

Leadership Retreat



President **Rita Hartung Cheng**
February 6, 2017

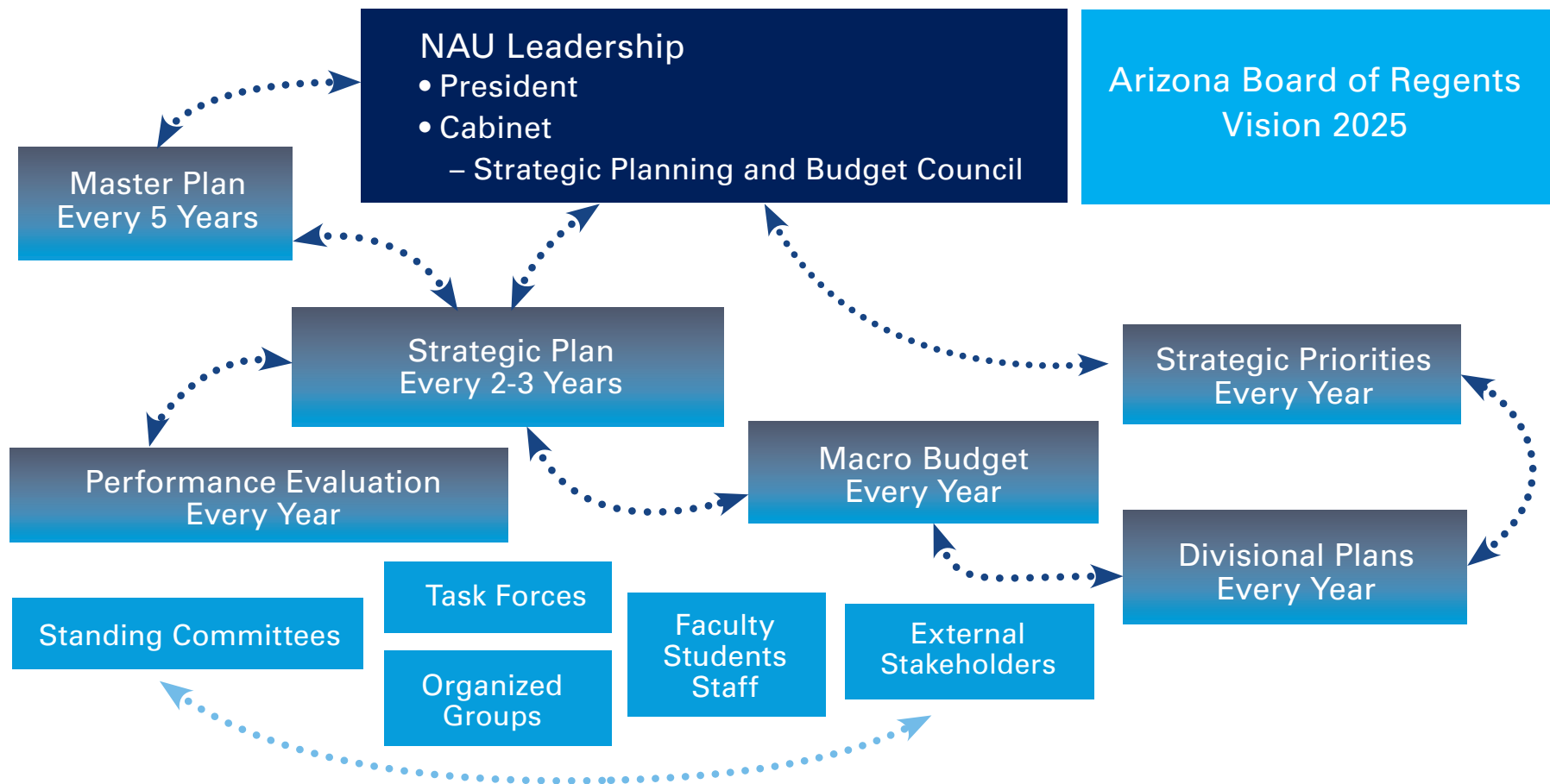
**NORTHERN
ARIZONA**
UNIVERSITY





STRATEGIC PLANNING

Office of the Governor
Office of Strategic Planning and Budgeting
Joint Legislative Budget Committee



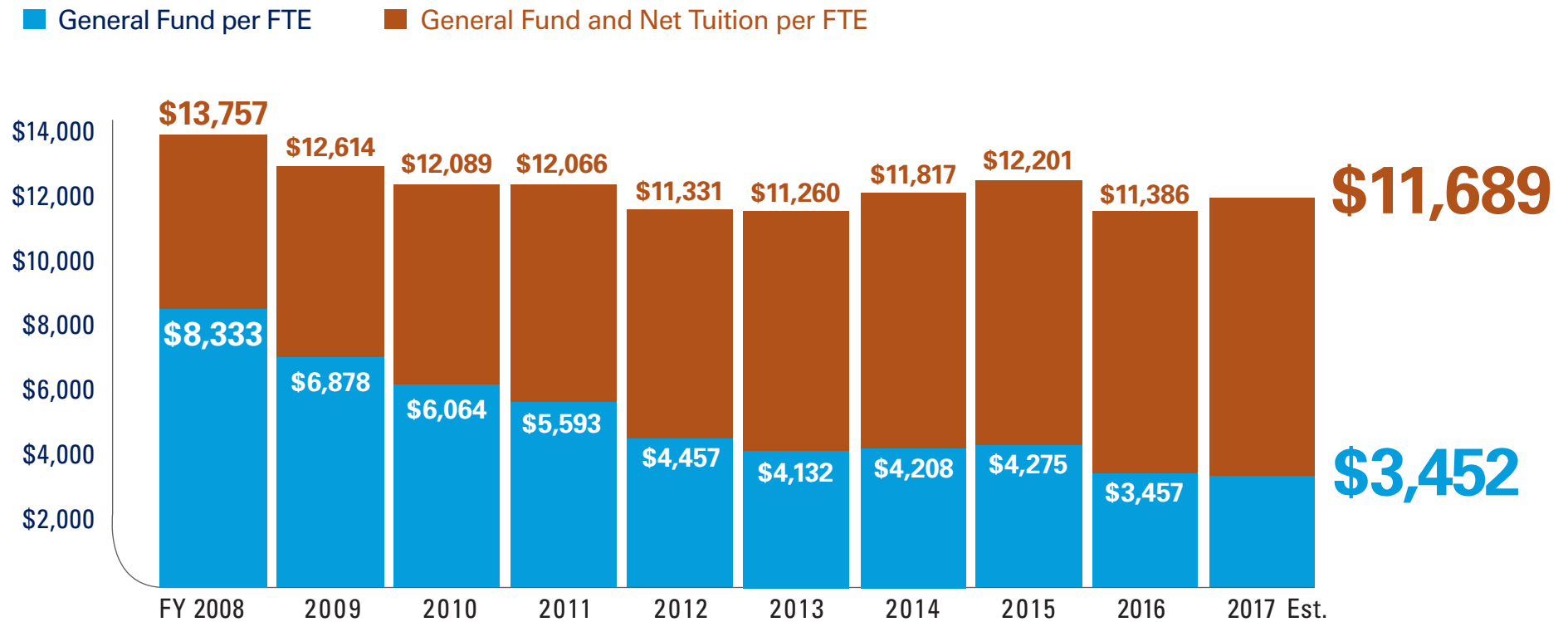
LEADERSHIP DAY 2016: LOOK BACK AT COMMENTS



2017 HIGHER EDUCATION POLICY ISSUES

- 
- 1. Higher Education Funding/Resident Student State Funding Model**
 - 2. Affordability and Access**
 - 3. Economic and Workforce Development—Building a Skilled Workforce to Revitalize State Economies**
 - 4. Institutional Productivity and Student Success**
 - 5. Federal Policy Implementation**

NET TUITION/FEE AND STATE APPROPRIATION REVENUE



FY18 BUDGET REQUEST

Budget Request Priorities

- ▶ Enrollment growth support
- ▶ Recruitment + retention
- ▶ Faculty + staff
- ▶ Maintaining viability of the Pledge Program
- ▶ Infrastructure needs

\$4.2 million

Resident FTE Growth

\$15.7 million

1/3 of Total Gap to Reach 50 % Resident FTE Funding Level

\$19.9 million

Overall Base Increase

PLUS

\$5.7 million

One-time Capital

FY 2018 GOVERNOR'S BUDGET RECOMMENDATION

\$3.2 million	FY 2018 One-time Funding
(\$4 million)	Remove FY 2017 One-time Funding
\$1.6 million	Research Infrastructure/Debt Payments
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\$0.8 million	Net Increase

Sales Tax/TPT Infrastructure

\$30.3 million - State Revenue:
Capital Bonding Authority

\$6.5 million - Local Revenue: *Operations*

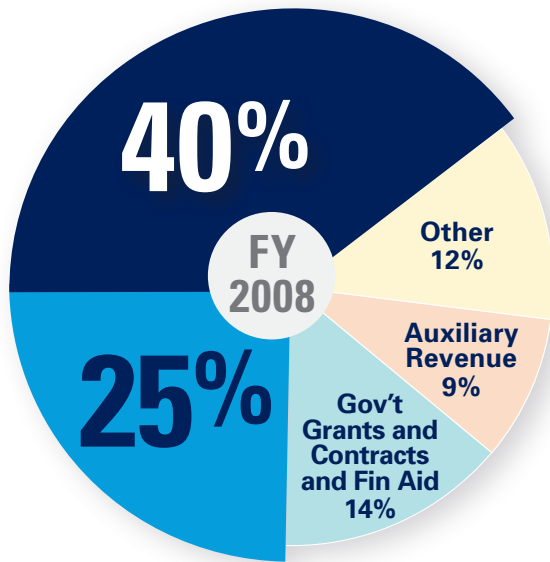
\$36.9 million

Infrastructure

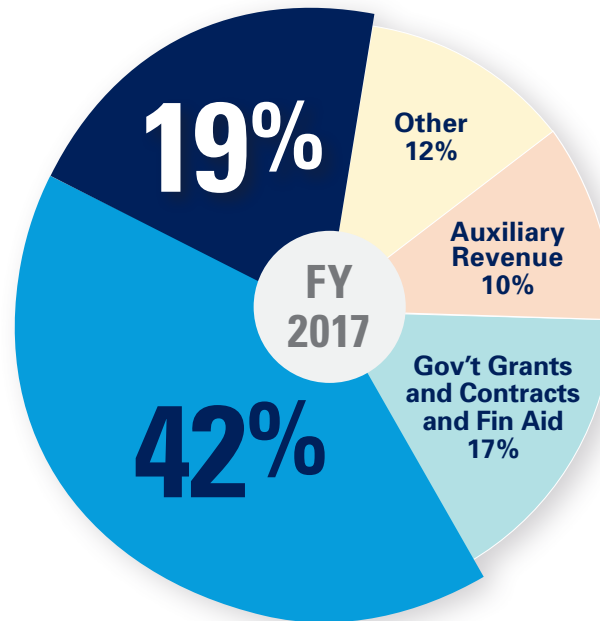
*Allocation TBD

*Logistics TBD

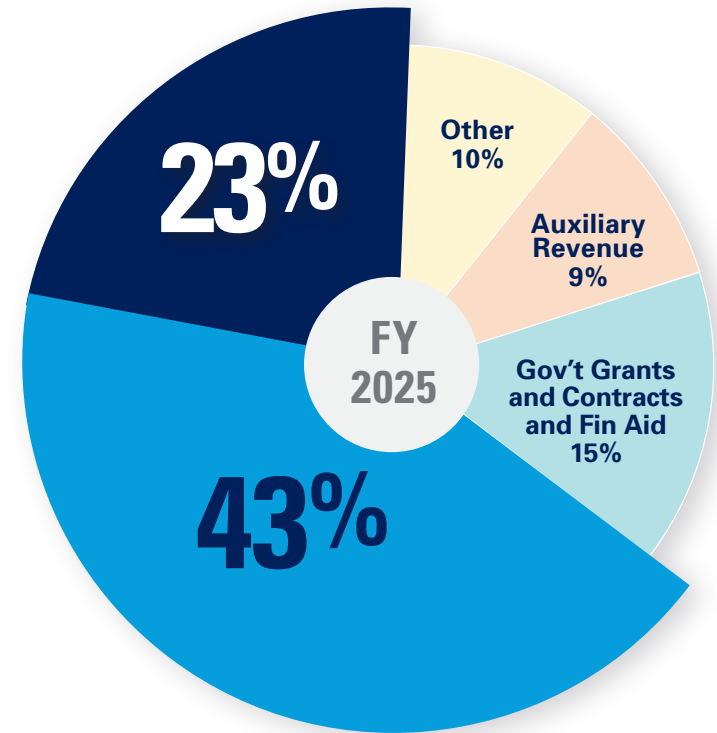
UNIVERSITY REVENUE SOURCES



Total Revenue: **\$400 million**
Enrollment: **21,352**



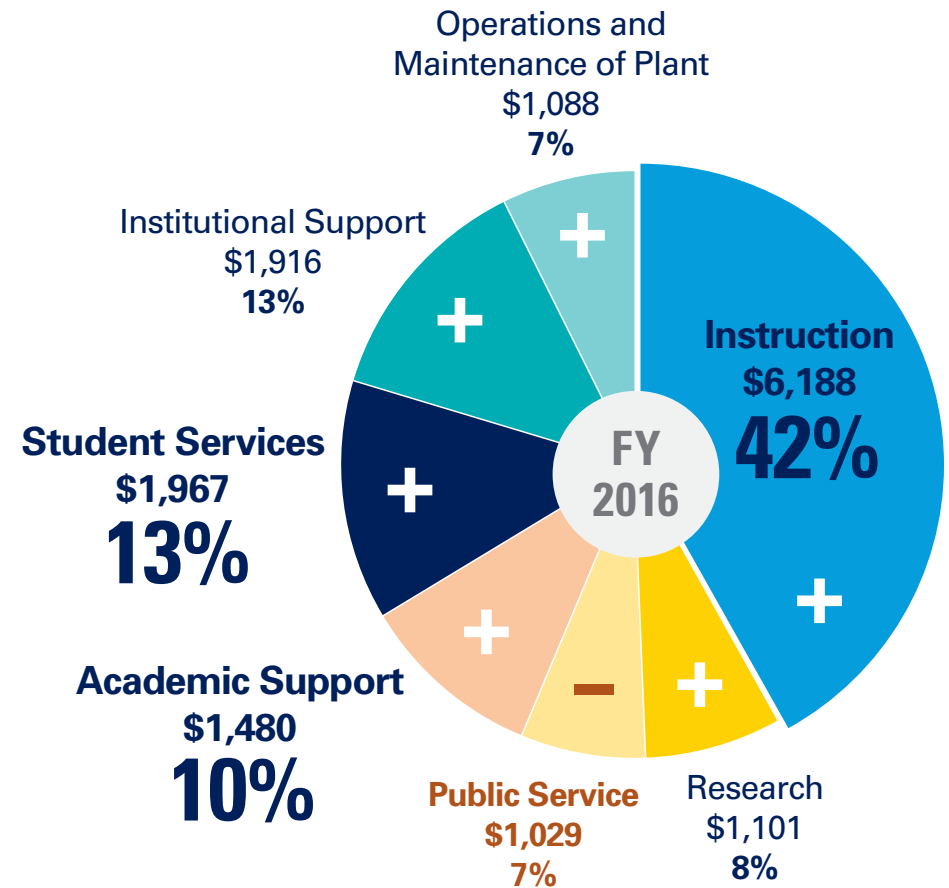
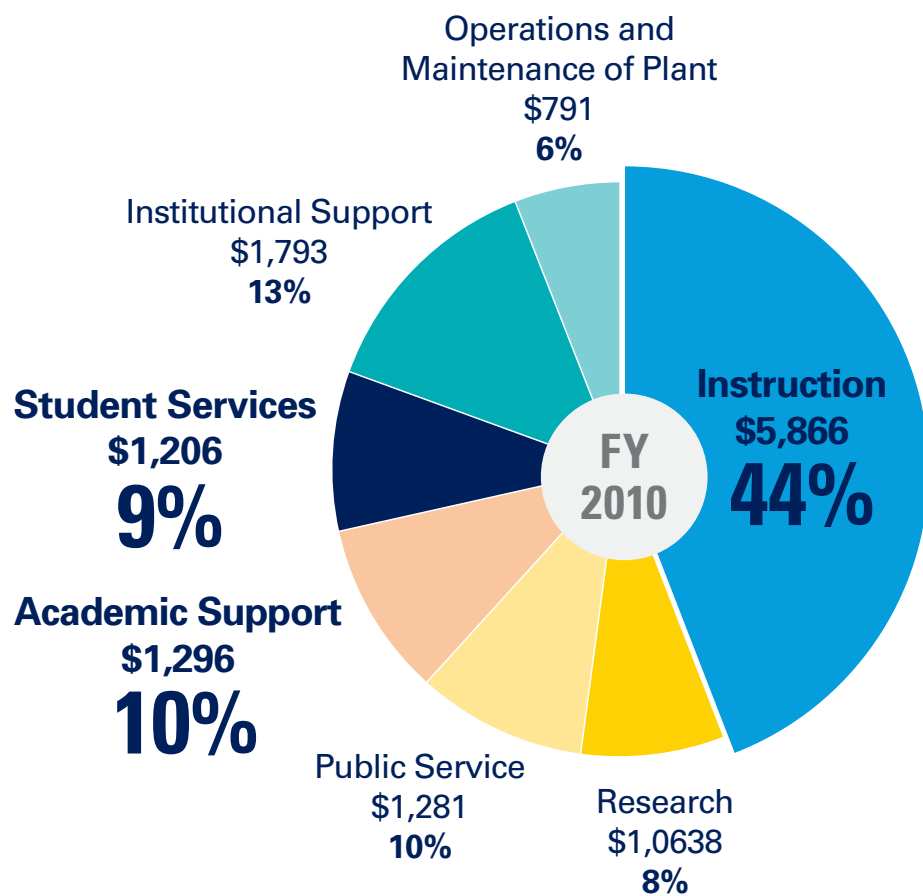
Total Revenue: **\$552 million**
Enrollment: **30,368**



Total Revenue: **\$720 million**
Enrollment: **34,909**
metric target

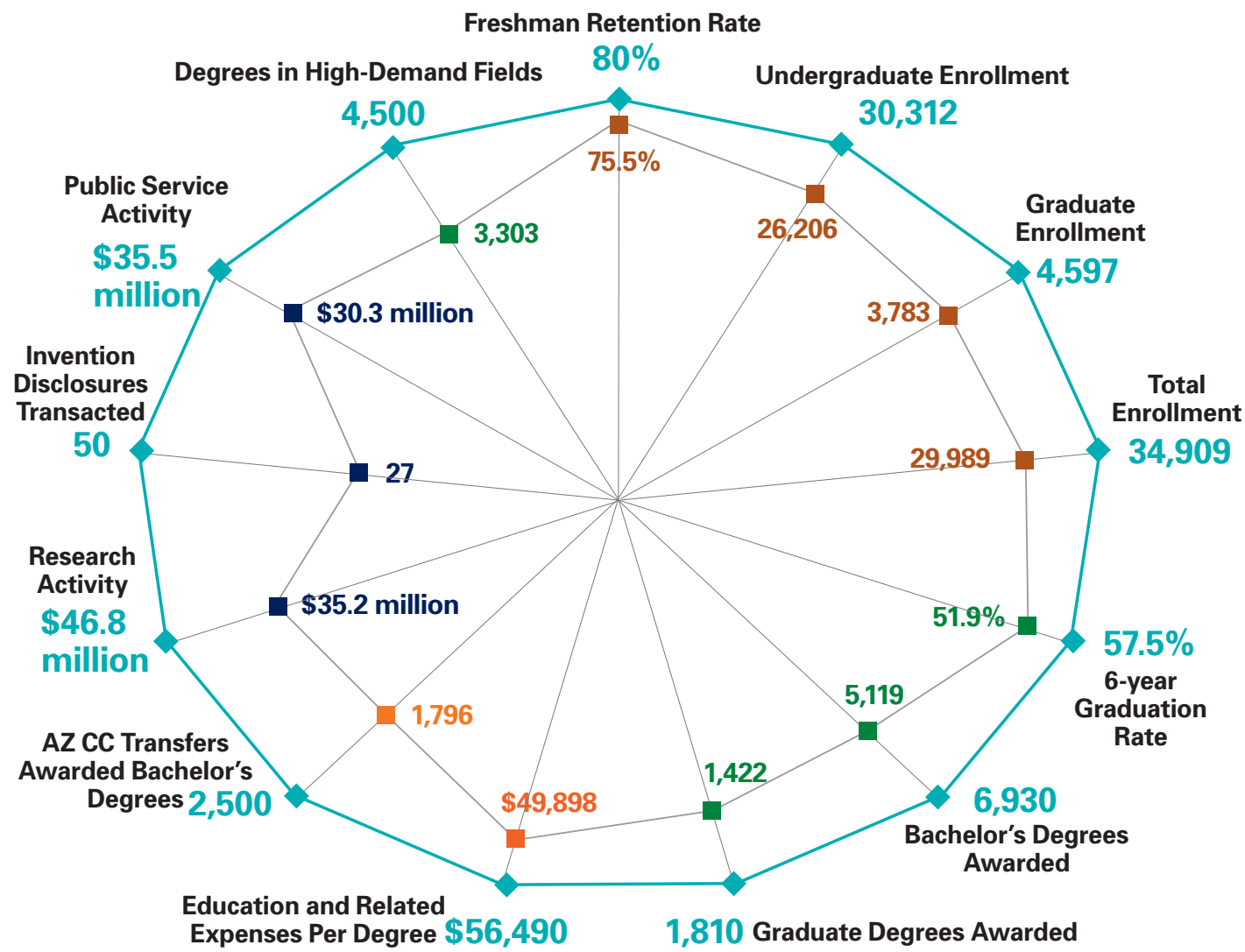
■ State General Fund ■ Tuition and Fees

SPENDING PER FTE BY EXPENSE CATEGORY



2025 PERFORMANCE METRICS

■ 2013-14 ■ 2014-15 ■ 2015-16 ■ 2016-17 ◆ 2025



INITIATIVES TO DRIVE PROGRESS

- ▶ **Re-organization of Extended Campuses and Online Programming**
- ▶ **Retention Plan**
- ▶ **Recruitment Plan**
- ▶ **Research Investments**
- ▶ **Jacks Path and transfers**



STRATEGIC PLANNING UPDATE

Mission

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Our academic programs, research, public service, and creative endeavors enrich lives and create opportunities in Arizona and beyond. We develop solutions to challenges and drive innovation in a supportive, inclusive, and diverse environment.

Vision

Vision

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

Next Steps – Outreach

A high-angle, top-down photograph of seven people sitting around a white, round conference table. The participants are diverse in age and appearance. They are all focused on documents, spreadsheets, and notebooks spread across the table. Some are writing, some are looking at the camera, and others are looking down at their work. A water bottle and a coffee cup are also on the table. The background is a simple, light-colored floor.

Goals for Today's Session

Thank You

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