

**AGENCY SUMMARY**

**Program:** NAA 0 . 0 NORTHERN ARIZONA UNIVERSITY  
**Contact:** Dr. John Haeger, President  
**Phone:** (928) 523-3232  
**Statute:** 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, recently designated as a Hispanic Serving Institution (HSI), by the Department of Education shares a campus with Arizona Western College in Yuma, Arizona. NAU-Distance Learning is located at 38 other campuses or sites throughout Arizona serving more than 7,000 students. Northern Arizona University recorded the largest enrollment in the institution's 109-year history, with a student population of 22,507, with 1,155 students over last fall's enrollment, with 5,720 graduate students and 16,787 undergraduate students. Winter and spring enrollment set records as well.

Master List programs and subprograms have been revised to reflect the following structure.

Headings of Programs and Subprograms cannot be changed by users, so existing headings should be ignored. The actual program/subprogram structure for each program will be shown in the description of the program. Performance Measures and funding correctly correlate with the new structure. Many subprograms will show zeros

- Program 1.0 Instruction
  - 1.1 Overall Instruction
  - 1.2 Flagstaff and Statewide Instruction
  - 1.3 Yuma Instruction

- Program 2.0 Organized Research
  - 2.1 Overall Organized Research
  - 2.2 Flagstaff and Statewide Organized Research
  - 2.3 Yuma Organized Research

- Program 3.0 Student Services
  - 3.1 Overall Student Services
  - 3.2 Flagstaff and Statewide Student Services
  - 3.3 Yuma Student Services

- Program 4.0 Academic Support
  - 4.1 Overall Academic Support
  - 4.2 Flagstaff and Statewide Academic Support
  - 4.2 Yuma Academic Support

- Program 5.0 Public Service
  - 5.1 Overall Public Service
  - 5.2 Flagstaff and Statewide Public Service
  - 5.3 Yuma Public Service

- Program 6.0 Institutional Support
  - 6.1 Overall Institutional Support
  - 6.2 Flagstaff and Statewide Institutional Support
  - 6.3 Yuma Institutional Support

**Agency Summary:**

(\$ Thousands)

Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
UNDERGRADUATE PROGRAMS	179,563,600	189,015,300	201,261,300
GRADUATE PROGRAMS	28,703,000.0	30,314,300.0	30,838,700.0
STUDENT SUPPORT	55,580,000.0	59,373,900.0	60,264,700.0
ACADEMIC SUPPORT SERVICES	34,592,600.0	36,318,900.0	38,921,600.0
RESEARCH AND PUBLIC	27,539,200.0	31,300,700.0	31,830,800.0

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All dollars are presented in thousands (not FTE).

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INSTITUTIONAL ADVANCEMENT	80,478,500.0	84,193,200.0	84,827,200.0
<b>Agency Total:</b>	<b>406,456,900</b>	<b>430,516,300</b>	<b>447,944,300</b>

**Funding and FTE Summary:**

	(Thousands)		
	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General	207,288,300.0	214,181,400.0	227,356,000.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	153,364,700.0	169,614,900.0	172,934,000.0
Federal	45,803,900.0	46,720,000.0	47,654,300.0
Program	406,456,900.0	430,516,300.0	447,944,300.0
FTE	3,653.9	3,853.8	4,039.7

**Strategic Issues:**

**Issue 1 Enrollment Growth Funding**

Northern Arizona University is experiencing rapid enrollment growth for the past three consecutive years. The university has grown over 3,400 students or 18 percent from fall 2005 to fall 2008, and now totals over 22,500 students. The university's fall 2008 full-time-equivalent (FTE) grew 7 percent over fall 2007, and has grown 17 percent since fall 2005. The large influx of students requires hiring new instructional, academic support, and student support staff to ensure the new students have classes in which to enroll, accessible advisors, and the whole range of services they require. For fiscal year 2009, Northern Arizona University's enrollment growth funds, although allocated, were offset by an even larger budget reduction, which means the university received no support for the enrollment growth already experienced.

**Issue 2 SPEED Buildings on the Flagstaff Campus**

In June 2008, the Legislature approved the Stimulus Plan for Economic and Educational Development (SPEED) with the provision the funds would be used for

critical new construction and deferred maintenance projects. As part of the Northern Arizona University SPEED plan, the university identified deferred maintenance projects based to be addressed upon the following critical factors:

1. What are the most immediate health, life, and safety issues that impact NAU students, faculty and staff?
2. Which projects can be started immediately so that the intent of the stimulus package is fulfilled?
3. Which buildings can be taken off line for six months to a year in order to complete the necessary renovations? The university cannot, at this stage, simply shut down a classroom building without having identified alternative space. The NAU SPEED plan also identified two critical new construction projects, a new Health Professions facility and new campus classrooms at the Wellness Center, as well as the NAU portion of the Biomedical facility in Phoenix. Implementation of the SPEED initiatives will require lottery revenues, the identified source of 80 percent of the funds, grow and be directed as now targeted.

**Issue 3 Achieving the Arizona Board of Regents 2020 Vision**

The Arizona Board of Regents is developing a 2020 Vision Strategic Plan focused on four strategic goals, with an emphasis on increasing the number of individuals who obtain bachelor's degrees. Northern Arizona University is actively planning how it can assist the state in educating more students for Arizona's future. Omitted from the University's FY 2010 Budget Request were critical issues that will need to be addressed in future years if the state is to succeed in expanding access, graduating students and filling workforce needs in all areas of the State.

However, for FY 2010, Northern Arizona University is only requesting small start-up investments in strategic areas that respond to the Governor's challenge to double the number of baccalaureate graduates by 2020 and to invest in supporting the higher math and science requirements approved by the State Board of Education for high school graduation. These strategic investments are aimed at increasing student retention and success, STEM programs, and investing in a new model of relationship with two rural community colleges.

**Issue 4 Health Care Education for Arizona**

In FY 2008, Northern Arizona University received a \$4 million dollar general fund appropriation to expand health professions programming. A new biomedical sciences program is beginning in Fall 2008, and occupational therapy in Flagstaff and physician assistant Phoenix programs will accept their first class for the Fall, 2010 semester. It is time to begin to plan the next health professions programs that could provide Arizona students with well-paying occupations and meet Arizona's growing workforce needs. These programs would be based in Phoenix in response to both student population and health care industry location.

New Phoenix-based programs include a new entry level Physical Therapy program (an expansion of the very successful program currently offered on the Flagstaff campus), Clinical Lab Sciences, and Occupational Therapy. With the assurance of funding, new programs could begin in Fall, 2011 for Physical Therapy and Clinical Lab Sciences, and Fall, 2012 for Occupational Therapy. By FY2016, NAU could be producing nearly 300 degrees, and serving nearly 800 students annually in these program.

**Issue 5 Other Critical Issues: Competitive Faculty Salaries, Utilities, New Facilities Operations, Health Premiums, and Predictable Building Renewal**

Northern Arizona University significantly lags behind peer universities in faculty salaries. Measured against peer institutions, 14 of the 17 peer universities pay higher average salaries than NAU. It is likely the university's hard-won gains to gain competitiveness with peers will be reversed this year. Faculty, similar to other state employees, received no overall state employee pay plan for FY 2009. Cost of living issues in Flagstaff exacerbate the problem hiring faculty. Recruitment of new faculty is difficult, resulting in lengthy and costly searches.

In normal years, universities request continuation or core needs budgets including utilities, operations for new facilities, and health premium increases. These real costs are critical needs for the future.

The universities need to be funded regularly for building renewal. The predictability is important to maintain the State's investments in facilities.

PROGRAM SUMMARY

Program: NAA 1.0 UNDERGRADUATE PROGRAMS
Contact: Pat Haeuser, Vice President
Phone: (928) 523-7777
Statute: A.R.S. § 15-1601

Mission:

To increase the educational attainment of Arizona citizens by producing enough high-quality university degrees for the state to be nationally competitive by the year 2020.

Description:

Master List programs and subprograms have been revised to reflect the following structure.

Headings of Programs and Subprograms cannot be changed by users, so existing headings should be ignored. The actual program/subprogram structure for each program will be shown in the description of the program. Performance Measures and funding correctly correlate with the new structure. Many subprograms will show zeros

- Program 1.0 Instruction
1.1 Overall Instruction
1.2 Flagstaff and Statewide Instruction
1.3 Yuma Instruction
1.4 is BLANK

The more education a person attains, the higher that person's lifetime earnings. The financial impact over a person's working life is significant. Someone with a bachelor's degree can expect to earn, on average, over \$1 million more than someone with only a high school education.

Furthermore, this differential between the lifetime earnings of college graduates and high school graduates has increased over time. For example, full-time male workers between the ages of 35 and 44 experienced an increase in this differential from 38% between 1980-84 to 94% between 2000-2003.

Additionally, people without a degree also benefit as others become more educated. A recent study found that a 1 percentage point increase in the proportion of a state's population with a bachelor's degree raises wages in all educational attainment groups, even those without a college degree. This benefit ranged from about 1.2% for workers with some college to almost 2% for those with less than a high school diploma. 2020 Vision calls for Arizona to add between 670,000 and 700,000 new bachelor's degree educated workers over the period between 2006 and 2020 which would increase the proportion of our adult population with a bachelor's degree between 3.7 and 4.1 percentage points.

This Program Contains the following Subprograms:

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

Funding and FTE Summary:

Table with 4 columns: Category, FY 2008 Actual, FY 2009 Estimate, FY 2010 Estimate. Rows include General, Other Appropriated, Other Non Appropriated, Federal, Program, and FTE.

**SUBPROGRAM SUMMARY**

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

**Mission:**

*To provide access, educational excellence, and graduate students to meet 2020 Vision goals for Arizona.*

**Description:**

1.1 Overall Instruction

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 and graduate experiences, the university will continue to focus intensely on student learning, academic success, engagement in curricular and co-curricular experiences, opportunities for participation research opportunities, and a supportive advising and interactive experience.

**Goal:** 1 To provide access and a quality educational experience for undergraduate students.

<b>Performance Measures:</b>			<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>
			<b>Actual</b>	<b>Estimate</b>	<b>Actual</b>	<b>Estimate</b>	<b>Estimate</b>
<b>ML</b>	<b>Budget</b>	<b>Type</b>					<b>Estimate</b>
1	IP	Percentage of full-time, undergraduate students enrolled per semester in three or more primary courses with ranked faculty	81	85	81	83	83
2	OC	Number of Bachelor degrees granted	2,851	2,850	2,849	2,950	2,950
3	OC	Percent of graduating seniors who rate their overall university experience as good or excellent	96	96	96	96	96
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.	31	30	28	30	30
6	OP	Student/faculty ratio.	16:1	17:1	17:1	17:1	17:1
7	OP	Percent of sophomores who rate their overall university experience as good or excellent.	97	98	97	97	97
8	OP	Percent of sophomores who rate the quality of faculty instruction as above average.	87	88	86	87	87
9	OP	Change in Measure from previous year. Percent of seniors who rate the quality of faculty instruction as good or excellent.	92	92	93	93	93

**Goal:** 2 To provide access to educational opportunities for undergraduate and graduate students.

<b>Performance Measures:</b>			<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>
			<b>Actual</b>	<b>Estimate</b>	<b>Actual</b>	<b>Estimate</b>	<b>Estimate</b>
<b>ML</b>	<b>Budget</b>	<b>Type</b>					<b>Estimate</b>
1	OP	Percent of undergraduate degree recipients in research-related or capstone experience	99	99	99	99	99
2	OP	Percent of seniors that report participating in any research or creative projects with faculty.	35	35	38	38	38

**Goal:** 3 To improve retention and timely graduation rates.

<b>Performance Measures:</b>			<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>
			<b>Actual</b>	<b>Estimate</b>	<b>Actual</b>	<b>Estimate</b>	<b>Estimate</b>
<b>ML</b>	<b>Budget</b>	<b>Type</b>					<b>Estimate</b>
1	OC	Percent of students returning to second year (first time, full time freshmen).	72	72	69	72	72
2	OC	Percent of students graduating (6-year for first time, full time freshmen.)	47	50	52	52	52
3	OC	Percent of students graduating (5 year rate for lower-division, full-time transfer students.)	60	60	55	60	60
4	OC	Percent of students graduating (4 year rate for upper division, full-time transfer students.)	69	70	71	71	71

**Goal:** 4 To increase graduation rates

**Performance Measures:**

ML	Budget	Type	FY 2007 Actual	FY 2008 Estimate	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
1	OP	Graduate degrees awarded at the master's level	1,896	1,900	1,747	1,800	1,800
2	OP	Graduate degrees awarded at the doctoral level	47	45	35	40	40
3	OP	Percent of master's degrees awarded to ethnic minority students	21	22	27	26	26
4	OP	Percent of doctoral degrees awarded to ethnic minority students	19	20	15	16	16
5	OP	Graduate degrees awarded-first professional category	41	42	52	50	50
6	OC	Graduate degrees granted	1,361	1,350	1,295	1,350	1,350
		Graduate degrees granted (Statewide and Online only)					

**SUBPROGRAM SUMMARY**

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

**Mission:**

*To increase the educational attainment of Arizona citizens by producing enough high-quality university degrees for the state to be nationally competitive by the year 2020.*

**Description:**

1.2 Flagstaff and Statewide Instruction

Improving student learning environment and college experience, focusing on student success, involving students in research opportunities, and promoting interdisciplinary pedagogy are key initiatives supporting university's strategic goal of being a learning-centered university. Additionally, enhancing technology-enabled learning environment, accelerating graduation time, and providing new access initiatives are important toward achieving student access, learning, persistence, and affordability.

**Funding and FTE Summary:**

	(Thousands)		
	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General	111,249,000.0	113,840,100.0	124,655,100.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	62,243,800.0	68,735,300.0	70,078,900.0
Federal	3,544,100.0	3,615,000.0	3,687,300.0
Program	177,036,900.0	186,190,400.0	198,421,300.0
FTE	1,697.1	1,779.6	1,907.8

**Goal:** 1 To provide access to educational opportunities for undergraduate and graduate students.

**Performance Measures:**

ML	Budget	Type	FY 2007 Actual	FY 2008 Estimate	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
1	OC	Percent of students enrolling in study abroad programs	2.1	2.0	3	3	3
2	OC	Increase the number of historically underrepresented ethnic students	2,742	2,750	2,946	2,950	2,950
3	OC	Increase the number of International students	387	385	405	410	410
4	OC	Increase the number of Native American students.	938	940	925	950	950
5	OC	Bachelor degrees granted to statewide students	0	0	700	725	725
6	OC	Graduate degrees granted to statewide students	0	0	1,264	1,275	1,275
7	OP	Total degrees and certificates granted.	5,037	5,000	5,014	5,025	5,025

**SUBPROGRAM SUMMARY**

**Program:** NAA 1.3 UNDERGRADUATE INSTRUCTION - STATEWIDE ACADEMIC PROGRAMS  
**Contact:** Pat Haeuser, Vice President  
**Phone:** (928) 523-7777  
**Statute:** A.R.S. § 15-1601

**Mission:**

*To serve the higher educational learning needs of Yuma and the lower Colorado River Region.*

**Description:**

Subprogram 1.3 Yuma Instruction

NAU-Yuma offers a growing number of baccalaureate and masters degree programs, as well as a doctorate in Educational Leadership. Areas of study include biology, business, criminal justice, education, environmental science, nursing, psychology, sociology, social work and Spanish. In partnership with our Flagstaff campus we offer additional course options via interactive television and the web. Co-Located on the beautiful campus with Arizona Western College, NAU-Yuma is a student-oriented educational community, offering schedules designed for working students, smaller classes and individualized academic advising.

**Funding and FTE Summary:**

	(Thousands)		
	FY 2008	FY 2009	FY 2010
	Actual	Estimate	Estimate
General	1,994,500.0	2,132,500.0	2,132,500.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	532,200.0	692,400.0	707,500.0
Federal	0.0	0.0	0.0
Program	2,526,700.0	2,824,900.0	2,840,000.0
FTE	27.9	27.9	28.2

**Goal:** 1 To provide access to higher education learning experiences for Yuma Arizona students.

**Performance Measures:**

			FY 2007	FY 2008	FY 2008	FY 2009	FY 2010
			Actual	Estimate	Actual	Estimate	Estimate
ML	Budget	Type					
1	OC	Arizona residents enrolled in undergraduate programs	0	0	491	495	495
		<b>New Measure</b>					
2	OC	Bachelor degrees granted to Yuma students	0	0	132	140	140
3	OC	Undergraduate degree programs offered	0	0	16	16	17
4	OC	Graduate degree programs offered	0	0	16	16	17
5	OC	Percent of students returning to second year (first time, full time freshmen).	0	0	100	100	100
6	OC	Percent of students graduating (6-year for first time, full time freshmen.)	0	0	50	55	55
7	OC	Percent of students graduating (5 year rate for lower-division, full-time transfer students.)	0	0	77	80	80
8	OC	Percent of students graduating (4 year rate for upper division, full-time transfer students.)	0	0	70	71	71

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

**Performance Measures:**

			FY 2007	FY 2008	FY 2008	FY 2009	FY 2010
			Actual	Estimate	Actual	Estimate	Estimate
ML	Budget	Type					
1	OC	Bachelor degrees granted to statewide students	775	750	700	725	725
2	OC	Percent Hispanic graduate students enrolled	0	0	41	45	45
3	OC	Hispanic student degrees awarded at YUMA	0	0	89	95	95
4	OC	Percent increase of new first time and new transfer applications at the YUMA campus	0	0	7	8	8
5	IP	Percent of Hispanic statewide undergraduate students at the Yuma campus.	66	66	69	69	69

**SUBPROGRAM SUMMARY**

**Program:** NAA 1 . 4 UNDERGRADUATE ACADEMIC ADVISING  
**Contact:** Pat Haeuser, Vice President  
**Phone:** (928) 523-7777  
**Statute:** A.R.S. § 15-1601

**Mission:**

To  
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**Description:**

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**Goal:**

**PROGRAM SUMMARY**

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

**Mission:**

*To foster opportunities for research, scholarship, and creative activity, and to ensure accountable and increase the prominence of the system's research enterprise so that it can contribute to the knowledge economy and improve the quality of life in Arizona.*

*Program 2.0 Organized Research  
 This Program Contains the Following Sub-Programs  
 2.1 Overall Organized Research  
 2.2 Flagstaff and Statewide Organized Research  
 2.3 Yuma Research*

**Description:**

Program 2.0 Organized Research

This Program Contains the Following Sub-Programs  
 2.1 Overall Organized Research  
 2.2 Flagstaff and Statewide Organized Research  
 2.3 Yuma Research

Faculty, students, and staff at Northern Arizona University are actively engaged in their disciplines and in scholarly work, and NAU is known and recognized as the major research university producing basic and applied knowledge addressing the challenges of the interior western US. NAU graduates understand the nature of research, investigation, and original work, and are prepared to contribute such work to their communities and employers. NAU is nationally known as a center for first-rate undergraduate research and creative work.

**This Program Contains the following Subprograms:**

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

**Funding and FTE Summary:**

	(Thousands)		
	FY 2008	FY 2009	FY 2010
	Actual	Estimate	Estimate
General	3,637,400.0	3,837,300.0	3,837,300.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	10,588,200.0	11,710,100.0	11,939,200.0
Federal	14,477,400.0	14,766,900.0	15,062,200.0
Program	28,703,000.0	30,314,300.0	30,838,700.0
FTE	290.2	304.7	311.9

**SUBPROGRAM SUMMARY**

**Program:** NAA 2 . 1 OVERALL GRADUATE INSTRUCTION  
**Contact:** Pat Haeuser, Vice President  
**Phone:** (928) 523-7777  
**Statute:** A.R.S. § 15-1601

**Mission:**

*To strengthen economic development, and research.  
 2.1 OVERALL ORGANIZED 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 research. 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 increase research capabilities and performance.

**Performance Measures:**

ML	Budget	Type	FY 2007 Actual	FY 2008 Estimate	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
1	OC	Dollar amount of proposals in Millions submitted New Measure	0	0	76.2	77	77
2	OC	Dollar amount of proposals awarded in Millions New Measure	0	0	53.9	54	54
3	OC	Total research expenditures New Measure	0	0	3,382,940	3,837,300	3,837,300
4	OC	Number of invention disclosures transacted New Measure	0	0	6	6	8
5	OC	TRIF Return on Investment New Measure	0	0	5.26	4.51	5.69

**Goal:** 2 To increase the amount of external support for research.

**Performance Measures:**

ML	Budget	Type	FY 2007 Actual	FY 2008 Estimate	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
1	IP	The federal, state and private investments leveraged by Proposition 301 Funds. (in millions)	7.6 M	8 M	12.4	8.5	8.5

**SUBPROGRAM SUMMARY**

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

**Mission:**

*To advance knowledge and economic development through integrated, intentional research and scholarship on the Flagstaff campus and statewide.  
 2.2 FLAGSTAFF AND STATEWIDE ORGANIZED RESEARCH*

**Description:**

FLAGSTAFF AND STATEWIDE ORGANIZED RESEARCH

Northern Arizona University's research and creative activities result in new knowledge and innovation that  
 -strengths the outstanding education provided by the university;  
 -fosters the continued learning of faculty, staff and students;  
 -and benefits the environmental, economic, and cultural vitality of our region and society.

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.

**Funding and FTE Summary:**

	(Thousands)		
	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General	3,637,400.0	3,837,300.0	3,837,300.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	10,588,200.0	11,710,100.0	11,939,200.0
Federal	14,477,400.0	14,766,900.0	15,062,200.0
Program	28,703,000.0	30,314,300.0	30,838,700.0
FTE	290.2	304.7	311.9

**Goal:** 1 To offer graduate programs contributing to research and innovation in Arizona

**Performance Measures:**

			FY 2007 Actual	FY 2008 Estimate	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
<b>ML Budget Type</b>							
1	IP	Graduate students enrolled in Flagstaff's Master's level programs	2,039	2,040	1,734	1,800	1,800
2	IP	Graduate students enrolled in Flagstaff's Doctoral level programs	376	375	383	390	390
3	IP	Graduate degrees granted to Flagstaff students.	479	480	490	500	500

**Goal:** 2 To offer graduate programs which meet needs for graduate level instruction, such as teacher education or advanced professional training.

**Performance Measures:**

			FY 2007 Actual	FY 2008 Estimate	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
<b>ML Budget Type</b>							
1	IP	Graduate students enrolled in statewide Master's level programs	5,919	6,000	6,123	6,130	6,130
2	IP	Graduate students enrolled in statewide Doctoral level programs.	130	130	126	130	130

**SUBPROGRAM SUMMARY**

**Program:** NAA 2 . 3 GRADUATE INSTRUCTION - STATEWIDE ACADEMIC PROGRAMS  
**Contact:** Pat Haeuser, Vice President  
**Phone:** (928) 523-7777  
**Statute:** A.R.S. § 15-1601

**Mission:**

*To advance knowledge through integrated, intentional research and scholarship at NAU-Yuma.  
 2.3 YUMA ORGANIZED RESEARCH*

**Description:**

NAU-Yuma, an Hispanic-Serving Institution, is committed to developing resources related to its mission to provide baccalaureate and graduate programming for Yuma students, and growing knowledge that contributes to the growth and development of Yuma students and the southwestern Arizona economy and quality of life.

**Goal:** 1 To offer graduate programs which meet needs for graduate level instruction, and expand integrated, intentional research and scholarship.

**Performance Measures:**

			FY 2007 Actual	FY 2008 Estimate	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
<b>ML Budget Type</b>							
1	OC	Yuma Graduate students enrolled in Master's level programs New Measure	0	0	392	395	395
2	OC	Yuma Graduate students enrolled in Doctoral level programs New Measure	0	0	9	9	9

**SUBPROGRAM SUMMARY**

**Program:** NAA 2 . 4 GRADUATE ACADEMIC ADVISING  
**Contact:** Pat Haeuser, Vice President  
**Phone:** (928) 523-7777  
**Statute:** A.R.S. § 15-1601

**Mission:**

*To*  
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**Description:**

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**Goal:**

**PROGRAM SUMMARY**

**Program:** NAA 3 . 0 STUDENT SUPPORT  
**Contact:** Pat Haeuser, Vice President  
**Phone:** (928) 523-7777  
**Statute:** A.R.S. § 15-1601

**Mission:**

*To create a culture of inclusion that contributes to a rich learning experience and helps prepare students for a engaged social responsiveness in a global environment.*  
 Student Services

**Description:**

Program 3.0 Student Services

This Program Contains ...

- Program 3.0 Student Services
- 3.1 Overall Student Services
- 3.2 Flagstaff and Statewide Student Services
- 3.3 Yuma Student Services
- Sections 3.4 and 3.5 are now Blank

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.

**This Program Contains the following Subprograms:**

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

**Funding and FTE Summary:**

	(Thousands)		
	FY 2008	FY 2009	FY 2010
	Actual	Estimate	Estimate
General	16,691,400.0	17,833,400.0	17,903,900.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	21,802,900.0	24,113,100.0	24,584,900.0
Federal	17,085,700.0	17,427,400.0	17,775,900.0
Program	55,580,000.0	59,373,900.0	60,264,700.0
FTE	414.6	445.0	454.1

**SUBPROGRAM SUMMARY**

**Program:** NAA 3 . 1 OVERALL STUDENT SUPPORT  
**Contact:** Pat Haeuser, Vice President  
**Phone:** (928) 523-7777  
**Statute:** A.R.S. § 15-1601

**Mission:**

*To recruit and retain students through graduation.  
 3.1 Subprogram 3.1 Overall Student Services*

**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 and graduate 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.

**Goal:** 1 To meet admissions and registration processing demands.

**Performance Measures:**

			FY 2007 Actual	FY 2008 Estimate	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
	<b>ML</b>	<b>Budget Type</b>					<b>Estimate</b>
1	IP	Undergraduate students admitted	13,441	13,000	18,618	18,000	19,000
2	IP	Graduate students admitted	5,385	5,300	5,125	5,300	5,300

**Goal:** 2 To assist students in the transitions associated with the university experience by providing orientation activities.

**Performance Measures:**

			FY 2007 Actual	FY 2008 Estimate	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
	<b>ML</b>	<b>Budget Type</b>					<b>Estimate</b>
1	IP	Orientation participants Transfer students	772	775	857	875	875
2	OC	Orientation participants Freshmen students	0	0	3,457	3,750	3,750
3	OC	Orientation for New Graduate Students	0	0	400	400	400
		New Measure					

**SUBPROGRAM SUMMARY**

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

**Mission:**

*To recruit and retain students and provide services leading to student success.  
 3.2 FLAGSTAFF & STATEWIDE STUDENT SERVICES*

**Description:**

A variety of innovative programs have been designed to attract students and help them persist at NAU-Flagstaff. Residence Life and Dining Services collaborated to streamline business processes by combining housing and dining contracts. Enrollment services provided campus visits for 3,908 students and guests; hosted 32 senior information sessions and high school guidance counselor workshops and 31 yield events in expanded primary and secondary markets in- and out-of-state; visited 195 high schools and community colleges; processed 12,395 applications; and hosted 17 on-campus Open Houses with 3,138 students and guests attending. Student Support Services provided 1,130 hours of tutoring, 540 hours of math lab assistance, 65 hours of Supplemental Instruction, and 44 hours of study skills instruction. Unions and Student Activities renovated space within the University Union to add a game room featuring billiards, video games and satellite television. Campus Recreation Services strengthened partnerships with academic departments to add new programs, enhance existing programs, and increase opportunities for student participation.

Students studying in statewide programs also have access to a broad array of student services. Many services are delivered on line, such as reviewing the university catalogs, buying books, planning a career, viewing degree progress, or improving study skills through tutoring and tips. Statewide also offers in-person service, and local NAU campus staff are trained to help students get the support and access needed.

**Funding and FTE Summary:**

	(Thousands)		
	FY 2008	FY 2009	FY 2010
	Actual	Estimate	Estimate
General	16,477,400.0	17,647,100.0	17,717,600.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	21,802,900.0	24,113,100.0	24,584,900.0
Federal	17,085,700.0	17,427,400.0	17,775,900.0
Program	55,366,000.0	59,187,600.0	60,078,400.0
FTE	410.7	441.0	450.1

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

**Performance Measures:**

			FY 2007	FY 2008	FY 2008	FY 2009	FY 2010
			Actual	Estimate	Actual	Estimate	Estimate
1	OP	Percent of new first time, full time students living in residence halls.	89	85	89	85	85
2	OP	Percent of new freshmen utilizing one of the Learning Assistance (tutoring) Centers one or more times	36	35	43	35	35
3	OP	Total number of students who were housed by Residence Life	6,775	6,000	6,810	6,500	6,500
4	OP	Total number of students utilizing the Learning Assistance (tutoring) Center	2,915	2,100	3,776	3,500	3,500
5	OP	Percent of new first time, full time students who live in Freshmen Connections housing.	81	80	82	82	82

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

**Performance Measures:**

			FY 2007	FY 2008	FY 2008	FY 2009	FY 2010
			Actual	Estimate	Actual	Estimate	Estimate
1	OP	Total use/participation: Recreation Center visits	205,598	207,000	205,456	207,000	207,000
2	OP	Students use/participation: Fronkse Health Center visits	47,102	49,500	49,000	50,000	50,000
3	OP	Students use/participation: Wall Aquatic Center	36,893	37,500	37,500	38,390	37,500
4	OP	Students use/participation: Counseling Center visits	4,880	4,500	4,592	4,700	5,000
5	OP	Students use/participation: Outdoor recreation	4,283	4,300	4,279	4,300	4,300
6	OP	Students use/participation: Intramural participants	2,334	2,350	2,273	2,350	2,300
7	OP	Students use/participation: Multicultural Student Center participants	5,607	5,800	6,000	6,000	6,000
8	OP	Number of Student Life registered organizations.	123	125	187	175	175
9	OP	Total use of computer lab in Multicultural Student Center (MSC)	13,673	13,800	10,800	14,000	14,000

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

**Performance Measures:**

			FY 2007	FY 2008	FY 2008	FY 2009	FY 2010
			Actual	Estimate	Actual	Estimate	Estimate
1	OP	Students receiving financial aid by categories: Scholarships	4,663	4,600	4,679	4,700	4,700
2	OP	Students receiving financial aid by categories: Waivers	784	800	827	830	830
3	OP	Students receiving financial aid by categories: Grants	3,919	4,000	4,225	4,200	4,200
4	OP	Students receiving financial aid by categories: Employment	3,149	3,100	3,247	3,200	3,200
5	OP	Students receiving financial aid by categories: Loans	5,881	6,000	6,192	6,200	6,200

**Goal:** 4 To support Statewide student learning by providing financial support services to qualified students within the specific limitations of the financial aid system.

**Performance Measures:**

			FY 2007	FY 2008	FY 2008	FY 2009	FY 2010
			Actual	Estimate	Actual	Estimate	Estimate

			FY 2007 Actual	FY 2008 Estimate	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
1	ML Budget Type	OP Students receiving financial aid by categories: Scholarships	411	450	321	320	320
		Beginning FY 05, merit based tuition only awards are counted as					
2	OP	Students receiving financial aid by categories: Waivers	178	200	164	165	165
3	OP	Students receiving financial aid by categories: Grants	1,685	1,700	1,474	1,500	1,500
4	OP	Students receiving financial aid by categories: Employment	50	55	24	25	25
5	OP	Students receiving financial aid by categories: Loans	1,997	2,000	1,863	1,900	1,900

**SUBPROGRAM SUMMARY**

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

**Mission:**

*To recruit and retain students and provide services leading to student success.*

3.3 YUMA

YUMA STUDENT SERVICES

**Description:**

NAU-Yuma is highly student centered and works with students to help them achieve educational and career goals. Student services staff are committed to making the learning experience easy to access and successful.

**Funding and FTE Summary:**

	(Thousands)		
	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General	214,000.0	186,300.0	186,300.0
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	214,000.0	186,300.0	186,300.0
FTE	3.9	4.0	4.0

**Goal:** 1 To support NAU-Yuma student learning by providing financial support services to qualified students.

**Performance Measures:**

			FY 2007 Actual	FY 2008 Estimate	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
1	ML Budget Type	OC Students receiving financial aid by categories: Scholarships	0	0	101	100	100
		New Measure					
2	OC	Students receiving financial aid by categories: Waivers New Measures	0	0	8	20	20
3	OC	Students receiving financial aid by categories: Grants New Measure	0	0	285	300	300
4	OC	Students receiving financial aid by categories: Employment New Measure	0	0	19	20	20
5	OC	Students receiving financial aid by categories: Loans New Measure	0	0	244	250	250

SUBPROGRAM SUMMARY

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

**Mission:**

To  
BLANK SECTION

**Goal:**

SUBPROGRAM SUMMARY

**Program:** NAA 3 . 5 ATHLETICS  
**Contact:** Pat Haeuser, Vice President  
**Phone:** (928) 523-7777  
**Statute:** A.R.S. § 15-1601

**Mission:**

To  
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**Description:**  
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**Goal:**

PROGRAM SUMMARY

**Program:** NAA 4 . 0 ACADEMIC SUPPORT SERVICES  
**Contact:** Pat Haeuser, Vice President  
**Phone:** (928) 523-7777  
**Statute:** A.R.S. § 15-1601

**Mission:**

*To support quality student learning and to foster excellence in educational practices.*

**Description:**

This program contains the following subprograms:

- Program 4.0 Academic Support
- 4.1 Overall Academic Support
- 4.2 Flagstaff and Statewide Academic Support
- 4.3 Yuma Academic Support
- 4.4 is now blank

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 functions such as: (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 Subprograms:**

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

**Funding and FTE Summary:**

	(Thousands)		
	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General	20,100,300.0	20,297,400.0	22,586,500.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	14,418,000.0	15,945,700.0	16,257,800.0
Federal	74,300.0	75,800.0	77,300.0
Program	34,592,600.0	36,318,900.0	38,921,600.0
FTE	333.9	354.5	378.8

**SUBPROGRAM SUMMARY**

**Program:** NAA 4 . 1 LIBRARY  
**Contact:** Pat Haeuser, Vice President  
**Phone:** (928) 523-7777  
**Statute:** 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.*

4.1  
 ITS (OVERALL ACADEMIC SUPPORT)

**Description:**

4.1 (OVERALL ACADEMIC SUPPORT)

Academic support services support the educational and research goals of Northern Arizona University and its constituents. Academic support services include advising, academic assessment, e-learning, the graduate college infrastructure, the Cline Library, the information technology infrastructure environment, and many other services that support the instructional mission.

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

<b>Performance Measures:</b>			FY 2007	FY 2008	FY 2008	FY 2009	FY 2010
			Actual	Estimate	Actual	Estimate	Estimate
<b>ML Budget Type</b>							
1	OP	Total student's personal computer registrations	8,954	9,500	13,620	15,500	17,500
2	OP	Academic Computing Help Desk total phone calls.	28,221	29,000	30,829	32,800	35,000
3	OP	Academic Computing Help desk in-person visits.	3,197	3,250	2,689	3,000	3,500
4	OP	Total Mountain Campus central computer lab logins.	218,094	220,000	212,703	212,703	212,703
5	OP	Total Course Management disk space, (in gigabytes).	401 Gb	580 Gb	820 Gb	1,350 Gb	1,780 Gb

**Goal:** 2 To ensure faculty expertise and institutional support for technology.

<b>Performance Measures:</b>			FY 2007	FY 2008	FY 2008	FY 2009	FY 2010
			Actual	Estimate	Actual	Estimate	Estimate
<b>ML Budget Type</b>							
1	IP	Grants awarded for instruction.	67	70	71	70	70
2	IP	Value of grants awarded for instruction (in millions).	6.2	6.5	10	6.5	6.5

**Goal:** 3 To provide opportunities for faculty growth and professional development.

<b>Performance Measures:</b>			FY 2007	FY 2008	FY 2008	FY 2009	FY 2010
			Actual	Estimate	Actual	Estimate	Estimate
<b>ML Budget Type</b>							
1	OP	Number of semester sabbaticals	28	21	23	24	24
2	OP	Number of full year sabbaticals (fiscal)	22	21	25	23	23
3	OP	Financial support for semester sabbaticals (in thousands of dollars)	1043.9	772.7	867.4	925	925

**SUBPROGRAM SUMMARY**

**Program:** NAA 4 . 2 ACADEMIC COMPUTING  
**Contact:** Pat Haeuser, Vice President  
**Phone:** (928) 523-7777  
**Statute:** A.R.S. § 15-1601

**Mission:**

*To offer exemplary academic support services to the Flagstaff campus and statewide communities.*  
 4.2

**Description:**

Library (FLAGSTAFF AND STATEWIDE ACADEMIC SUPPORT)

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 support for Flagstaff students and students throughout the state

**Funding and FTE Summary:**

	(Thousands)		
	FY 2008	FY 2009	FY 2010
	Actual	Estimate	Estimate
General	19,455,100.0	19,622,700.0	21,911,800.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	14,418,000.0	15,945,700.0	16,257,800.0
Federal	74,300.0	75,800.0	77,300.0
Program	33,947,400.0	35,644,200.0	38,246,900.0
FTE	331.1	351.5	375.8

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

**Performance Measures:**

			FY 2007	FY 2008	FY 2008	FY 2009	FY 2010
			Actual	Estimate	Actual	Estimate	Estimate
ML	Budget	Type					
1	IP	Number of Library hours per week	97	97	93.5	93.5	93.5
2	IP	Number of users in the library	768,345	750,000	780,000	780,000	780,000
3	IP	Number of hours students utilize collaborative work (group study) room	12,486	13,000	12,401	12,700	12,900
4	IP	Number of campus network logins from the library's public computers	465,552	550,000	581,135	600,000	620,000
5	IP	Number of accesses to the library's web site	1,271,492	1,270,000	995,9760	980,000	970,000
6	IP	Number of accesses to the library's licensed online resources	279,720	260,000	293,028	285,000	270,000
7	IP	Number of electronic journal titles available	34,194	38,000	43,560	46,000	48,000
8	IP	Number of accesses to electronic books	12655	12,000	16,971	18,000	20,000
9	IP	Number of Ask-a-Librarian email transactions	2,506	2,600	1,544	2,553	2,059
10	IP	Average turnaround time for Ask-a-Librarian email transactions	3.3 hours	3 hours	4 hours	3.15 hours	3.5 hours
11	IP	Number of courses supported with electronic reserve services	802	750	525	500	475
12	IP	Average turnaround time in making electronic reserves readings available for courses	72 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	43,386	44,000	34,268	35,000	36,500
14	IP	Average turnaround time for items provided for NAU students, faculty and staff via Document Delivery Services	5.5 days	5.5 days	5.5 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 Archives.

**Performance Measures:**

			FY 2007	FY 2008	FY 2008	FY 2009	FY 2010
			Actual	Estimate	Actual	Estimate	Estimate
ML	Budget	Type					
1	IP	Number of items available to end users in the Colorado Plateau Digital Archives *Number of digital objects unmasked and available to the end user, does not include digitized – but masked	72,856	76,000	*64,253	70,000	75,000

			FY 2007 Actual	FY 2008 Estimate	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate Estimate
ML Budget Type		items.					
2	IP	Number of accesses to the Digital Archives (in millions)	2.2	2	2	2	2
3	IP	Number of courses and research initiatives supported by digital archival materials	115	110	115	120	125
4	IP	Average turnaround time for user orders for material from Digital Archives	72 hours	72 hours	72	72 hours	72 hours

**Goal:** 3 To improve statewide access to network services, general computing resources, and instructional technology for NAU faculty and students.

**Performance Measures:**

			FY 2007 Actual	FY 2008 Estimate	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate Estimate
ML Budget Type							
1	OP	Remote teaching sites with network access	35	35	35	35	35
2	OP	IITV sites Statewide Connection Affiliates	4	4	4	4	4
3	OP	IITV sites Statewide Classrooms	33	33	33	33	33

**SUBPROGRAM SUMMARY**

**Program:** NAA 4 . 3 STATEWIDE ACADEMIC PROGRAMS  
**Contact:** Pat Haeuser, Vice President  
**Phone:** (928) 523-7777  
**Statute:** A.R.S. § 15-1601

**Mission:**

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

**Description:**

(YUMA ACADEMIC SUPPORT)

NAU – Yuma, a branch campus of Northern Arizona University, has been serving the southwestern Arizona and southeastern California communities since 1988. NAUYuma's partnerships with Arizona Western College (Yuma and La Paz Counties) and Imperial Valley College (Imperial County) provide students an innovative, direct path to complete four-year programs. NAU-Yuma was recently designated a Hispanic-Serving Institution by the U.S. Department of Education.

**Funding and FTE Summary:**

	(Thousands)		
	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General	645,200.0	674,700.0	674,700.0
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	645,200.0	674,700.0	674,700.0
FTE	2.8	3.0	3.0

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

**Performance Measures:**

			FY 2007 Actual	FY 2008 Estimate	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate Estimate
ML Budget Type							
1	OC	Computer lab internet hookups	0	0	160	165	165
2	OC	NAU-YUMA and AWC academic libraries	0	0	1	1	1

**SUBPROGRAM SUMMARY**

**Program:** NAA 4 . 4 INSTRUCTIONAL SUPPORT  
**Contact:** Pat Haeuser, Vice President  
**Phone:** (928) 523-7777  
**Statute:** A.R.S. § 15-1601

**Mission:**

*To This SECTION BLANK*

**Description:**

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**Goal:**

**PROGRAM SUMMARY**

**Program:** NAA 5 . 0 RESEARCH AND PUBLIC SERVICE  
**Contact:** Pat Haeuser, Vice President  
**Phone:** (928) 523-7777  
**Statute:** A.R.S. § 15-1601

**Mission:**

*To elevate the environmental, economic, social, and cultural vitality of our communities through collaborative stewardship of place.*

**Description:**

This program contains the following subprograms:

- Program 5.0 Public Service
- 5.1 Overall Public Service
- 5.2 Flagstaff and Statewide Public Service
- 5.3 Yuma Public Service

Northern Arizona University engages in a significant level of applied research and public service focused on the peoples and areas served. Examples of public service programs include the Arizona K-12 Center, KNAU-FM radio, the Institute for Human Development, the Institute for Future Workforce Development, the Institute for Tribal Environmental Professionals, the Institute for Native Americans, the Art Gallery, and other programs benefiting Arizona.

**This Program Contains the following Subprograms:**

- Research
- Public Service
- Economic Development

**Funding and FTE Summary:**

	(Thousands)		
	FY 2008	FY 2009	FY 2010
	Actual	Estimate	Estimate
General	2,433,900.0	4,447,700.0	4,447,700.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	14,491,200.0	16,026,600.0	16,340,200.0
Federal	10,614,100.0	10,826,400.0	11,042,900.0
Program	27,539,200.0	31,300,700.0	31,830,800.0
FTE	236.3	251.9	258.8

**SUBPROGRAM SUMMARY**

**Program:** NAA 5 . 1 RESEARCH  
**Contact:** Pat Haeuser, Vice President  
**Phone:** (928) 523-7777  
**Statute:** A.R.S. § 15-1601

**Mission:**

*To engage with partners to address regional economic entrepreneurship, environmental stewardship, urban-rural social well-being, cultural understanding, and Native American priorities.*  
 5.1

**Description:**

RESEARCH (OVERALL PUBLIC SERVICE)

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. 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. 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.

**Goal:** 1 To further the environmental, economic, social, and cultural vitality of our communities through collaborative stewardship of place.

**Performance Measures:**

			FY 2007 Actual	FY 2008 Estimate	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
ML	Budget	Type					Estimate
1	OC	Total Public Service Expenditures (in Millions.) New Measure	0	0	2.4	4.4	4.4
2	OC	High demand Degrees, nursing, STEM degrees. New Measure	0	0	448	500	500

**Goal:** 2 To strengthen fund raising efforts directed at university alumni through communications and volunteer opportunities.

**Performance Measures:**

			FY 2007 Actual	FY 2008 Estimate	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
ML	Budget	Type					Estimate
1	IP	Number of LouieNews participants.	13,283	16,600	12,019	13,500	13,500
2	IP	Number of volunteer hours.	299	329	324	325	325

**SUBPROGRAM SUMMARY**

**Program:** NAA 5 . 2 PUBLIC SERVICE  
**Contact:** Pat Haeuser, Vice President  
**Phone:** (928) 523-7777  
**Statute:** A.R.S. § 15-1601

**Mission:**

*To support innovation, stewardship, and engagement in our communities and to use the university's abundant cultural and artistic resources to enhance our engagement with the community and the world.*  
 5.2

**Description:**

PUBLIC SERVICE (FLAGSTAFF AND STATEWIDE PUBLIC SERVICE)

Northern Arizona University promotes scholarship that increases engagement with local communities and addresses key global challenges and partner with individuals, institutions, and communities to advance renewable resources and sustainable practices. Northern Arizona University also 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 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General	2,433,900.0	4,447,700.0	4,447,700.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	14,491,200.0	16,026,600.0	16,340,200.0
Federal	10,614,100.0	10,826,400.0	11,042,900.0
Program	27,539,200.0	31,300,700.0	31,830,800.0
FTE	236.3	251.9	258.8

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

**Performance Measures:**

			FY 2007 Actual	FY 2008 Estimate	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
<b>ML Budget Type</b>							
1	OP	Department of Theater season performances.	30	32	42	42	42
2	OP	Music concerts scheduled.	48	35	34	35	35

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

**Performance Measures:**

			FY 2007 Actual	FY 2008 Estimate	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
<b>ML Budget Type</b>							
1	OP	Participants: Institute for Future Workforce Development	34,500	30,000	33,000	30,000	30,000
2	OP	Participants: Speech/Language/Audiology Clinic	2,700	2,700	2,700	2,700	2,700
3	OP	Presentations given by the NAU police	60	80	73	75	80

**SUBPROGRAM SUMMARY**

**Program:** NAA 5 . 3 ECONOMIC DEVELOPMENT  
**Contact:** Pat Haeuser, Vice President  
**Phone:** (928) 523-7777  
**Statute:** A.R.S. § 15-1601

**Mission:**

*To develop structures and practices that promote ties between NAU-Yuma and local business, industry, and cultural connections.  
 5.3 YUMA*

**Description:**

ECONOMIC DEVELOPMENT (YUMA PUBLIC SERVICE)

NAU-Yuma is highly engaged in the community. They are continually developing undergraduate research projects that address issues relative to the region, as well as internships and service learning opportunities with local companies and agencies. NAU-Yuma works in collaboration with other institutions of higher education and the community to ensure that workforce and civic educational needs of the community are met.

**Goal:** 1 To increase the workforce development with local business and NAU-YUMA.

**Performance Measures:**

			FY 2007 Actual	FY 2008 Estimate	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
<b>ML Budget Type</b>							
1	OC	Town Hall Economic series Meetings held in Yuma	0	0	1	2	2
2	OC	Number of programs offered	0	0	16	16	16
3	OC	Number of Arizona Western transfer students who attend NAU	0	0	311	325	325

**PROGRAM SUMMARY**

**Program:** NAA 6 . 0 INSTITUTIONAL ADVANCEMENT  
**Contact:** Pat Haeuser, Vice President  
**Phone:** (928) 523-7777  
**Statute:** A.R.S. § 15-1601

**Mission:**

*To continuously improve institutional effectiveness and organizational performance.*

**Description:**

INSTITUTIONAL ADVANCEMENT (INSTITUTIONAL SUPPORT)

Program 6.0 Institutional Support

6.1 Overall Institutional Support

6.2 Flagstaff and Statewide Institutional Support

6.3 Yuma Institutional Support IS BLANK DUE TO NOT BEING ABLE TO ADD A SUB-PROGRAM

**DATA SHOULD SAY:**

Mission: To maximize faculty and staff commitment through workforce practices and services that contribute to the long-term viability of the university and to

advance NAU's mission by anticipating and providing exceptional services to the Yuma community

Description: 6.3 NAU-Yuma Institutional Support

NAU-Yuma is in the early stages of development as a branch campus of Northern Arizona University. In the past, institutional support functions for NAU-Yuma

were handled by the central Northern Arizona University offices. These functions will evolve at NAU-Yuma during the next two years.

Goal1 To enhance the safety and the learning/working environment

Measure 1 NAU-Yuma FTE positions FY2008-29.11 FY2009 30.00 FY 2010 30.0

Measure 2 NAU-Yuma Operations Expenditures FY2008 441.5 FY2009 445.5 FY 2010 445.5

NAU works to provide accountability for institutional performance through development of sensible and meaningful measurements, best practices, and goals, to strengthen budgetary and financial performance to achieve financial accountability and transparency, and to reward progress toward university goals and priorities.

**This Program Contains the following Subprograms:**

Developmental Activities

Alumni Relations

**Funding and FTE Summary:**

	(Thousands)		
	FY 2008	FY 2009	FY 2010
	Actual	Estimate	Estimate
General	51,181,800.0	51,793,000.0	51,793,000.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	29,288,400.0	32,391,700.0	33,025,500.0
Federal	8,300.0	8,500.0	8,700.0
Program	80,478,500.0	84,193,200.0	84,827,200.0
FTE	653.8	690.3	700.1

**SUBPROGRAM SUMMARY**

**Program:** NAA 6 . 1 DEVELOPMENTAL ACTIVITIES  
**Contact:** Pat Haeuser, Vice President  
**Phone:** (928) 523-7777  
**Statute:** A.R.S. § 15-1601

**Mission:**

*To ensure financial stability and growth.*

6.1

**Description:**

DEVELOPMENTAL ACTIVITIES (OVERALL INSTITUTIONAL SUPPORT)

NAU works to provide accountability for institutional performance through development of sensible and meaningful measurements, best practices, and goals, to strengthen budgetary and financial performance to achieve financial accountability and transparency, and to reward progress toward university goals and priorities.

**Goal:** 1 To optimize use of financial resources through sound financial management practices.

**Performance Measures:**

ML	Budget	Type		FY 2007 Actual	FY 2008 Estimate	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate Estimate
1	EF	Financial ratios: State Appropriations/ Total Educational and General Expenditures (in percent)		42.75	43.18	45.11	45.56	46.01
2	EF	Financial ratios: Tuition and Fees/ Total Educational and General Expenditures (in percent)		35.64	36.35	36.06	36.78	37.51
3	EF	Financial ratios: Total debt service/ unrestricted current fund expenditures and mandatory transfers (in percent)		5.47	8.20	7.3	6.09	6.44
4	EF	Financial ratios: Available Assets/ General Liabilities (in percent)		2.98	3.10	2.86	2.97	3.09
5	EF	Institutional Operations as a percent of State Operating Budget for NAU		17.91	18.51	19.80	19.56	18.94
6	EF	General oversight as a percent of state Operating Budget for NAU		.84	.95	.80	.99	.95
7	EF	Administration as a percent of total cost		2.46	2.34	2.09	2.22	2.10
8	QL	Percent of agency staff turnover		15	14	15	15	15

**Goal:** 2 To cultivate a culture of philanthropy among faculty, staff, students, parents, and alumni To increase NAU's financial resources through private giving.

**Performance Measures:**

ML	Budget	Type		FY 2007 Actual	FY 2008 Estimate	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate Estimate
1	IP	Alumni donors		4,589	5,420	5,066	6,000	6,664
2	IP	Faculty and staff donors		633	666	464	500	735
3	IP	Parent donors		1,268	2,179	1,487	1,600	2,516
4	IP	Other organizations donating to NAU		856	870	948	925	925
5	IP	Other individuals.		6,952	7,647	7,592	7,575	8,832
6	IP	Contributions by individuals (in thousands)		7,500	8,625	8,826	8,850	10,413
7	IP	Contributions organizations (in thousands)		3,400	3,910	2,274	3,000	4,721
8	IP	Total giving (in thousands)		10,900	12,500	11,1100	14,370	15,093

**SUBPROGRAM SUMMARY**

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

**Mission:**

*To maximize faculty and staff commitment through workforce practices and services that contribute to the long-term viability of the university and to advance*

*NAU's mission by anticipating and providing exceptional services to the Flagstaff campus and statewide communities.*

*6.2 AND 6.3 (YUMA) SHOULD BE HERE, BUT CAN'T ADD IN A SUB PROGRAM.*

**Description:**

Institutional Support services include the Affirmative Action Office, Capital Assets, the Comptroller's office, Human Resources, and many other offices committed to ensuring the university functions effectively and efficiently.

**Funding and FTE Summary:**

	(Thousands)		
	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General	51,181,800.0	51,793,000.0	51,793,000.0
Other Appropriated	0.0	0.0	0.0
Other Non Appropriated	29,288,400.0	32,391,700.0	33,025,500.0
Federal	8,300.0	8,500.0	8,700.0
Program	80,478,500.0	84,193,200.0	84,827,200.0
FTE	653.8	690.3	700.1

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

**Performance Measures:**

			FY 2007 Actual	FY 2008 Estimate	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate Estimate
1	ML Budget Type	OP NAU numbers of: Affirmative Action formal and informal complaints, consultations and ADA issues contacts.	2,615	2,640	2,610	2,610	2,630
2		OP People served by the Office of Employee Assistance and Wellness	4,432	3,422	4,557	4,396	4,396
3		OP Programs offered by the Office of Employee Assistance and Wellness	81	75	68	62	62
4		OP Internal audits conducted	5	12	7	9	9

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

**Performance Measures:**

			FY 2007 Actual	FY 2008 Estimate	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate Estimate
1	ML Budget Type	OP State appropriations for building renewal (in millions.)	9.2	9.8	0	10.4	12.4
2		OP Operation and maintenance of plant, (in millions.)	16.3	16	17.4	17.1	17.1

**PROGRAM SUMMARY**

**Program:** NAA 7 . 0 INSTITUTIONAL OPERATIONS  
**Contact:** Pat Haeuser, Vice President  
**Phone:** (928) 523-7777  
**Statute:** A.R.S. § 15-1601

**Mission:**

To This section blank, all items moved

**Description:**

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**This Program Contains the following Subprograms:**

- Facilities Development and Management
- Resource Management
- General Oversight

**SUBPROGRAM SUMMARY**

**Program:** NAA 7 . 1 FACILITIES DEVELOPMENT AND MANAGEMENT  
**Contact:** Pat Haeuser, Vice President  
**Phone:** (928) 523-7777  
**Statute:** A.R.S. § 15-1601

**Mission:**

To This section blank, all items moved

**Description:**

BLANK

**Goal:**

SUBPROGRAM SUMMARY

**Program:** NAA 7 . 2 RESOURCE MANAGEMENT  
**Contact:** Pat Haeuser, Vice President  
**Phone:** (928) 523-7777  
**Statute:** A.R.S. § 15-1601

**Mission:**

*To This section blank, all items moved*

**Description:**  
BLANK

**Goal:**

SUBPROGRAM SUMMARY

**Program:** NAA 7 . 3 GENERAL OVERSIGHT  
**Contact:** Pat Haeuser, Vice President  
**Phone:** (928) 523-7777  
**Statute:** A.R.S. § 15-1601

**Mission:**

*To This section blank, all items moved.*

**Description:**  
BLANK

**Goal:**