the Arizona K-12 Center provides information, technical assistance, and professional development opportunities for educators based on best practices; disseminates information related to effective professional development, provides information services; supports the retention of quality teachers to meet Arizona's needs through induction activities; conducts research that examines educational practices in Arizona that will increase the effectiveness of teaching and learning in measurable ways; and evaluates best educational practices to determine their effectiveness in Arizona's K-12 schools in order to prepare students to meet or exceed all nine areas of the Arizona Academic Standards.

Funding and FTE Summary:

	(Thousands)		
	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
General	301,300.0	326,600.0	372,700.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	2,200.0	2,500.0	2,600.0
Federal	0.0	0.0	0.0
Program	303,500.0	329,100.0	375,300.0
FTE	4.7	5.0	5.1

Goal 1 To increase the workforce development pipeline.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate Estimate	FY2007 Estimate Estimate
1	OP	Total degrees granted	4,773	4,758	4,800	4,794	4,825	4,855
2	OP	Increase the number of participants served under the College of Business's Bank One Center		8,498	8,700	8,823	8,800	9,000
3	OP	Increase the amount of external funding secured by the College of Business's Bank One Center		230,000	300,000	327,000	310,000	325,000

PROGRAM SUMMARY

INSTITUTIONAL ADVANCEMENT NAA 6 . 0

Contact: Pat Haeuser, Assoc. Vice President
 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.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate Estimate	FY2007 Estimate Estimate
1	EF	Operations and salaries expense for each dollar raised	0.069	.18	.18	.25	.25	.20

SUBPROGRAM SUMMARY

ALUMNI RELATIONS NAA 6 . 2
 Contact: Pat Haeuser, Assoc. Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To provide opportunities for alumni and friends to connect with each other and support NAU.

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 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
General	0.0	0.0	0.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	350,600.0	410,200.0	422,400.0
Federal	0.0	0.0	0.0
Program	350,600.0	410,200.0	422,400.0
FTE	7.2	7.6	7.9

Goal 1 To strengthen fund raising efforts directed at university alumni through communications and volunteer opportunities.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate Estimate	FY2007 Estimate Estimate
1	IP	Number of LouieNews participants New Measure				10,000	12,000	13,200
2	IP	Number of volunteer hours New Measure				295	400	400
3	IP	Percent of alumni with known addresses	83	77	85	77	85	85

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

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate Estimate	FY2007 Estimate Estimate
1	OP	Number of events New Measure				21	20	20
2	OP	Number alumni invited New Measure				10,000	18,000	20,000
3	OP	Number alumni attended events New Measure				1,500	2,000	2,000

PROGRAM SUMMARY

INSTITUTIONAL OPERATIONS

NAA 7 . 0

Contact: Pat Haeuser, Assoc. Vice President

Phone: (928) 523-7777

A.R.S. § 15-1601

Mission:

To ensure financial stability and growth.

Description:

To ensure fiscal vitality, the University will engage in activities and programs leading to stability and growth, and identify priorities to guide resource allocation.

This Program Contains the following

Facilities Development and Management

Resource Management

General Oversight

Funding and FTE Summary:

	(Thousands)		
	FY 2005	FY 2006	FY 2007
	Actual	Estimate	Estimate
General	39,579,100.0	42,900,800.0	48,964,400.0
Other Appropriated	0.0	0.0	9,290,300.0
Other Non Appropriated	21,802,500.0	25,508,800.0	26,267,700.0
Federal	0.0	0.0	0.0
Program	61,381,600.0	68,409,600.0	84,522,400.0
FTE	798.5	845.6	875.9

SUBPROGRAM SUMMARY

FACILITIES DEVELOPMENT AND MANAGEMENT NAA

7 . 1

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 2005	FY 2006	FY 2007
	Actual	Estimate	Estimate
General	20,598,000.0	22,326,700.0	25,482,300.0
Other Appropriated	0.0	0.0	9,290,300.0
Other Non Appropriated	10,378,200.0	12,142,400.0	12,503,700.0
Federal	0.0	0.0	0.0
Program	30,976,200.0	34,469,100.0	47,276,300.0
FTE	436.9	462.6	479.2

Goal 1 To improve the physical living, working, and learning environment.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate Estimate	FY2007 Estimate Estimate
1	OP	State appropriations for building renewal (in millions.) New Measure				0	0	9.2
2	OP	Increase the amount of funds for new construction (in millions.) New Measure				21.5	33	33
3	OP	Increase the amount of funding for capital renewal (in millions.) New Measure				28.8	52.3	42
4	OP	Operation and maintenance of plant, (in millions.) New Measure				13.7	14.2	14.5

SUBPROGRAM SUMMARY

RESOURCE MANAGEMENT NAA 7 . 2

Contact: Pat Haeuser, Assoc. Vice President
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 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
General	16,187,600.0	17,546,100.0	20,026,200.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	11,374,500.0	13,308,100.0	13,704,000.0
Federal	0.0	0.0	0.0
Program	27,562,100.0	30,854,200.0	33,730,200.0
FTE	318.2	336.9	349.0

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

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate Estimate	FY2007 Estimate Estimate
1	OP	NAU numbers of: Affirmative Action formal and informal complaints, consultations and ADA issues contacts	2,104	2,240	2,200	2,310	2,500	2,500
2	OP	People served by the Office of Employee Assistance and Wellness	4,542	3,423	3,889	3,172	3,388	3,388
3	OP	Programs offered by the Office of Employee Assistance and Wellness	81	60	70	62	62	62
4	OP	Presentations given by the NAU police	110	64	60	54	65	65

Goal 2 To optimize use of financial resources through sound financial management practices.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate Estimate	FY2007 Estimate Estimate
1	EF	Financial ratios: State Appropriations/ Total Educational and General Expenditures (in percent)	44.60	41.58	43.68	42.26	43.10	43.97
2	EF	Financial ratios: Tuition and Fees/ Total Educational and General Expenditures (in percent)	28.47	34.35	30.17	35.59	37.01	38.49
3	EF	Financial ratios: Total debt service/ unrestricted current fund expenditures and mandatory transfers (in percent)	6.38	6.10	6.30	5.80	5.6	5.9

4	EF	Financial ratios: Available Assets/ General Liabilities (in percent)	4.10	3.8	4.24	3.8	3.95	4.11
5	OP	Internal audits conducted	9	9	12	7	10	10

SUBPROGRAM SUMMARY

GENERAL OVERSIGHT NAA 7 3

Contact: Pat Haeuser, Assoc. Vice President

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 2005 Actual	FY 2006 Estimate	FY 2007 Estimate
General	2,793,500.0	3,028,000.0	3,455,900.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	49,800.0	58,300.0	60,000.0
Federal	0.0	0.0	0.0
Program	2,843,300.0	3,086,300.0	3,515,900.0
FTE	43.4	46.0	47.7

Goal 1 To demonstrate responsible management of finances and resources.

Performance Measures:

ML	Budget	Type	FY2003 Actual	FY2004 Actual	FY 2005 Estimate	FY2005 Actual	FY 2006 Estimate	FY2007 Estimate
1	EF	Institutional Operations as a percent of State Operating Budget for NAU	22.73	21.91	22.26	19.72	20.26	20.87
2	EF	General oversight as a percent of state Operating Budget for NAU	.90	.89	.90	.91	.91	.98
3	EF	Administration as a percent of total cost	2.21	2.76	3.18	2.75	3.06	5.50
4	QL	Percent of agency staff turnover	15.2	15.68	15.00	15.14	15.00	15.00