



PRESIDENT'S LEADERSHIP RETREAT

February 7th, 2020

AGENDA

- Introductions
- Context
- Presentations
 - **Marketing/Branding, Enrollment/Access, Student Success**
- Table and larger group discussion
- Budget briefing – Governor's Office

NAU STRATEGIC PLAN

Mission

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

NAU leads the way to a better Arizona and a sustainable world through personalized attention to student success and scholarly excellence.

Core Values

- ▶ **Student-centered**
We place student success at the center of our academic and service planning, policies, and programs.
- ▶ **Excellence**
We commit to the highest quality in all endeavors.
- ▶ **Diversity**
We strengthen our community through diversity of cultures, experiences, and perspectives.
- ▶ **Integrity**
We operate with fairness, honesty, and the highest ethical standards.
- ▶ **Discovery**
We engage in innovation to create, share, and apply new knowledge, scholarship, and artistry.
- ▶ **Service**
We partner with our communities, in the spirit of collaboration, to provide services and expertise to support Arizona, the nation, and the world.

NAU ACCOMPLISHMENTS

- Student Access and Success
 - **Highest Graduation Rates in NAU's history**
 - 4 year, 6 year, 8 year rates
 - **Highest 1st year First time full time retention rates for Fall 2019 (77.5%)**
- Research and Discovery
 - **NSF HERD Research Expenditures NAU's highest level - \$58.9M in FY19**
- Commitment to Native Americans
 - **Top rankings for American Indian/Alaskan Native in nine bachelor degree program per 2019 Diverse Issues in Higher Education**
- Engagement
 - **Higher levels of community engagement**
- Stewardship and Sustainability
 - **Climate Action Plan progressing with goal of achieving carbon neutrality**
 - **Reaffirmed Bond Ratings with Moody's and S&P / Bond Refinancings**
 - **Successfully completed Annual Financial Report with clean audit opinion**

NAU ACCOMPLISHMENTS – GRADUATION RATES

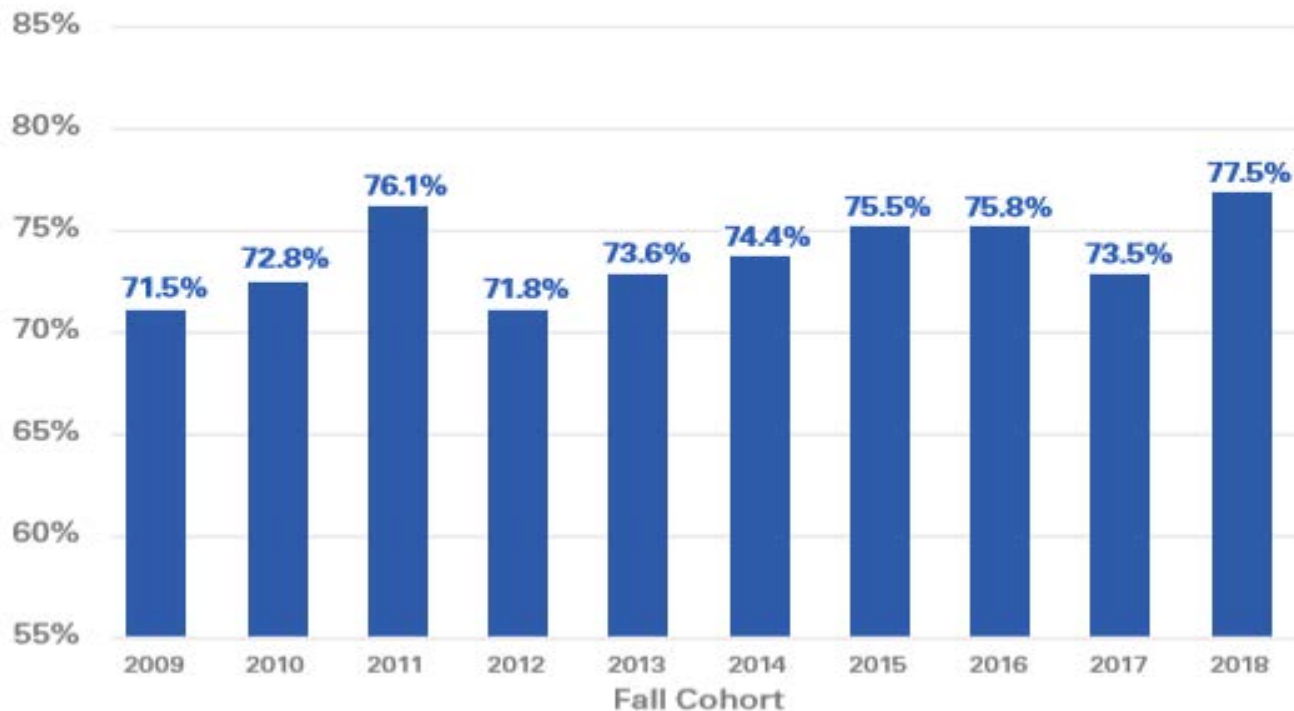
First-Time Full-Time Freshmen – IPEDS Graduation Rates

Cohort Yr	4-Year Rate	6-Year Rate	8-Year Rate
2004	29%	49%	53%
2005	31%	52%	55%
2006	30%	49%	52%
2007	30%	49%	51%
2008	33%	52%	54%
2009	33%	52%	54%
2010	36%	53%	55%
2011	40%	55%	57%
2012	37%	52%	
2013	41%	57%	
2014	42%*		
2015	45%*		

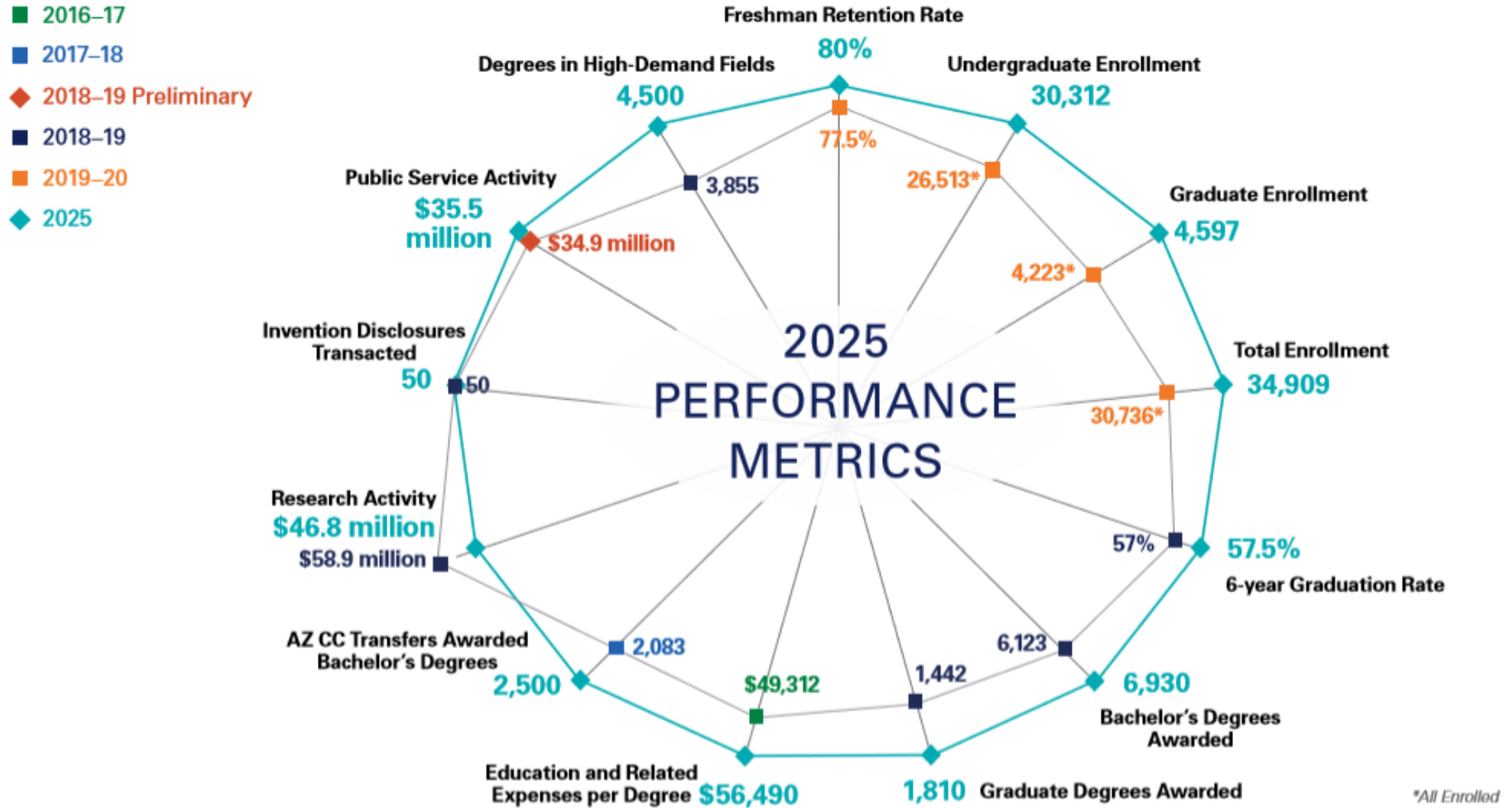
*Preliminary rates

NAU ACCOMPLISHMENTS - RETENTION

**One-year Retention Rate Trend
First Time, Full-time Freshmen**



ABOR 2025 ENTERPRISE METRICS



NAU INITIATIVES

Accomplishments noted reflect the visible outcomes of our combined efforts across a number of initiatives

Thank you for the work on those previous initiatives and for new initiatives that are already underway

INVESTMENTS AND ADJUSTMENTS

- Student Services
 - Expanded mental health services
 - IMQ Offices
 - First Year Experience / First Year Seminar
- Expanded Academic Programming
 - High Demand degree fields
 - Health Professions including Behavioral Health; Engineering; and Education programs
 - Social Work (MSW)
 - Indian Country Criminal Justice (BS)
 - Programs across Campuses/Undergraduate and Graduate
- Infrastructure
 - IT network and classroom technology improvements
 - Academic classroom and building improvements
 - Classroom and class scheduling
- Organization Structure
 - Enrollment Management and Student Affairs organizations
 - CEFNS and CEIAS; NAU Online
 - Advising redesign

NAU INVESTMENTS - PEOPLE

Salary Adjustments for Faculty and Staff

Salary Merit Adjustments for Faculty and Staff	July 2019, January 2017 (anticipate 1st quarter FY21)
Top-performer Adjustments for Faculty and Staff	July 2018, January 2015
Raising Lowest Benefit Eligible Salary Rate	January 2020, October 2017 (custodial positions), March 2015
Staff Workforce Planning (excluding STAR)	February 2020, January 2016, January 2015
Classified Staff Regrade	August 2016
Market Adjustments	Admissions Officers – January 2020 Advisors – December 2019 University Police Dept – October 2018, Admissions Officers – August 2015, Bus Drivers – March 2014
Student Worker Minimum Wage	July 2019
Annual Faculty Promotions by Rank	

NAU FY21 BUDGET REQUEST: \$38.65M

ENHANCING ARIZONA'S COMPETITIVENESS

New Economy Workforce

\$22 million

- Health Sciences
- Support for local partner communities with smaller cohorts
- Cybersecurity

NAU Mission Support

\$10 million

- as an institution serving a high percentage of Arizona Residents

FY20 One-Time appropriation incorporated into FY21 Base

\$6.65 million

NAU STRATEGIC PLANNING TIES TO BUDGET

Student Access and Success

- Enrollment and enrollment mix drives largest revenue source tuition and fees; impacts auxiliary revenue

Research and Discovery

- Linkages to undergraduate and graduate education; research reputation attracts faculty and students
 - Growing Facilities & Administrative revenue recovery; further investment

Commitment to Native Americans

- Enrollment and student success; engagement; research and discovery

Engagement

- Philanthropy/New Campaign; Community Outreach

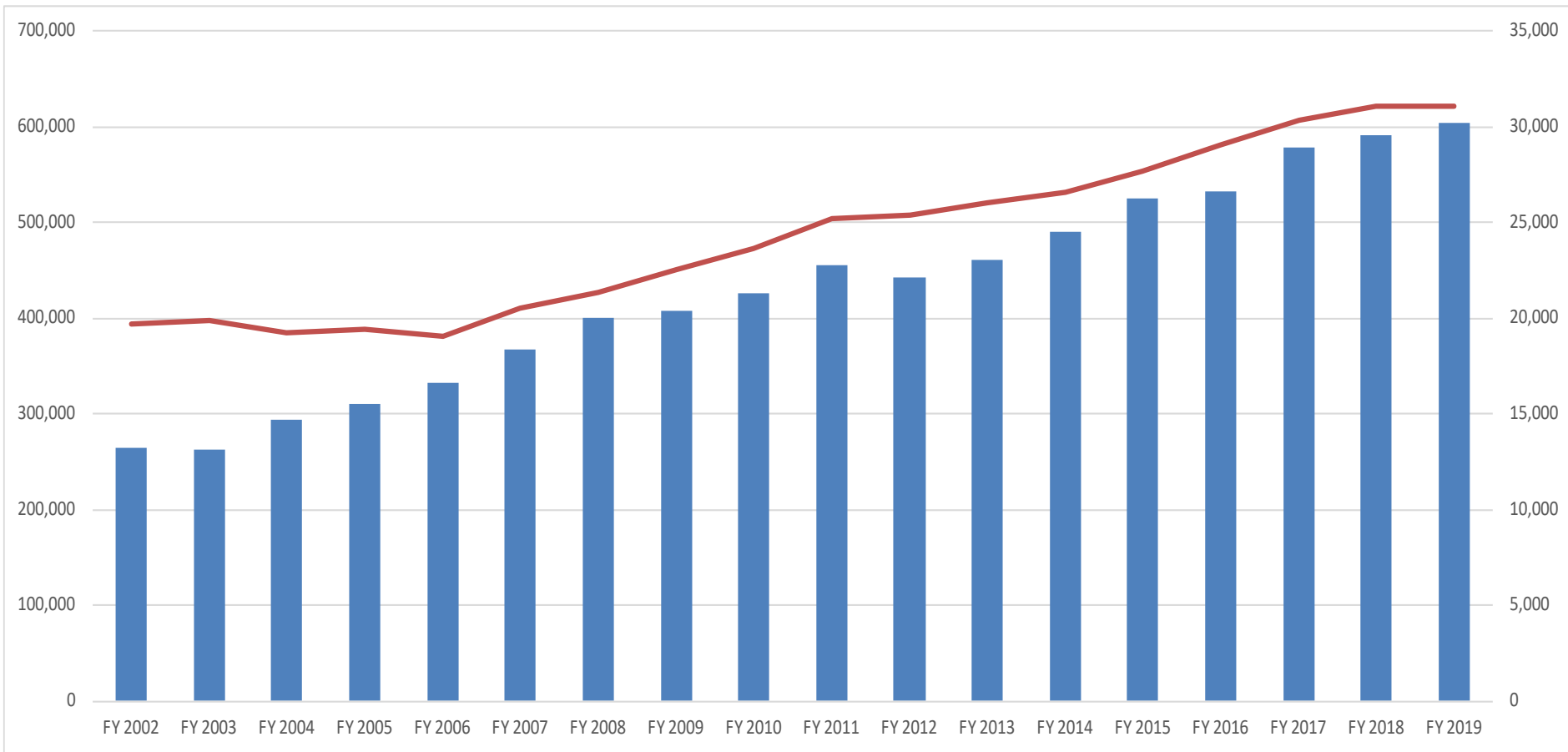
Stewardship

- Attract and retain employees
- Utilizing existing resources effectively and growing resources
- Incorporating long term views and sustainability into decision making

NAU BUDGET – FY20

Total Revenues \$M	2020 Budget	Total Expenses \$M	2020 Budget
State General Fund Appropriation	\$108.4	Salaries and Wages	\$267.5
State Appropriation TGEN	3.0	Benefits	91.9
State Appropriation Research Infrastructure	5.9	All Other Operating	139.8
Tuition and Fee, Net	250.1	Scholarships and Fellowships	43.0
Grants & Contracts	68.0	Depreciation	43.6
Financial Aid Grants (Primarily Pell)	48.0	GASB Adjustments	11.8
Private Gifts	20.0	Interest on Indebtedness	28.5
Technology & Research Initiative Fund (TRIF)	15.2	Total Expenses	\$626.2
Auxiliary Revenue, Net	66.0	Net Position Increase	\$6.5
Other Revenue	48.0		
Total Revenues	\$632.7		

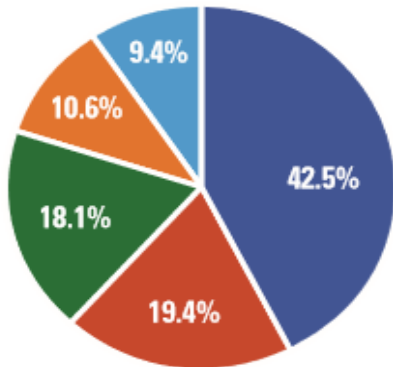
NAU BUDGET – REVENUE (\$M) vs ENROLLMENT TREND



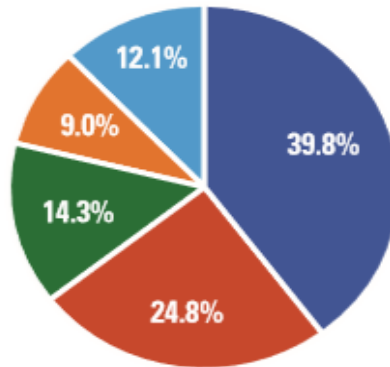
Increasing annual revenue: \$603M in FY19 (31,073 students) vs \$400M in FY08 (21,352 students) vs \$264M in FY02 (19,728 students)

NAU BUDGET – REVENUE & ENROLLMENT MIX

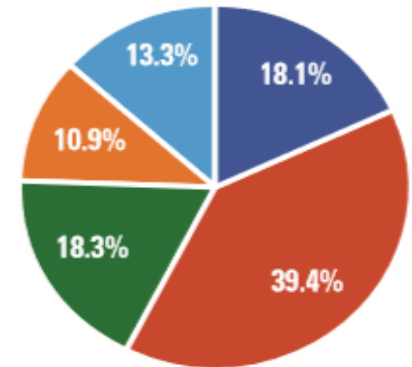
FY02: \$264M



FY08: \$400M

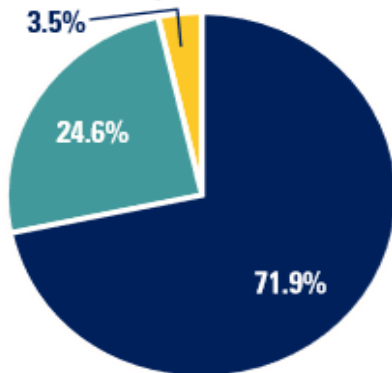


FY19: \$603M

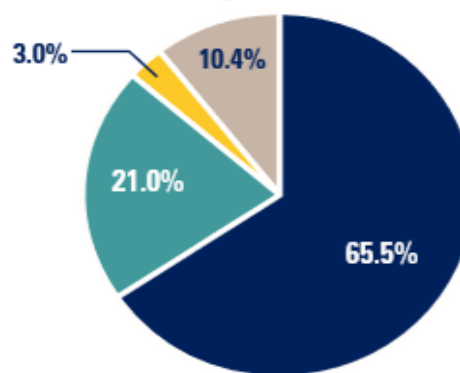


■ State General Fund (including Research Infr)
 ■ Tuition and Fees
 ■ Gov't Grants, Contracts, and Fed Fin Aid
 ■ Auxiliary Revenue
 ■ Other

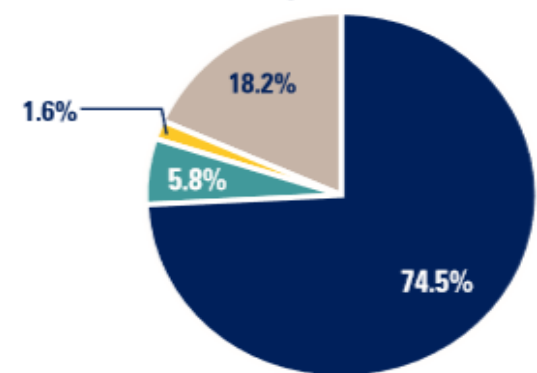
FY02: 19,728 students



FY08: 21,352 students



FY19: 31,073 students



■ Flagstaff
 ■ Statewide Campuses
 ■ NAU-Yuma
 ■ Online

NAU BUDGET – BOND RATINGS

- Stable Bond Ratings Key Factors

- **Enrollment Growth / Revenue Growth**
- **Liquidity/Reserves**
 - Strong history for Days Cash on Hand measure
- **Overall debt service compared to available resources**
- **Consistent State contribution to debt service**
 - Lottery funding of 80% of SPEED Bond debt service
 - Research Infrastructure appropriation
- **2025 Metric targets**
 - Progress on metric targets

Fiscal Year	Moody's		Standard & Poor's (S&P)	
	Rating	Outlook	Rating	Outlook
2013	A1	Stable	A+	Stable
2014	A1	Stable	A+	Stable
2015	A1	Stable	A+	Stable
2016	A1	Stable	A+	Stable
2017	A1	Stable	A+	Stable
2018	A1	Stable	A+	Stable
2019	A1	Stable	A+	Stable
2020	A1	Stable	A+	Stable



MARKETING AND BRANDING

February 7, 2020



UNIVERSITY MARKETING

STATE OF PLAY

– FUTURE DIRECTION

EXTERNAL CHALLENGES – STRATEGIC PATH

Trend	Response
Marketplace clutter, lack of differentiation	“BYA” Multi-year Brand Campaign across all platforms, media
Market share war in traditional HS market	Leverage spend toward high-growth potential programs, market segments (e.g., adult learners, graduate, on-line)
Outspent by key in-state competitors	Optimize marketing mix to ensure spending efficiency (mass vs. targeted; brand vs. program; earned media to support)
Increased sophistication of data, digital tools	Retain “best of breed” lead generation firm; collaborate with ITS, EM to ensure down funnel lead visibility and tracking, reimagine website as prospective lead generation platform

INTERNAL CHALLENGES – STRATEGIC PATH

Issue	Status	Direction
Brand and reputation	Separate and distinct	Aligned and integrated
Brand management	Department management (functional focus)	Portfolio management (institutional focus)
Content development/management	Task-specific	Fully leveraged (paid/earned/shared/owned)
Calibrate resource allocation between brand and growth	Brand-heavy	Balanced between brand/growth
Outside agency vs. internal resources	Parallel activities	Integrated and aligned activities

KEY DELIVERABLES / ACTIVITIES

- Eighty-three Program briefs completed
- Completed projects: 140+ projects with more than 200 deliverables.
- Seven website launches
- Lead generation for FY20 1H: organic: 5k; paid digital: 24k
- Committees/workgroups : 15+
- Photoshoots: 40+

ORGANIZING TO SERVE AND BUILD



- Content Development
- Design Services
- Trademark and Licensing
- Digital Capacity
- Video Capacity
- Brand Strategy/Campaign
- Brand Management
- Client Management/Services
- Business Operations
- Digital Marketing/Website Support/Development
- Marketing Public Relations
- Program Strategy/Campaigns

KEY ACTIONS/SCHEDULE

Activity	Timing
Reorganizing UM into two primary units- one focused on brand, the other on growth	Completed/integration ongoing
Launching Brand Campaign “2.0”- New Creative, More “Voices” <ul style="list-style-type: none"> • New creative (Teachers Academy launched as third “OOH” brand story) • More localized content- statewide, program-specific, online • Feature student, faculty voices: “Share Your Aspirations” Landing Page/Microsite 	in process – 3 rd /4 th Quarter
Introduced Marketing Content Repository as a marketing content tool to key marketing and communication teams at the university	Launched/integration and improvements ongoing
Retained new digital lead generation firm to more effectively target programs, integrate with Salesforce	onboarding 3 rd Quarter

KEY ACTIONS/SCHEDULE

Activity	Timing
Implementing three-tiered service model for marketing program support	3 rd Quarter
Launching public relations initiative to step up program-oriented earned media coverage	3 rd Quarter
Completing implementation of the current logo on signage and other media at the Flagstaff campus and the statewide locations	3 rd /4 th Quarter
Revamping/reimagining our website	3 rd Quarter 2020 – 2 nd Quarter 2021
Developing marketing “toolkit” for UM landing page to ensure consistency	4 th Quarter

CAMPAIGN UPDATE – TEACHERS ACADEMY



WHAT WE NEED FROM LEADERSHIP

- Help us set priorities for program brief support
- Support CSM's as strategic partners (involved in upfront strategy/KPI metrics development, etc.)
- Sourcing of testimonials/photoshoots
- Patience with web/digital initiatives (staff/vendors changeovers/web re-architecture timetable/phased in implementation)



LET'S (EN)ROLL

February 7, 2020

A WEAKENING FOUNDATION

The Traditional Academic Model

Student Population

Residential education

Full-time; 18-24-year-old students

Selective admission

Incomes in the middle to upper class



Instruction

Daytime face-to-face instruction

Comprehensive academic offerings

Broad general education requirements

Tenured faculty promoted on scholarship

Built on 4 Pillars



**Consistent
Student
Population**



**Reliable
Family
Finances**

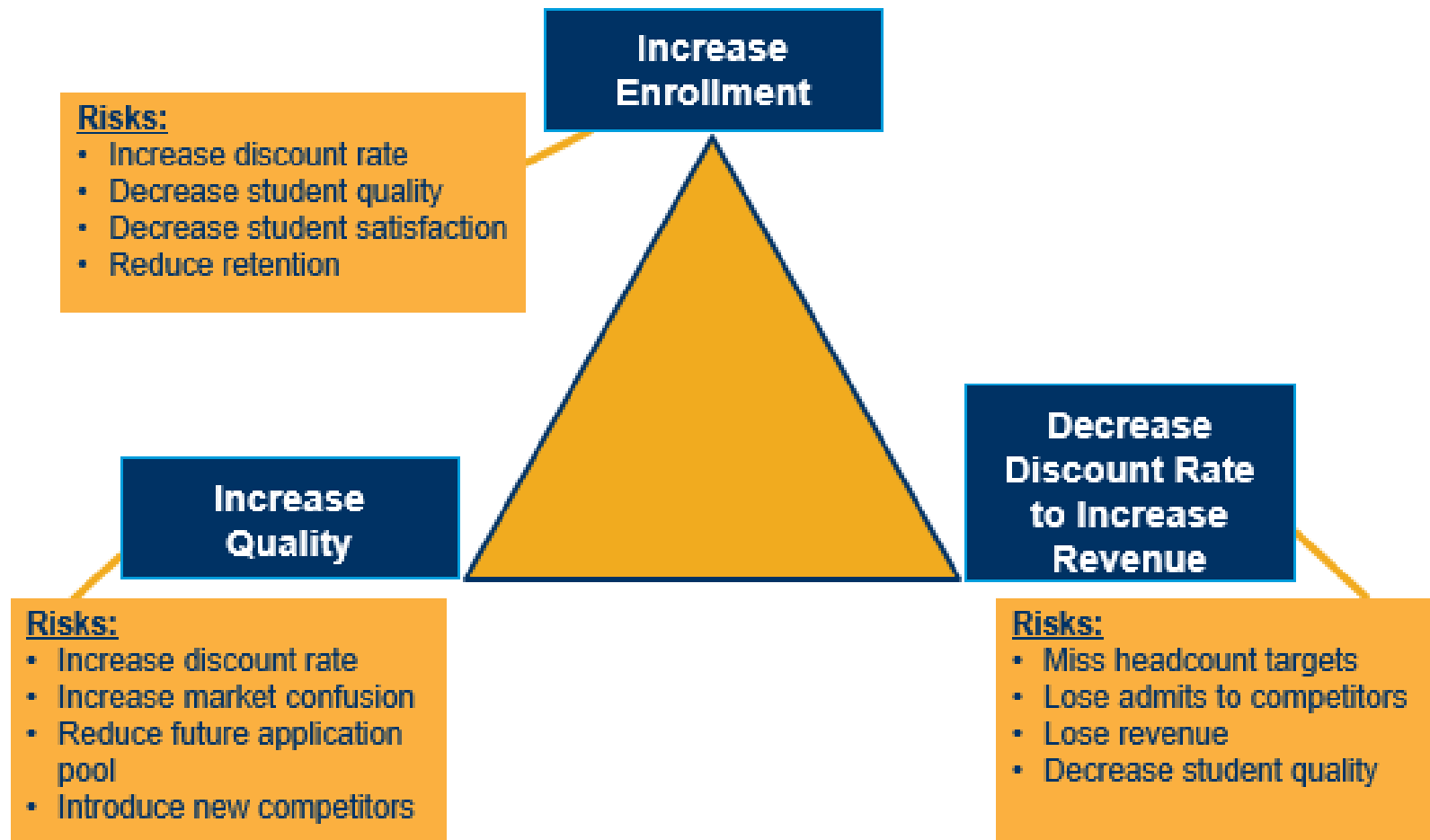


**Robust
Public
Support**

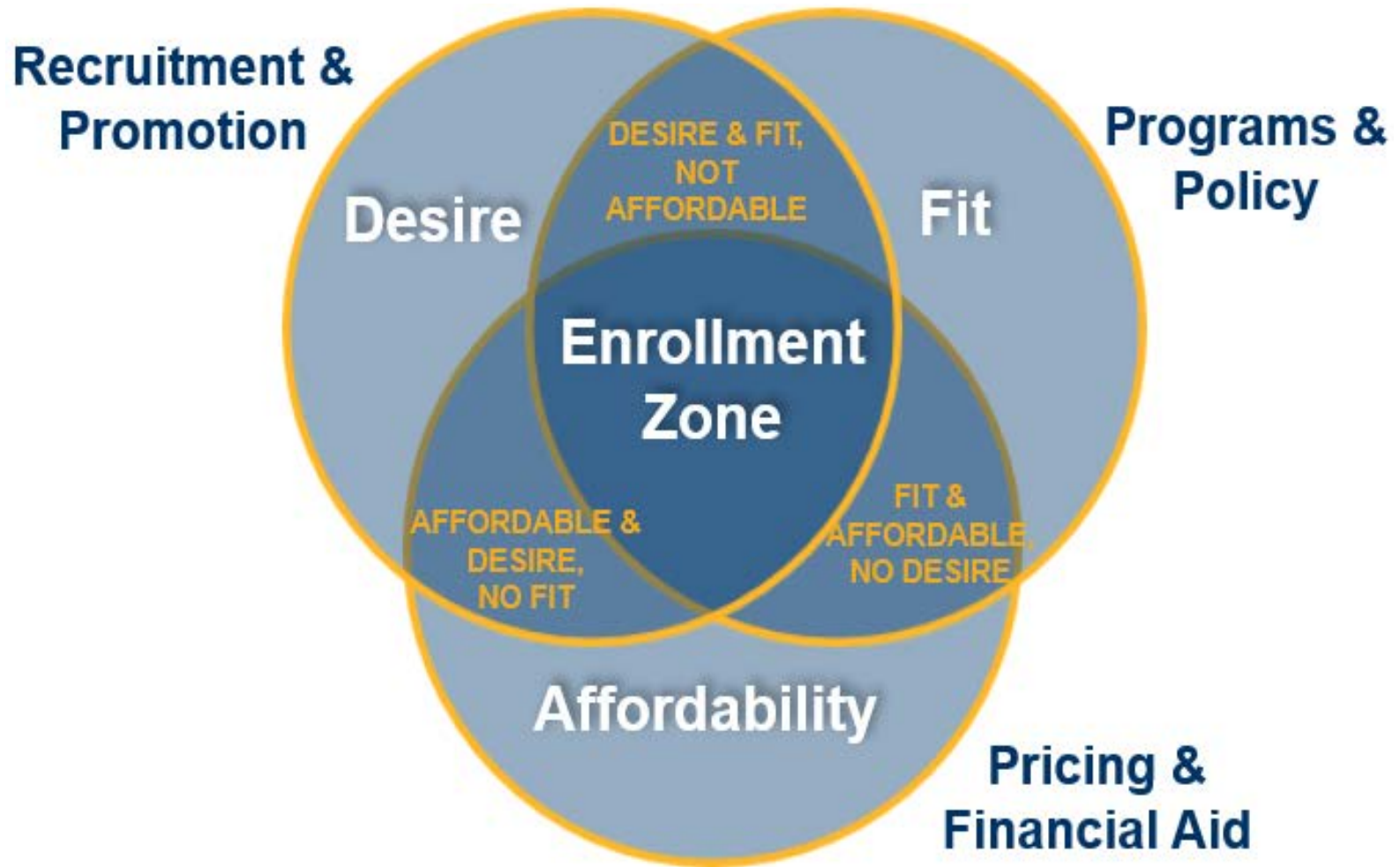


**Steady,
Predictable
Competition**

COMMON ASKS OF ENROLLMENT TEAMS



PRECONDITIONS OF ENROLLMENT



STUDENT ACCESS AND SUCCESS PLAN WORKING GROUPS

Academic Programming

Team Lead: Dr. Diane Stearns, Provost

Metrics & Price Positioning

Team Lead: Bjorn Flugstad, VP Finance, Institutional Planning and Analysis

Recruitment

Team Lead: Margot Saltonstall, AVP Enrollment Management

Retention, Progression and Graduation

Team Lead: Erin Grisham, VP Student Affairs

Marketing

Team Lead: Harlan Teller, Chief Marketing Officer

Technology

Team Lead: Dr. Steve Burrell, Chief Information Officer

THE NEW SCENARIO

- Build undergraduate enrollment and diversify enrollment across multiple student types.

$$80 \text{ M} + 15 \text{ M} = 95 \text{ million}$$

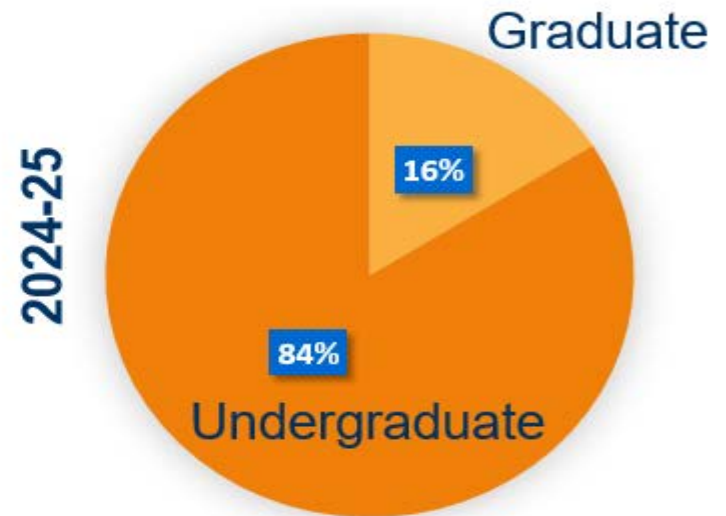
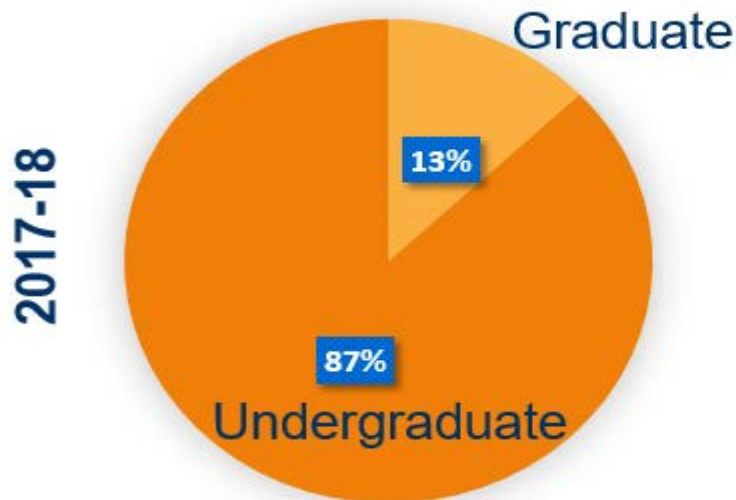
- National & AZ economy
- Quality of life
- Institutional financial health

36 M *Americans have some college and no degree*

- An aggressive increase of online students.

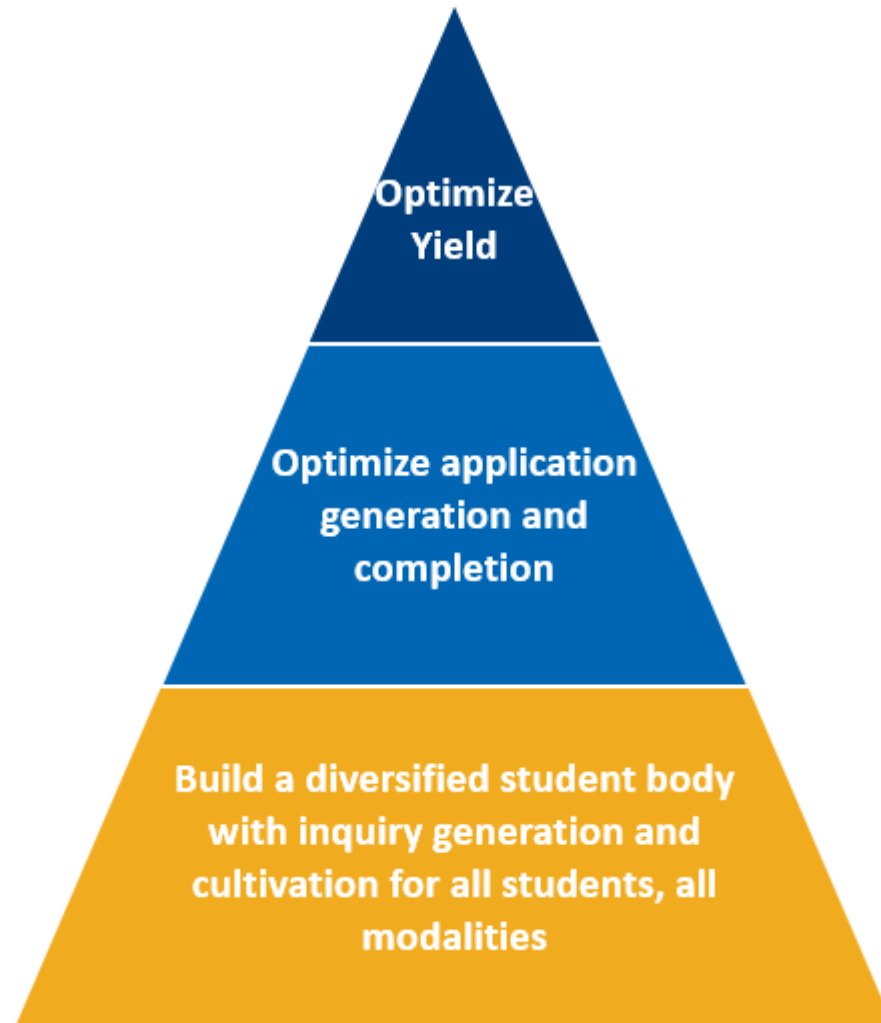
THE NEW SCENARIO

- A growth focus shift from traditional on-ground undergraduate to graduate enrollment (with no decline of current undergraduate market share).



- A first-time full-time cohort retention rate goal of 80%.

ENROLLMENT PARADIGM



NEW REALITY, NEW STRATEGIES

Strategies Complete	Ongoing Strategies
Cost positioning and financial aid strategies & Ongoing monitoring	Continue roll-out of the Graduate Admit Portal
Restructuring Orientation experience to one day	Expand 2NAU to Hawaii and additional CA markets
Restructuring Welcome activities to create the “Lumberjack Experience” including a convocation	Assist with the academic program, alternative credentials and certificates that will meet workforce needs
Initial Graduate Admit Portal roll-out, increase effectiveness	Move all applications to a user-friendly, tech expectant platform
SalesForce top-of-funnel communication journeys for Online, Grad, Statewide students	Assessment of enrollment operations, eliminating duplicative or non-student-centric practices
Establish CA2NAU programs	Deep dive into all current communication journeys for all students, all modalities
Launch Operation ReEngage	Build a spirit of collaboration

WHAT WE NEED FROM LEADERSHIP

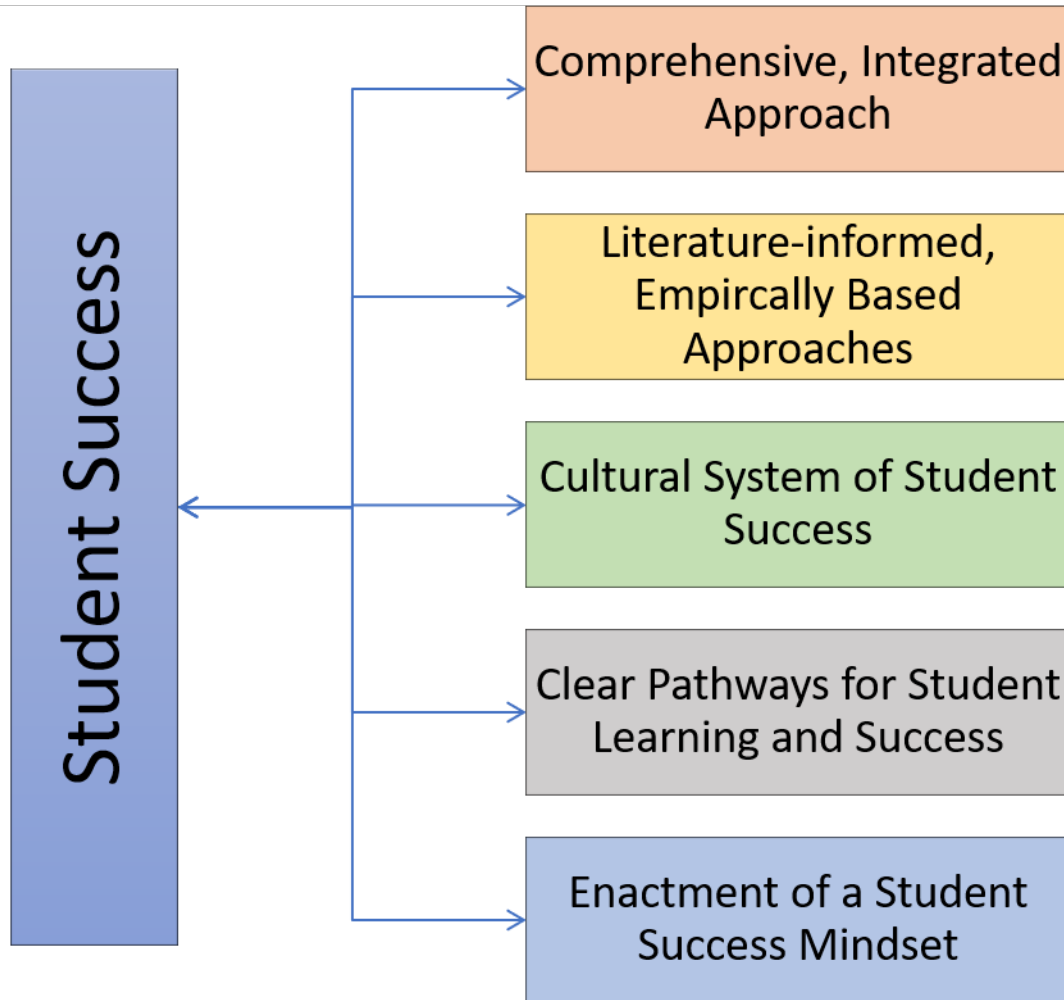
- Understand that the institutions of yesterday are not the institutions that will succeed in the next decade.
- Support and commitment for the new enrollment scenario of diversifying our enrollment.
- Support and feedback as the Student Access and Success Plan is rolled out.
- Be Brand Ambassadors— if you see something, do something. Best foot forward.



STUDENT SUCCESS

February 7, 2020

STUDENT SUCCESS



INTEGRATED, COMPREHENSIVE AND DATA INFORMED

First Retention Plan developed 2015

Data informed strategies and initiatives

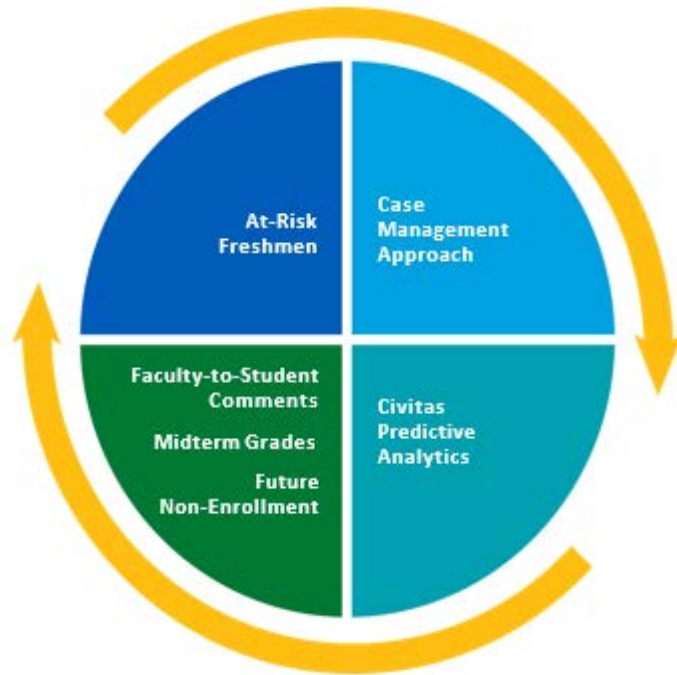
Academic and Student Affairs Collaboration

Strategic Oversight from Student Success and Retention Committee

Robust and sophisticated analysis of programs – informs annual planning and resource allocation

CULTURE AND MINDSET OF STUDENT SUCCESS

Culture of Care



- Allows us to address issues as a preventative approach
- Cross-functional teams
- Drives students to effective interventions
- Promotes sense of belonging and growth mindset

CULTURE AND MINDSET OF STUDENT SUCCESS

Strategies to address the needs and barriers related to student success:

- Begin outreach before classes begin so students start with strong academic and social engagement
- Identify each incoming student's non-cognitive, motivational risks to completion and requests for assistance
- Use data to match campus services to the needs of specific populations
- Prioritize academic support service and student success interventions early in the first and second years
- Engage students in timely conversations with advisors, faculty and student success professionals
- Initiate professional development conversations early by identifying where students are in their career planning process - integrate career concepts into the curricula
- Develop first- and second-year programming with a focus on student engagement and sense of belonging

CLEAR PATHWAYS FOR STUDENT LEARNING AND SUCCESS

Alignment of Institutional Policies and Procedures

Multi-Term-Enrollment

Advising Redesign

Frontier Set, APLU Cluster Initiatives, iPASS, Adaptive Courseware Initiative

Implementation of Residential Colleges

Adoption of Civitas Suite of Predictive Analytics Tools

Development of NAUgo and CAS Critical Messaging

Implementation of Jacks Online Mentoring Program

CLEAR PATHWAYS FOR STUDENT LEARNING AND SUCCESS

New Opportunities with the Student Access and Success Plan

- Identify and implement applicable successful student service and retention strategies for online students
- Identify and implement strategies to improve course completion rates for online programs
- Design and Implement a Communications and Outreach plan for all enrolled students to increase engagement, sense of belonging and commitment to degree
- Campus wide adoption of a model for customer service to build on our *Culture of Care* model and to provide the best experience for students
- Continue *Course Clustering* initiative to create cohorts of students in first year courses to increase sense of belonging and academic self-confidence

WHAT WE NEED FROM LEADERSHIP

- Help identify systems and barriers that impact student success and progress
- Advocate for and support changes to institutional policy and practice – keep the student at the core of what we do
- Reinforce the importance of the *Culture of Care* and our commitment to student service – remember, “it takes a village”
- Continue to mentor and engage our students – personal relationships are key drivers for student success at NAU



TABLE DISCUSSIONS

February 7, 2020

TABLE DISCUSSION QUESTIONS

- Input feedback from discussion into Qualtrics
 - How has your team contributed to the university initiatives that helped move the university forward? How do you see you and your team contributing in the future?
 - How do we advance progress faster without losing distinctiveness? What actions/activities are scalable to help with this acceleration?
 - How do we reinforce and communicate the messages from today to strengthen NAU?

Thank You