

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 sophisticated methods of distance delivery.

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 public higher research 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 35 other campuses or sites throughout Arizona serving more than 6,000 students. Northern Arizona University's total fall 2006 enrollment is 20,562 with 6,036 graduate students and 14,526 undergraduate students.

Agency Summary:

	(\$ Thousands)		
	FY 2006	FY 2007	FY 2008
	Actual	Estimate	Estimate
UNDERGRADUATE PROGRAMS	73,880,900.0	81,522,600.0	93,951,300.0
GRADUATE PROGRAMS	25,616,800.0	28,324,700.0	32,157,600.0
STUDENT SUPPORT	120,604,80	132,601,20	133,348,60
ACADEMIC SUPPORT SERVICES	19,544,700.0	19,981,700.0	21,683,600.0
RESEARCH AND PUBLIC SERVICE	41,417,600.0	45,984,200.0	47,491,100.0
INSTITUTIONAL ADVANCEMENT	1,991,800.0	2,134,000.0	2,110,000.0
INSTITUTIONAL OPERATIONS	64,993,600.0	72,140,700.0	79,599,100.0
Agency Total	348,050,20	382,689,10	410,341,30

Funding and FTE Summary:

	(Thousands)		
	FY 2006	FY 2007	FY 2008
	Actual	Estimate	Estimate
General	164,641,700.0	178,656,200.0	207,280,700.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	140,551,700.0	157,690,700.0	155,792,000.0
Federal	42,856,800.0	46,342,200.0	47,268,600.0
Program	348,050,200.0	382,689,100.0	410,341,300.0
FTE	3,508.6	3,603.7	3,777.1

Strategic Issues

Issu 1 ACCESS, AFFORDABILITY, AND LEARNING

Enrich access to responsive educational programs and experiences via multiple pathways of engagement with a deep commitment to student success and high expectations for student learning.

This is an exciting time in the University's history. We have been faced with a number of challenges that we are overcoming, propelling us onto a pathway of growth, expansion, and sustained momentum.

A national leader in providing on-line and satellite access to higher education, Northern Arizona University's distance learning (DLS) program offers students choices within their own communities. The university serves more than 6,000 students via 35 statewide "campuses" and through online courses. DLS uses an entrepreneurial approach founded on rigorous marketing, program development aligned with student and/or State interest, a robust delivery model that ensures flexibility and convenience, and extensive partnerships with communities and community colleges.

The expansion of sites and partnerships emanates from Northern Arizona University's tradition of student-centered teaching and learning with a deep commitment to student success and high expectations for student achievement.

Northern Arizona University offers challenging programs taught by engaged faculty, personalized attention, and user-friendly support systems that help students build confidence and achieve success. Exceptional teachers, mentors, researchers, and leaders in their fields, faculty are the core of Northern Arizona University. They challenge students to think at a higher level and engage in research and innovations that enlarge world views. Evidence of the faculty commitment to students is found on a recent survey where ninety-nine (99) percent of the undergraduate faculty said they love teaching.

Issu 2 CRITICAL BUILDINGS AND INFRASTRUCTURE

Address critical physical facility, technology, and other infrastructure issues

NAU continues a vigorous pursuit of improving existing capital facilities. The university requests a \$5 million annual appropriation to cover debt service costs associated with a \$65 million debt issuance aimed at core campus renovation. In the last five years, efforts have been put forth in upgrading the university's capital facilities for instruction and research; yet NAU still faces significant challenges with many of its failing facilities. Specifically, funding is needed to address the remaining critical "red and orange buildings". New instructional and student service facilities will allow the final demolition of these buildings with serious infrastructure deficits.

Northern Arizona University's Capital Development Plan identifies the most critical projects. The funding requested here would provide resources to build one of the buildings or a portion of both facilities

New High Technology Academic Facility: The proposed New High Technology Academic Facility will be approximately 200,000 square feet. A new academic facility was identified in phase one of the current NAU Master Plan to address inadequate classroom spaces through infill, adaptive re-use and redevelopment of campus areas. This project has three major purposes: one, consolidate the Distance Learning programs and departments into one facility and create a headquarters; two, provide highly mediated state-of-the art classrooms for the North campus academic core; three, provide modern facilities for North campus academic departments currently in 'red' or substandard buildings that have high student contact.

Health Professions Complex: The Health Professions Complex project is construction of a new 150,000 square foot facility located on central campus. The new facility will include classrooms, clinical laboratories, offices, and support space to address critical areas of need. The School of Health Sciences has maximized its capacity to enroll students in programs within current clinical square and academic facilities.

Existing space cannot meet demand for current health programs such as physical therapy, dental hygiene and nursing. Enrollment in these programs is severely limited due to accreditation space requirements per student and students are turned away each year due to space limitations. Many of these programs, such as occupational therapy, are not offered anywhere in the state. Dedicated instructional space is required for delivery of these programs. Moreover, there is the need for expanded clinical space to support academic instruction and program delivery. It is anticipated that the Fronske Health Center, and possibly counseling and testing services, will be incorporated into this facility as part of the clinical experience.

Issu 3 HIGH FACULTY AND STAFF PERFORMANCE

Achieve high faculty and staff performance through recruitment, professional development, career progression, compensation, evaluation, and related workforce practices.

Northern Arizona University has made progress in the last two years addressing the university's noncompetitive salaries. However, the gap in comparison to peer institutions remains extremely large. With these funds the university could target salary increases to retain its outstanding performers who are being recruited by other institutions, including other universities and colleges within Arizona, and to recruit the faculty and staff needed to replace individuals who have relocated or retired.

Thus, Northern Arizona University is requesting a \$4 million dollar annual appropriation above any state employee pay plan package. Northern Arizona University first identified faculty and staff salaries as its most important budget planning priority in FY2004-05. With the state employee pay plan packages and internal support over the last two years, Northern Arizona University has made real progress in addressing the long-term issue of non-competitive salaries. The university is now ahead of two of its peers (2 out of 17) and in the 10th percentile. The university projects that the March 2006 salary increase will increase our competitiveness next year to the 14th percentile.

The FY2006-07 employee performance adjustment provided assistance in helping Northern Arizona University retain its valued faculty, however, environmental factors continue to make the goal to be competitive an uphill battle. Faculty members at NAU, like much of the country, are aging and 26 of NAU's full-time faculty retired this year; many of these faculty members will be sorely missed by students and colleagues. Retiring faculty bring opportunity for new hiring, however, Flagstaff's cost of living, and especially cost of housing, presents formidable hiring barriers. In some cases salary of a retiring faculty member is not sufficient to make a junior hire (e.g. in Business).

According to the ACCRA Cost of Living Index for 2006 First Quarter, the average home price in Flagstaff was \$478,500, 34% higher than the average home price in Phoenix. Average rent for a two bedroom apartment was \$859, 14% higher than a similar apartment in Phoenix. New faculty being recruited to the university face a sticker-shock that is difficult to overcome. NAU's policy is to hire new assistant professors at market, but the university does not have the resources to compensate for the high cost of living.

To reach market, faculty salaries would require an increase of 18.2%, and staff salaries would require an increase of 8.8% for classified staff, and 4.8% for all other staff.

During the past year:

- Faculty turn-over occurred in five of the six NAU colleges. A total of 60 faculty members will not return to the university in fall 2006; of this loss, 58 were full-time regular faculty. This compares with the loss of 53 full-time faculty in 2004-05 and 50 full-time faculty in 2003-2004.
- Tenured or tenure track faculty comprised 85 percent (51 out of 60) of the faculty that will not return during the 2006-2007 academic year. Of that group, 26 retired and 25 resigned.
- Seventy-two percent (18 out of 25) of the resignations from tenured or tenure-track faculty were for both salary and career reasons.
- Tenured and tenure-track faculty members were recruited from NAU by Brigham Young University, Central Washington University, Eastern Michigan University, Louisiana State University, Northern Colorado State University, Texas A&M, and the University of Texas.

•NAU lost five minority tenured faculty members (four tenured and one tenure-track). Retaining talented minority faculty continues to be a

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struggle as they are highly desirable by institutions richer in resources and having a more comfortable and urban living environment.

- NAU experienced turnover in key staff positions. A recent comparison of university salaries to Coconino county salaries found NAU below the local market on all the benchmarks. For example, with heavy equipment operators, NAU would need to increase their average salary of \$33,675 by nearly 14% to reach the Coconino average of \$39,011. Other examples of lagging the local market include accountants (-6.5%), general maintenance supervisor (-7.2%) and buyers (-13.3%).

- A special market study for police officer pay resulted in salary adjustments for the NAU Police Department staff. The new pay rates are now competitive within Arizona and will contribute to better recruiting and lower turnover, but NAU cannot afford to make the necessary adjustments across all job categories.

Alternatively, the University requests full funding of the A.R.S. 41-763-01 report on university personnel to the Governor and the Legislature.

Issu 4 REGIONAL AND GLOBAL STEWARDSHIP

Contribute to regional and global stewardship through educational programs, innovative research, and collaborative relationships that are integrally involved in the economic, social, and cultural health in the communities where we are

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. With a focus on real-world problems – especially those indicative of the local area – solutions are being discovered that transcend boundaries. The university's competencies in biosciences and sustainable-systems technologies have established strong linkages to Arizona's communities to promote quality of life, sustainability, and economic development. Equally as important, Northern Arizona University is a recognized leader in the environmental sciences, K-12 education, and health professions.

Expansion of educational program offerings in allied health areas will provide students with greater choices and the state with a trained workforce in health fields where shortages currently exist. The University was originally established as a teachers college and we pride ourselves in continuing to place a high priority on our education programs. Therefore, we propose to move forward with a new program to prepare mathematics and science K-12 teachers.

Key initiatives in the FY08 Budget Request will assist the university in addressing these issues. Northern Arizona University is requesting \$4 million in base funding to respond to Arizona critical allied health program needs. Northern Arizona University is well-qualified to help address this shortfall by instituting programs to meet this demand, both directly and by graduating more students qualified to enter into post-baccalaureate health programs.

The university has a strong track record in allied health programming, with the only accredited Doctor of Physical Therapy, B.S. in Dental Hygiene, and B.S. in Athletic Training programs in public institutions, as well as an accredited nursing program that offers three unique paths to a B.S. in Nursing degree. Using Technology and Research Initiative Fund (TRIF) dollars, NAU intends to expand its offerings in Nursing and Physical Therapy. However, substantial funds are required to establish new programs to address shortfalls in other allied health areas. With the requested funds, NAU will establish programs in human biology (as preparation for post-bacc health programs), occupational therapy, and physician assistant. In the first year, the focus will be on hiring initial personnel and building and equipping laboratories; in subsequent years, personnel and operations will represent the bulk of expenditures.

Another strategic investment requested in the FY08 Budget Request is a \$1 million dollar annual appropriation to increase the number of Arizona math and science teachers. It is critical to engage the normal curiosity of young people in the areas of math and science, tap into their interests and educate them about career fields in these areas. Northern Arizona University proposes expanding programs to bring middle and high school students to the University's campus for summer programs with our faculty which will enhance their pre-college school experience and provide information about college accessibility and available career opportunities in math and science.

Another part of the initiative would set up a scholarship program for students who wish to pursue a math/science teacher education program. Individuals benefiting from these scholarships would agree to repay the State through service to Arizona's public schools upon graduation/certification. Northern Arizona University would also provide financial assistance to existing certified teachers who do not currently meet the highly qualified criteria in math and science, but wish to add one or both of these subject areas to their areas of teaching expertise. Scholarships would be given to individuals who are preparing to become Arizona math/science teachers or current teachers who are developing the competencies required to achieve the No Child Left Behind Highly Qualified Teacher designation. Funding at the requested amount of \$1 million annually will allow for approximately 150 participants in FY2007-2008.

Two other FY08 budget requests address two critical environmental factors for Arizona: water and forests. An annual appropriation of \$1.5 million for the Ecological Restoration Institute (ERI) and a \$500,000 annual continuation appropriation for the Arizona Water Institute are requested.

The largest contiguous ponderosa pine forest in the world spans northern Arizona. Most of this forest ecosystem is severely degraded as a consequence of 100 years of past management actions and subject to catastrophic fire. In their current condition, these forests pose a threat to the social and economic vitality of Arizona, falling far short of their ability to provide wildlife habitat, watershed values, and the full complement of natural resource benefits. The funding provided through this decision package will allow the Ecological Restoration Institute at Northern Arizona University to expand its operation to meet the steadily increasing information needs of managers and stakeholders.

The other \$500,000 would support the newly created Arizona Water Institute (AWI). The three Arizona state universities have formed a partnership that will position the state as a world leader in water resource management and technology. The primary driver for this initiative is sustaining Arizona's water supply, which is crucial to the state's economy, the health and well being of its residents, and its natural environment.

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
5	OP	Percentage first time full-time students graduating in 4 years or less.	27	28	28	30	30
6	OP	New Measure Student/faculty ratio.	17:1	17:1	16:1	17:1	17:1
7	OP	New Measure Percent of sophomores who rate their overall university experience as good or excellent.	97	97	98	98	98
8	OP	New Measure Percent of sophomores who rate the quality of faculty instruction as good or excellent.	95	95	95	95	95
9	OP	New Measure Percent of seniors who rate the quality of faculty instruction as good or excellent.	91	91	92	92	92

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 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
General	50,730,900.0	55,882,400.0	65,200,200.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	3,782,000.0	4,257,700.0	4,202,300.0
Federal	0.0	0.0	0.0
Program	54,512,900.0	60,140,100.0	69,402,500.0
FTE	778.2	799.3	837.7

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

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:

ML	Budget	Type	FY 2005 Actual	FY 2006 Estimate	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
1		OP	90	90	99	99	99
			Percent of undergraduate degree recipients in research-related or capstone experience				
2		OP	35	37	33	34	34
			Percent of seniors that report participating in any research or creative projects with faculty.				

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

Objective 1 2007 Obj: I
2008 Obj:

Performance Measures:			FY 2005	FY 2006	FY 2006	FY 2007	FY 2008
			Actual	Estimate	Actual	Estimate	Estimate
ML	Budget	Type					Estimate
1	OC	Percent of students enrolling in study abroad programs	1.9	1.9	1.5	1.6	1.6
2	OC	Increase the number of historically underrepresented ethnic students	2,590	2,600	2,516	2,600	2,600
3	OC	Increase the number of International students	302	350	313	325	325
4	OC	Increase the number of Native American students.	997	1010	910	925	925
5	OC	Percent of seniors reporting that their NAU education contributed to their development in understanding a wide varieties of views and human	62	63	70	65	65

Goal 3 To increase enrollment services for undergraduate students.

Objective 1 2007 Obj:
2008 Obj:

Performance Measures:			FY 2005	FY 2006	FY 2006	FY 2007	FY 2008
			Actual	Estimate	Actual	Estimate	Estimate
ML	Budget	Type					Estimate
1	OC	Number of campus visitors-students and guests.	4,123	4,150	3,968	4,200	4,200
2	OC	Number of High School visitations completed.	205	220	212	215	220
		New Measure					
3	OC	Number of students attending "open house"	3,587	3,600	2,399	3,150	3,200
		New Measure					

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:

A national leader in providing on-line and satellite access to higher education, Northern Arizona University's distance learning (DLS) program offers students choices within their own communities. The university serves more than 6,000 students via 35 statewide "campuses" and through online courses. DLS uses an entrepreneurial approach founded on rigorous marketing, program development aligned with student and/or State interest, a robust delivery model that ensures flexibility and convenience, and extensive partnerships with communities and community colleges.

The expansion of sites and partnerships emanates from Northern Arizona University's tradition of student-centered teaching and learning, with a

Funding and FTE Summary:

	(Thousands)		
	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
General	7,509,900.0	8,272,500.0	9,651,900.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	1,519,100.0	1,710,200.0	1,687,900.0
Federal	0.0	0.0	0.0
Program	9,029,000.0	9,982,700.0	11,339,800.0
FTE	121.5	124.8	130.8

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

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:			FY 2005 Actual	FY 2006 Estimate	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
ML	Budget	Type					
1	IP	Percent of ethnic minority students enrolled in statewide undergraduate programs.	33	34	35	34	34
2	IP	Percent of Hispanic statewide undergraduate students at the Yuma campus.	61	63	64	63	63

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

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:			FY 2005 Actual	FY 2006 Estimate	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
ML	Budget	Type					
1	IP	Arizona residents enrolled in undergraduate	2,651	2,675	2,445	2,500	2,500
2	OC	Bachelor degrees granted to statewide students	600	600	713	725	725

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

Objective 1 2007 Obj:
2008 Obj:

Performance Measures:			FY 2005 Actual	FY 2006 Estimate	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
ML	Budget	Type					
1	OC	Number of Winter Session students.	652	675	682	700	700
2	OC	Number of Winter Session course enrollments.	39	41	44	43	44

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 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
General	9,886,200.0	10,890,100.0	12,705,900.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	452,800.0	509,700.0	503,100.0
Federal	0.0	0.0	0.0
Program	10,339,000.0	11,399,800.0	13,209,000.0
FTE	150.3	154.4	161.8

Goal 1 To provide quality advising for students.

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:

ML	Budget	Type	FY 2005 Actual	FY 2006 Estimate	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
1	OC	Percent of alumni satisfied with academic advising	83	85	83	84	84
2	OC	Percentage of graduating seniors very satisfied or satisfied with academic advising in major	72	80	72	75	75
3	OC	Percent of sophomore students who are satisfied with academic advising	80	85	80	80	80
4	OP	Percent of graduating seniors "very satisfied" or "satisfied" with academic advising at the lower division level.	73	75	75	76	76

Goal 2 To provide quality career advising.

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:

ML	Budget	Type	FY 2005 Actual	FY 2006 Estimate	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
1	OC	Percent of alumni satisfied with advising to meet career goals	83	85	84	85	85
2	OC	Graduating senior satisfaction with advising to meet career goals	62	75	64	65	65

Changed from a telephone sample survey to a web-based population survey.

Goal 3 To improve retention and timely graduation rates.

Objective 1 2007 Obj:
2008 Obj:

Performance Measures:

ML	Budget	Type	FY 2005 Actual	FY 2006 Estimate	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
1	OC	Percent of students returning to second year (first time, full time freshmen).	70	70	69	71	72
2	OC	Percent of students graduating (6-year for first time, full time freshmen.)	50	50	48	50	51
3	OC	Percent of students graduating (5 year rate for lower-division transfer students.)	56	60	57	58	59
4	OC	Percent of students graduating (4 year rate for upper division transfer students.)	72	72	72	72	73

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 19 graduate certificates. 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 2006	FY 2007	FY 2008
	Actual	Estimate	Estimate
General	21,220,200.0	23,375,000.0	27,272,400.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	4,396,600.0	4,949,700.0	4,885,200.0
Federal	0.0	0.0	0.0
Program	25,616,800.0	28,324,700.0	32,157,600.0
FTE	355.1	364.7	382.3

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.

Goal 1 To enhance our graduate and professional programs.

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:

ML	Budget	Type	FY 2005 Actual	FY 2006 Estimate	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate Estimate
1		OP Graduate degrees awarded at the master's level	1,877	1,995	1,895	1,900	1,910
2		OP Graduate degrees awarded at the doctoral level	52	45	44	45	45
3		OP Percent of master's degrees awarded to ethnic minority students	25	22	23	23	23
4		OP Percent of doctoral degrees awarded to ethnic minority students	13	10	22	20	20

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 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
General	9,509,900.0	10,475,600.0	12,222,300.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	3,787,700.0	4,264,100.0	4,208,600.0
Federal	0.0	0.0	0.0
Program	13,297,600.0	14,739,700.0	16,430,900.0
FTE	169.6	174.2	182.6

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

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:

ML	Budget	Type	FY 2005 Actual	FY 2006 Estimate	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
1		IP Graduate students enrolled in statewide Master's level programs	6,125	5,900	6,237	6,000	6,150
2		IP Graduate students enrolled in statewide Doctoral level programs.	146	135	127	130	130
3		OC Graduate degrees granted	1,468	1,500	1,499	1,510	1,510

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

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:

ML	Budget	Type	FY 2005 Actual	FY 2006 Estimate	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
1		IP Percent of graduate ethnic minority students enrolled in master's programs	26	26	23	24	24
2		IP Percent of graduate ethnic minority students enrolled in doctoral programs	33	28	37	33	33

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 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
General	7,173,100.0	7,901,500.0	9,219,000.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	89,549,400.0	100,221,300.0	99,012,600.0
Federal	9,439,500.0	9,628,200.0	9,820,800.0
Program	106,162,000.0	117,751,000.0	118,052,400.0
FTE	370.0	380.0	398.3

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

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:

ML	Budget	Type		FY 2005 Actual	FY 2006 Estimate	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
1		OP	Percent of new first time, full time students living in residence halls.	82	84	87	85	85
2		OP	Percent of new freshmen utilizing one of the Learning Assistance (tutoring) Centers one or more times	27	26	38	35	35
3		OP	Total number of students who were housed by Residence Life	5,882	6,100	5,833	5,900	5,900
4		OP	Total number of students utilizing the Learning Assistance (tutoring) Center	2,215	2,555	2,073	2,100	2,100
5		OP	Percent of new first time, full time students who live in Freshmen Connections housing.	77	77	82	80	80

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

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:

ML	Budget	Type		FY 2005 Actual	FY 2006 Estimate	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
1		OP	Total use/participation: Recreation Center visits	205,275	207,000	205,396	207,000	207,000
2		OP	Students use/participation: Fronkse Health Center visits	45,747	46,000	47,570	49,000	49,500
3		OP	Students use/participation: Wall Aquatic Center	35,503	36,000	36,149	36,500	36,500
4		OP	Students use/participation: Counseling Center visits	3,956	4,500	4,519	4,500	4,500
5		OP	Students use/participation: Outdoor recreation	3,900	4,000	4,105	4,200	4,200
6		OP	Students use/participation: Intramural participants	3,844	4,000	3,956	4,100	4,100
7		OP	Students use/participation: Multicultural Student Center participants	5,619	5,000	5,592	5,500	5,500

8	OP	Number of Student Life registered organizations.	177	177	142	155	160
9	OP	Total use of computer lab in Multicultural Student Center (MSC)			13,275	13,500	13,500

New Measure-New lab in Multicultural Student Center supported by Information Technology Services – used primarily by MSC students and Native American Student Services participants.

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

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:			FY 2005	FY 2006	FY 2006	FY 2007	FY 2008
			Actual	Estimate	Actual	Estimate	Estimate
ML	Budget	Type					
1	OP	Students receiving financial aid by categories: Scholarships	5,412	5,000	4,597	5,000	4,600
Beginning FY 05, merit based tuition only awards are counted as scholarships.							
2	OP	Students receiving financial aid by categories: Waivers	1,686	1,700	838	1,700	800
FY 06 faculty waivers adjusted from waiver count to head count.							
3	OP	Students receiving financial aid by categories:	4,031	4,100	3,730	4,200	4,000
4	OP	Students receiving financial aid by categories: Employment	3,187	3,200	2,953	3,200	3,100
5	OP	Students receiving financial aid by categories: Loans	7,104	7,200	5,980	7,200	6,100
Student loans include alternative. PLUS loans are not counted.							
6	OP	Students employed in departments	3,103	3,100	2,883	3,100	3,000

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 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
General	1,435,700.0	1,581,500.0	1,845,200.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	2,938,200.0	3,288,300.0	3,248,700.0
Federal	3,670,800.0	3,744,300.0	3,819,200.0
Program	8,044,700.0	8,614,100.0	8,913,100.0
FTE	37.8	38.9	40.7

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

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:			FY 2005	FY 2006	FY 2006	FY 2007	FY 2008
			Actual	Estimate	Actual	Estimate	Estimate
ML	Budget	Type					
1	OP	Students receiving financial aid by categories: Scholarships Beginning FY 05, merit based tuition only awards are counted as scholarships.	484	500	298	325	325
2	OP	Students receiving financial aid by categories: Waivers Beginning FY 05, merit based tuition only awards are counted as scholarships. Faculty staff waivers are all counted as Flagstaff Mountain Campus.	99	100	27	30	30
3	OP	Students receiving financial aid by categories:	1,168	1,200	1,302	1,200	1,300
4	OP	Students receiving financial aid by categories: Employment 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.	55	60	49	60	55
5	OP	Students receiving financial aid by categories: Loans Student loans include alternative. PLUS loans not counted.	3,231	3,200	1,497	1,550	1,550
6	OP	Students employed in departments. New Measure			49	50	55

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.

Key indicators are:

- Northern Arizona University ranks among the nation's top institutions for Latinos, according to the Hispanic Outlook in Higher Education magazine. NAU is ranked 15th in the nation for graduating Latinos with master's degrees and 68th for undergraduates. NAU is ranked ninth in the nation for bachelor's degrees in education.
- For fall 2005, the number of Latino students at Northern Arizona University rose to 2,275 from 2,199, about 3.5 percent.
- NAU ranked fifth in the nation for graduating Native Americans with bachelor's degrees.
- Northern Arizona University's Institute for Tribal Environmental Professionals received a five-year, #1 million grant from the U.S. Environmental Protection Agency that allows ITEP to work with Native American students and teachers on air quality education and promotion of careers in environmental science and engineering.

Funding and FTE Summary:

	(Thousands)		
	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
General	485,200.0	413,800.0	413,800.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	65,000.0	72,800.0	71,900.0
Federal	0.0	0.0	0.0
Program	550,200.0	486,600.0	485,700.0
FTE	12.2	12.5	13.1

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

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:				FY 2005	FY 2006	FY 2006	FY 2007	FY 2008
				Actual	Estimate	Actual	Estimate	Estimate
ML	Budget	Type						
1	IP	Increase the number of Native American students		1,747	1,500	1,584	1,600	1,615
2	IP	Increase the number of Hispanic students		2,775	2,125	2,911	2,925	2,925

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

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:				FY 2005	FY 2006	FY 2006	FY 2007	FY 2008
				Actual	Estimate	Actual	Estimate	Estimate
ML	Budget	Type						
1	OC	Percent of undergraduate degrees awarded to ethnic minority students		21	21	21	22	22
2	OC	Increase the one-year retention rates of full-time ethnic minority students		64	65	67	67	67
3	OC	Increase the six-year graduation rates of full-time ethnic minority students		40	39	37	37	37

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

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:				FY 2005	FY 2006	FY 2006	FY 2007	FY 2008
				Actual	Estimate	Actual	Estimate	Estimate
ML	Budget	Type						
1	OP	Increase course enrollment in the Applied Indigenous Program. Change in reporting noted.		97	105	269	275	275

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 classroom. For FY 2006, Northern Arizona University men's basketball team won the league regular season title and played host to the first national postseason home game of the NIT. The Women's basketball team won the Big Sky conference title and advanced to the NCAA

Funding and FTE Summary:

	(Thousands)		
	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
General	2,181,000.0	1,549,500.0	1,697,400.0
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	5,847,900.0	5,749,500.0	5,897,400.0
FTE	50.3	51.7	54.2

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

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:

ML	Budget	Type	FY 2005	FY 2006	FY 2006	FY 2007	FY 2008
			Actual	Estimate	Actual	Estimate	Estimate
1	OC	Six year graduation rates for student athletes.	50	52	54	54	54
2	OC	Average GPA for male student athletes	2.91	2.95	2.91	2.95	2.95
3	OC	Average GPA for female student athletes	3.14	3.18	3.15	3.20	3.20

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

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:

ML	Budget	Type	FY 2005	FY 2006	FY 2006	FY 2007	FY 2008
			Actual	Estimate	Actual	Estimate	Estimate
1	OP	Student athletes	368	350	385	375	375
2	OP	Women's teams	9	9	9	9	9
3	OP	Men's teams	6	6	6	6	6
4	OP	Female percentage of student athletes/ female percentage of student populations	44/59	48/57	43/60	45/60	45/60
5	OP	Male percentage of student athletes/ male percentage of student populations	56/40	52/43	57/40	55/40	55/40

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.

Other key indicators are:

- Northern Arizona University College of Education and the Grand Canyon Railway teamed up to provide NAU students the opportunity to create lesson plans for elementary school teachers to use throughout Arizona. The lesson plans cover social studies, geology, mathematics, language arts, and safety and health.

- Educators at NAU are working with Arizona's high school teachers to get and implement quality curriculum material through Project PRIME. Project Prime, funded by the National Science Foundation, is a collaboration between NAU's Center for Science Teaching and Learning and the Research and Evaluation Center at the Biological Science Curriculum Study.

- Northern Arizona University's E-Learning Center hosted the second annual Institute to Explore Teaching, Learning and Technology

- The School of Health Professions and the ALS Therapy Developmental Foundation hosted a free educational seminar on amyotrophic lateral sclerosis disease.

- Northern Arizona University made the top 25 list for medium-size schools producing Peace Corp volunteers. With 27 alumni currently serving, NAU ranks No. 20. Since Peace Corps' inception in 1961, 513 alumni of NAU have joined the ranks of the Peace Corps, making the university the No. 74 producer of volunteers of all time.

This Program Contains the following

Library
Academic Computing
Statewide Academic Programs
Instructional Support

Funding and FTE Summary:

	(Thousands)		
	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
General	16,116,200.0	16,122,100.0	17,874,200.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	3,428,500.0	3,859,600.0	3,809,400.0
Federal	0.0	0.0	0.0
Program	19,544,700.0	19,981,700.0	21,683,600.0
FTE	267.0	274.3	287.5

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 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
General	6,576,800.0	5,613,900.0	5,613,900.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	70,500.0	79,300.0	78,300.0
Federal	0.0	0.0	0.0
Program	6,647,300.0	5,693,200.0	5,692,200.0
FTE	105.2	108.1	113.3

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

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:

ML	Budget	Type	FY 2005 Actual	FY 2006 Estimate	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
1		IP Number of Library hours per week	97	97	97	97	97
2		IP Number of users in the library	645,649	645,800	816,905	646,000	750,000
3		IP Number of hours students utilize collaborative work (group study) room	25,602	30,000	27,000	31,000	32,000
4		IP Number of campus network logins from the library's public computers	451,994	475,000	389,583	500,000	600,000
5		IP Number of accesses to the library's web site	1,219,871	1,250,000	1,310,188	1,320,000	1,340,000
6		IP Number of accesses to the library's licensed online resources	312,724	315,000	432,296	435,000	440,000
7		IP Number of electronic journal titles available	25,056	26,000	29,543	28,000	27,000
8		IP Number of accesses to electronic books	7,387	8,000	12,162	12,775	13,500
9		IP Number of Ask-a-Librarian email transactions	2,667	2,800	2,584	2,800	2,800
10		IP Average turnaround time for Ask-a-Librarian email transactions	2.8 hours	2.5 hours	2.25 hours	2.25 hours	2.25 hours
11		IP Number of courses supported with electronic reserve services	1,190	1,300	1,150	1,200	1,500
12		IP Average turnaround time in making electronic reserves readings available for courses	75 hours	72 hours	72 hours	72 hours	72 hours
13		IP Number of items provided for NAU students, faculty and staff via Document Delivery Services	18,029	18,300	29,431	29,700	29,900
14		IP Average turnaround time for items provided for NAU students, faculty and staff via Document Delivery Services	5 days	5 days	5 days	5.5 days	5.5 days

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

Objective 1 2007 Obj:
2008 Obj:

Performance Measures:

ML	Budget	Type	FY 2005 Actual	FY 2006 Estimate	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
1		IP Number of items available to end users in the Colorado Plateau Digital Archives	45,000	52,300	65,000	66,300	76,000
2		IP Number of accesses to the Digital Archives (in millions)	1.9	1.9	2	2	2
3		IP Number of courses and research initiatives supported by digital archival materials	70	100	95	100	110
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. Northern Arizona University was one of 10 colleges nationwide that received a HP Technology for Teaching Leadership grant. NAU's package, which is valued at more than \$120,000 includes HP Tablet PCs, docking stations, digital cameras, printers and digital projectors for faculty, and 40 Tablet PCs for student use. NAU's Cline Library began offering wireless

Funding and FTE Summary:

	(Thousands)		
	FY 2006	FY 2007	FY 2008
	Actual	Estimate	Estimate
General	3,197,800.0	3,522,600.0	4,109,900.0
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	3,197,800.0	3,522,600.0	4,109,900.0
FTE	48.9	50.2	52.6

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

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:

ML	Budget	Type	FY 2005 Actual	FY 2006 Estimate	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
1		OP Total student's personal computer registrations	6,174	6,350	7,640	7,800	8,000
2		OP Academic Computing Help Desk total phone calls. New Measure			25,406	25,700	28,200
3		OP Academic Computing Help desk in-person visits. New Measure			2,545	2,570	2,800
4		OP Total Mountain Campus central computer lab logins. New Measure			234,724	234,000	234,000
5		OP Total Course Management disk space, (in New Measure			166 Gb	500 Gb	1,000 Gb

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.

Funding and FTE Summary:

	(Thousands)		
	FY 2006	FY 2007	FY 2008
	Actual	Estimate	Estimate
General	991,000.0	1,091,700.0	1,273,700.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	2,409,100.0	2,712,100.0	2,676,800.0
Federal	0.0	0.0	0.0
Program	3,400,100.0	3,803,800.0	3,950,500.0
FTE	23.7	24.4	25.6

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

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:

ML	Budget	Type	FY 2005 Actual	FY 2006 Estimate	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
1		IP Grants awarded for instruction	57	60	82	87	92
2		IP Value of grants awarded for instruction (in millions), this includes Proposition 301 awards used for instruction.	9.9	10.5	7.2	7.8	8.4

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

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:

ML	Budget	Type	FY 2005 Actual	FY 2006 Estimate	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
1		OP Number of semester sabbaticals	21	27	28	25	26
2		OP Number of full year sabbaticals (fiscal)	33	29	32	25	27
3		OP Financial support for semester sabbaticals (in thousands of dollars)	664.2	896.5	983.2	921.8	1,000

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.

This Program Contains the following

- Research
- Public Service
- Economic Development

Funding and FTE Summary:

	(Thousands)		
	FY 2006	FY 2007	FY 2008
	Actual	Estimate	Estimate
General	5,138,500.0	5,660,200.0	6,603,900.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	6,532,600.0	7,354,300.0	7,258,600.0
Federal	29,746,500.0	32,969,700.0	33,628,600.0
Program	41,417,600.0	45,984,200.0	47,491,100.0
FTE	484.3	497.5	521.4

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.

Key research accomplishments are noted:

- Northern Arizona University partnered with TGen North to boost efforts to diagnose diseases faster and strengthen the nation's defense against bioterrorism. The partnership holds promise of stimulating the local economy.
- Northern Arizona University is part of a consortium studying bioterrorism. Scientists from NAU are part of a seven-institution consortium that will develop information and plans to help save lives in case of a bioterrorist attack or an outbreak of infectious diseases.
- Northern Arizona University was chosen by the National Institute for Climatic Change Research to head the Western climate research center. As a "host university," NAU will be the center of the 13-state Western region and will administer \$10 million in funding over the next five years.
- A Northern Arizona University team of scientists received a patent for a technique that could help control the spread of tuberculosis, the second deadliest infectious disease among adults worldwide.
- A study by professors in NAU's College of Business Administration demonstrates that NAU has an economic impact of \$911 million on Arizona, including employment, employee compensation and personal income associated with NAU operations throughout the state. Total employment generated in Arizona by NAU and all its affiliated activities is more than 12,500, including direct employment and positions resulting from NAU operations.
- The Institute for Tribal Environmental Professionals at Northern Arizona University received a grant for \$7.65 million from the Environmental Protection Agency to work with tribes across the nation to manage air quality concerns.

Funding and FTE Summary:

	(Thousands)		
	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
General	1,861,200.0	2,050,200.0	2,392,000.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	586,400.0	660,200.0	651,600.0
Federal	29,746,500.0	32,969,700.0	33,628,600.0
Program	32,194,100.0	35,680,100.0	36,672,200.0
FTE	373.2	383.3	401.7

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

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:

ML	Budget	Type	(Thousands)				
			FY 2005 Actual	FY 2006 Estimate	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
1	IP	The federal, state and private investments leveraged by Proposition 301 Funds. (in millions)	15,300	9,109	10,000	10,000	11,000
2	IP	The amount of external, federal and state grants awarded to NAU (in millions), this includes Proposition 301 funds.	58.7	60	59	61	61.5

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, school districts, 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. Currently, the Institute for Future Work Force Development provides services to 20+ school districts across Arizona, rural, urban and suburban. We impact at least 200,000 students in Arizona's K-12 education system. 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,

Funding and FTE Summary:

	(Thousands)		
	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
General	2,953,100.0	3,252,900.0	3,795,300.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	5,943,800.0	6,691,300.0	6,604,300.0
Federal	0.0	0.0	0.0
Program	8,896,900.0	9,944,200.0	10,399,600.0
FTE	106.2	109.1	114.3

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

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:			FY 2005 Actual	FY 2006 Estimate	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
ML	Budget	Type					
1	OP	Department of Theater season performances.	30	30	31	32	32
2	OP	Music concerts scheduled.	10	10	37	25	28

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

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:			FY 2005 Actual	FY 2006 Estimate	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
ML	Budget	Type					
1	OP	Participants: Institute for Future Workforce Development	25,000	10,000	32,000	25,000	25,000
2	OP	Participants: Speech/Language/Audiology Clinic	2,000	2,100	2,500	2,677	2,677

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 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
General	324,200.0	357,100.0	416,600.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	2,400.0	2,800.0	2,700.0
Federal	0.0	0.0	0.0
Program	326,600.0	359,900.0	419,300.0
FTE	5.0	5.1	5.3

Goal 1 To increase the workforce development pipeline.

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:			FY 2005 Actual	FY 2006 Estimate	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
ML	Budget	Type					
1	OP	Total degrees granted	4,794	4,825	4,786	4,795	4,795
2	OP	Increase the number of participants served under the College of Business's Bank One Center	8,823	8,800	11,000	11,500	12,000

3	OP Increase the amount of external funding secured by the College of Business's Bank One Center	327,000	310,000	118,815	125,000	135,000
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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.

This Program Contains the following

- Developmental Activities
- Alumni Relations

Funding and FTE Summary:

	(Thousands)		
	FY 2006	FY 2007	FY 2008
	Actual	Estimate	Estimate
General	356,100.0	292,500.0	292,500.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	1,635,700.0	1,841,500.0	1,817,500.0
Federal	0.0	0.0	0.0
Program	1,991,800.0	2,134,000.0	2,110,000.0
FTE	41.2	42.3	44.4

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 2006	FY 2007	FY 2008
	Actual	Estimate	Estimate
General	356,100.0	292,500.0	292,500.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	1,274,600.0	1,434,900.0	1,416,200.0
Federal	0.0	0.0	0.0
Program	1,630,700.0	1,727,400.0	1,708,700.0
FTE	33.6	34.5	36.2

Goal 1 To increase the number of donors to NAU.

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:			FY 2005	FY 2006	FY 2006	FY 2007	FY 2008
			Actual	Estimate	Actual	Estimate	Estimate
ML	Budget	Type					
1	IP	Alumni donors	4,447	4,892	4,484	4,932	5,420
2	IP	Faculty and staff donors	527	578	488	537	590
3	IP	Parent donors	2,009	2,009	1,801	1,981	2,179
4	IP	Other organizations donating to NAU	673	700	832	832	850
5	IP	Other individuals.	4,318	4,500	4,995	5,400	5,900

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

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:			FY 2005	FY 2006	FY 2006	FY 2007	FY 2008
			Actual	Estimate	Actual	Estimate	Estimate
ML	Budget	Type					
1	IP	Contributions by individuals (in thousands)	2,114	5,000	4,670	5,260	6,049
2	IP	Contributions organizations (in thousands)	4,966	5,000	4,233	4,740	5,451
3	IP	Total giving (in thousands)	7,080	10,000	8,903	10,000	11,500

Goal 3 To balance investment in the program with expected returns with a goal of averaging the cost of raising a dollar at .15.

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:			FY 2005	FY 2006	FY 2006	FY 2007	FY 2008
			Actual	Estimate	Actual	Estimate	Estimate
ML	Budget	Type					
1	EF	Operations and salaries expense for each dollar raised	.25	.25	.27	.25	.22

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 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
General	0.0	0.0	0.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	361,100.0	406,600.0	401,300.0
Federal	0.0	0.0	0.0
Program	361,100.0	406,600.0	401,300.0
FTE	7.6	7.8	8.2

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

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:

ML	Budget	Type	FY 2005 Actual	FY 2006 Estimate	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
1		IP Number of LouieNews participants	10,000	12,000	12,795	14,075	15,481
2		IP Number of volunteer hours	295	400	302	400	500
3		IP Percent of alumni with known addresses	77	85	87	88	88

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

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:

ML	Budget	Type	FY 2005 Actual	FY 2006 Estimate	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
1		OP Number of events	21	20	41	20	20
2		OP Number alumni invited	10,000	18,000	25,542	20,000	25,000
3		OP Number alumni attended events	1,500	2,000	1,987	2,000	3,750

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

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 2006	FY 2007	FY 2008
	Actual	Estimate	Estimate
General	17,344,800.0	19,106,100.0	22,291,900.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	11,782,700.0	13,264,700.0	13,092,100.0
Federal	0.0	0.0	0.0
Program	29,127,500.0	32,370,800.0	35,384,000.0
FTE	335.0	344.1	360.7

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

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:

ML	Budget	Type	FY 2005 Actual	FY 2006 Estimate	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
1		OP NAU numbers of: Affirmative Action formal and informal complaints, consultations and ADA issues contacts	2,310	2,500	2,620	2,650	2,650
2		OP People served by the Office of Employee Assistance and Wellness	3,172	3,388	3,771	3,388	3,422
3		OP Programs offered by the Office of Employee Assistance and Wellness	62	62	77	62	70
4		OP Presentations given by the NAU police	54	65	82	65	85

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

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:

ML	Budget	Type	FY 2005 Actual	FY 2006 Estimate	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
1		EF Financial ratios: State Appropriations/ Total Educational and General Expenditures (in percent)	42.26	43.10	41.12	41.53	41.95
2		EF Financial ratios: Tuition and Fees/ Total Educational and General Expenditures (in percent)	35.59	37.01	35.30	36.01	36.73
3		EF Financial ratios: Total debt service/ unrestricted current fund expenditures and mandatory transfers (in percent)	5.80	5.6	5.5	5.8	6.1
4		EF Financial ratios: Available Assets/ General Liabilities (in percent)	3.8	3.95	2.72	2.83	2.94
5		OP Internal audits conducted	7	10	5	12	12

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 2006	FY 2007	FY 2008
	Actual	Estimate	Estimate
General	2,993,200.0	3,297,200.0	3,847,000.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	51,600.0	58,100.0	57,300.0
Federal	0.0	0.0	0.0
Program	3,044,800.0	3,355,300.0	3,904,300.0
FTE	45.7	47.0	49.2

Goal 1 To demonstrate responsible management of finances and resources.

Objective 1 2007 Obj: Default 2007
2008 Obj:

Performance Measures:

ML	Budget	Type	FY 2005 Actual	FY 2006 Estimate	FY 2006 Actual	FY 2007 Estimate	FY 2008 Estimate
1	EF	Institutional Operations as a percent of State Operating Budget for NAU	19.72	20.26	18.67	18.85	19.40
2	EF	General oversight as a percent of state Operating Budget for NAU	.91	.91	.87	.88	.95
3	EF	Administration as a percent of total cost	2.75	3.06	2.29	2.6	2.24
4	QL	Percent of agency staff turnover	15.14	15.00	13.81	14	14