

NAA 0.0	Agency Summary
NORTHERN ARIZONA UNIVERSITY	
Dr. Rita Cheng, President	
President's Office (928) 523-3232	
A.R.S. §§ 15-1601 et seq.	
Plan Contact: Bjorn Flugstad, Vice President	
Finance, Institutional Planning & Analysis (928) 523-4240	

Mission:

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

Description:

Founded in 1899, Northern Arizona University (NAU) is a vibrant university committed to teaching as learning, research as innovation, and service as shared leadership.

With an estimated enrollment in fall 2020 of approximately 29,600 students, NAU reaches out to students regionally with statewide campuses and opportunities for distance learning. From its inception, NAU has implemented innovative and accountable teaching practices, including the effective use of technology.

Accredited by the Higher Learning Commission, the university embraces diversity and promotes inclusion across the university community as a means to prepare graduates to contribute to the social, economic, and environmental needs of a culturally rich society. It inspires students to become active citizens, leaders, visionaries, and problem solvers with an understanding of global issues. The reaffirmation of the university's accreditation occurred in 2017-2018, and the university celebrated its successful reaccreditation extension through 2027-2028.

In addition to integrating sustainability themes across curriculum, NAU's 829-acre campus models sustainable operations through multi-modal transportation, environmentally responsible waste disposal, energy-efficient green construction, and sustainability in food procurement. In March 2017, the University maintained a gold rating from the Sustainability, Tracking, Assessment and Rating System (STARS) of the Association for the Advancement of Sustainability in Higher Education, a rating initially achieved in 2014.

NAA 1.0	Program Summary
INSTRUCTION	
Bjorn Flugstad, Vice President	
Finance, Institutional Planning and Analysis (928) 523-4240	
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 2025.

Description:

Northern Arizona University, a public, high research activity university, serves over 21,000 (fall 2020, preliminary) students at its main campus in Flagstaff and nearly 8,000 students at more than 20 sites across the state and online.

With its solid reputation as a university with all the features of a large institution, but with a personalized touch, NAU carefully balances teaching, scholarship and service with a faculty and staff dedicated to each student's success.

NAU combines outstanding undergraduate education with a wide range of graduate programs and research opportunities that are offered that extend

to such national concerns as forest health and bioterrorism. NAU has carefully integrated on-campus education with educational opportunities online and at campuses and sites throughout Arizona, forming seamless avenues for students to earn degrees.

This Program Contains the following Subprograms:

- ▶ Flagstaff and Statewide Instruction
- ▶ Yuma Instruction

NAA 1.1	Subprogram Summary
FLAGSTAFF AND STATEWIDE INSTRUCTION	
Bjorn Flugstad, Vice President	
Finance, Institutional Planning and Analysis (928) 523-4240	
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 2025.

Description:

Improving student learning environment and college experience, focusing on student success, involving students in research opportunities, and promoting interdisciplinary pedagogy are key initiatives supporting the 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.

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

Objective: 1 FY2020: Increase the number of graduates at all degree levels across ethnicities.
FY2021: Increase the number of graduates at all degree levels across ethnicities.
FY2022: Increase the number of graduates at all degree levels across ethnicities.

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Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of students enrolling in study abroad programs	1	1	1
Increase the number of historically underrepresented ethnic minority students	12,401	11,781	12,017
Increase the number of international students	1,535	1,213	1,528
Increase the number of Native American students	1,874	1,780	1,816
Bachelor degrees granted to statewide students, (includes community campuses and online only).	1,729	1,643	1,675
as of 8/27/2020			
Total degrees and certificates granted (includes all campuses).	8,105	7,700	7,854
as of 8/27/2020			
Percentage of full-time, undergraduate students enrolled per semester in three or more primary courses with ranked faculty	85	81	83
Number of Bachelor degrees granted	5,964	5,666	5,779
as of 8/27/2020			
Percent of graduating seniors who rate their overall university experience as good or excellent	88	88	89
Average number of years taken to graduate for students who began as first-time, full-time freshmen.	4.3	4.3	4.3
Graduate degrees awarded at the master's level	1,246	1,184	1,207
as of 8/27/2020			
Graduate degrees awarded at the doctoral level	116	110	112
Excludes DPT; as of 8/27/2020			
Doctorate degrees awarded in the DPT category.	96	91	93
as of 8/27/2020			
Graduate degrees granted (Statewide and Online only)	900	855	872
as of 8/27/2020			
Doctorate degrees awarded in professional practice fields	142	135	138
as of 8/27/2020			
Freshman retention rate (percentage) (all campuses)	76.3	77.0	77.2
ABOR Metric			
Six-year graduation rate (percentage) (all campuses)	56.8	57	57.2
ABOR Metric			
Research doctoral degrees awarded	70	67	68
As of 8/27/2020			
Number of degrees awarded in high demand fields (all campuses)	3,925	3,975	4,025
ABOR Metric			
Education and related expenses per degree awarded (all campuses)	51,000	51,480	52,000
ABOR Metric			
Arizona community college transfers with bachelor's degree (all campuses)	1,766	1,825	1,900
ABOR Metric			

NAA 1.2

Subprogram Summary

YUMA INSTRUCTION

Bjorn Flugstad, Vice President

Finance, Institutional Planning and Analysis (928) 523-4240

A.R.S. § 15-1601

Mission:

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

Description:

NAU-Yuma offers a variety of degrees and programs that provide access to higher education learning experiences for Yuma, Arizona students. Areas of study include biological and natural resource sciences, business and administration, education, justice studies, logistics and supply chain management, nursing, psychology, social work, sociology, Spanish, and industrial technology management. Select NAU-Yuma degrees and programs are also available online and at NAU statewide sites.

NAU-Yuma was designated as a regional branch campus of Northern Arizona University in 2006 and as a Hispanic Serving Institution (HSI) by the U. S. Department of Education in 2007. The campus provides NAU faculty with opportunities for research areas such as trans-border studies, economic development, public safety and health, multicultural education, and environmental sustainability as well as opportunities to work with faculty and staff in educational institutions across the border in Mexico. It is a critical component of efforts to meet the goal of increasing the number of Arizona residents with a bachelor's degree, which includes serving the Hispanic population in the border region and the state of Arizona.

Co-located on a beautiful campus with Arizona Western College (AWC), NAU-Yuma is a student-oriented educational community, offering schedules designed for traditional and working students, smaller classes, and individualized academic advising. NAU-Yuma's Student Success Center provides tutoring, mentoring, testing, and writing support services to students. It also provides library access and information services through the Cline Library and its partnership with AWC's library.

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

Objective: 1 FY2020: Increase Undergraduate enrollment at the Yuma campus by maintaining a lower cost tuition option.

FY2021: Increase Undergraduate enrollment at the Yuma campus by maintaining a lower cost tuition option.

FY2022: Increase Undergraduate enrollment at the Yuma campus by maintaining a lower cost tuition option.

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Arizona residents enrolled in undergraduate programs	462	439	448
Bachelor degrees/certificates granted to Yuma students	204	194	198
as of 8/27/2020			
Undergraduate degree programs offered, per ABOR Academic Program Inventory	13	13	13
Graduate degree programs offered, per ABOR Academic Program Inventory	6	5	5
Percent of students graduating (6-year for first time, freshmen)	100	71	75
Cohorts are very small, so graduation rates can fluctuate substantially. 3 students in FY12 cohort. as of 8/27/2020			
Percent of students graduating (5 year rate for lower-division, full-time transfer students)	79	70	76
as of 8/27/2020			
Percent of students graduating (4 year rate for upper division, full-time transfer students)	86	82	63
as of 8/27/2020			
Graduate degrees granted at NAU-Yuma	11	10	11
As of 8/27/2020			

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

Objective: 1 FY2020: Continue to increase Hispanic and minority enrollment and degrees granted at the Yuma Campus by enrolling a diverse student body.

FY2021: Continue to increase Hispanic and minority enrollment and degrees granted at the Yuma Campus by enrolling a diverse student body.

FY2022: Continue to increase Hispanic and minority enrollment and degrees granted

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at the Yuma Campus by enrolling a diverse student body.

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent Hispanic graduate students enrolled at the Yuma campus	65	62	63
Hispanic student degrees/certificates awarded at Yuma	146	139	141
as of 8/27/2020			
Percent of Hispanic undergraduate students at the Yuma campus	74	70	72

NAA 2.0 **Program Summary**
ORGANIZED RESEARCH
Bjorn Flugstad, Vice President
Finance, Institutional Planning and Analysis (928) 523-4240
A.R.S. § 15-1601

Mission:

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

Description:

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 a major research university producing basic and applied knowledge addressing complex challenges facing Arizona, the nation and the world. NAU graduates understand the nature of research, investigation, and original work and are prepared to contribute such work to their communities and employers.

This Program Contains the following Subprograms:

- ▶ Flagstaff and Statewide Organized Research
- ▶ Yuma Organized Research

NAA 2.1 **Subprogram Summary**
FLAGSTAFF AND STATEWIDE ORGANIZED RESEARCH
Bjorn Flugstad, Vice President
Finance, Institutional Planning and Analysis (928) 523-4240
A.R.S. § 15-1601

Mission:

To advance knowledge and economic development through integrated, intentional research and scholarship on the Flagstaff campus and throughout Arizona communities.

Description:

Northern Arizona University's research and creative activities result in new knowledge and innovation that:

- strengthens 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.

Research, professional preparation, and graduate education at NAU are tightly linked. NAU offers over 120 master's, doctoral, and certificate programs, which provide students outstanding opportunities to be mentored by top scholars in the disciplines and develop skills necessary for forward thinking careers. NAU offers strong master's degree programming with a clear professional and applied focus. Many of these opportunities are available online or at statewide locations, for maximum flexibility and convenience. Outstanding doctoral programs drive research in NAU's foundational research strengths: environmental sciences, forest restoration,

biological sciences, applied linguistics, and education. NAU has also launched new graduate programs that connect and expand strengths in informatics, health disparities, astronomy and planetary sciences, bioengineering, and material science.

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

Objective: 1 FY2020: Increase total research expenditures to allow NAU to continue to meet ABOR's Enterprise 2025 metrics targets.

FY2021: Increase total research expenditures to allow NAU to continue to meet ABOR's Enterprise 2025 metrics targets.

FY2022: Increase total research expenditures to allow NAU to continue to meet ABOR's Enterprise 2025 metrics targets.

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Graduate students enrolled in Flagstaff Master's level programs	1,311	1,245	1,270
Graduate students enrolled in Flagstaff Doctoral level programs	543	516	526
Graduate degrees granted to Flagstaff students (masters and doctorates)	558	530	541
as of 8/27/2020			
Value of total research expenditures ABOR Metric	65 Million	67 Million	69 Million
Number of invention disclosures ABOR Metric	43	46	50

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

Objective: 1 FY2020: Increase the number of graduate students enrolled at statewide sites.

FY2021: Increase the number of graduate students enrolled at statewide sites.

FY2022: Increase the number of graduate students enrolled at statewide sites.

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Graduate students enrolled in statewide Master's level programs (includes community campuses and online only)	2,813	2,672	2,726
Graduate students enrolled in statewide Doctoral level programs (includes community campuses and online only)	535	508	518

NAA 2.2 **Subprogram Summary**
YUMA ORGANIZED RESEARCH
Bjorn Flugstad, Vice President
Finance, Institutional Planning and Analysis (928) 523-4240
A.R.S. § 15-1601

Mission:

To advance knowledge through integrated, intentional research and scholarship at NAU-Yuma.

Description:

NAU-Yuma, a branch campus, is committed to developing resources related to its mission to provide baccalaureate and graduate programming for Yuma students and to 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.

Objective: 1 FY2020: Increase the number of graduate students involved in research activity that fosters economic growth in the Yuma community and throughout Arizona.

FY2021: Increase the number of graduate students involved in research activity that fosters economic growth in the Yuma community and throughout Arizona.

FY2022: Increase the number of graduate students involved in research activity that fosters economic growth in the Yuma community and throughout Arizona.

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Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Yuma Graduate students enrolled in Master's level programs.	52	49	50

NAA 3.0	Program Summary
	PUBLIC SERVICE
Bjorn Flugstad, Vice President	
Finance, Institutional Planning and Analysis (928) 523-4240	
A.R.S. § 15-1601	

Mission:

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

Description:

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

This Program Contains the following Subprograms:

- ▶ Flagstaff and Statewide Public Service
- ▶ Yuma Public Service

NAA 3.1	Subprogram Summary
	FLAGSTAFF AND STATEWIDE PUBLIC SERVICE
Bjorn Flugstad, Vice President	
Finance, Institutional Planning and Analysis (928) 523-4240	
A.R.S. § 15-1601	

Mission:

To support innovation, volunteerism, and engagement in our communities and to use the university's abundant artistic and civic service resources to enhance our engagement with the community and the world.

Description:

Northern Arizona University promotes scholarship that increases engagement with local communities and addresses key global challenges and partners with individuals, institutions, and communities to advance sustainable practices. Northern Arizona University also serves as the cultural center for northern Arizona by providing public access to theatrical, musical, and artistic events through its public radio station KNAU with two distinct program streams broadcasting to all of northern Arizona via 13 transmitters.

The Civic Service Institute (CSI) enhances the quality of life in Arizona and the Southwest Region by engaging volunteers who contribute by serving others with needs and by helping non-profit organizations meet critical community needs.

- ◆ **Goal 1** To increase the cultural vitality of Arizona and the Southwest region.

Objective: 1 FY2020: Continue to provide diverse cultural events that benefit students and the community.
FY2021: Continue to provide diverse cultural events that benefit students and the community.
FY2022: Continue to provide diverse cultural events that benefit students and the community.

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Theater, Art Shows and various season performances	64	44	64
Music concerts and film series scheduled	109	74	109
Value of expenditures related to service and engagement activities (in thousands)	32,600	32,500	33,000

ABOR Metric

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

Objective: 1 FY2020: Increase the number of individuals served by the CSI program.
FY2021: Increase the number of individuals served by the CSI program.
FY2022: Increase the number of individuals served by the CSI program.

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Total Civic Service Institute Volunteer Hours	264,948	285,000	300,000
Inspiring people of all ages throughout Arizona to volunteer and connect them with service opportunities to make positive impacts in our communities.			

Collaborating Agencies under the Civic Service Institute
To strengthen public and private community agencies throughout Arizona by increasing volunteer capacity in the following focus areas: disaster services, economic opportunity, education, environmental stewardship, healthy futures, and veterans and military families.

Number of participating volunteers
Inspiring people to volunteer for positive change.

Number of individuals benefited by CSI services
To make a difference in the lives of others by mobilizing volunteers to assist individuals via community agencies throughout Arizona.

NAA 3.2	Subprogram Summary
	YUMA PUBLIC SERVICE
Bjorn Flugstad, Vice President	
Finance, Institutional Planning and Analysis (928) 523-4240	
A.R.S. § 15-1601	

Mission:

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

Description:

NAU-Yuma is highly engaged in the community. The campus is 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.

NAU is a sponsor of the One Book Yuma program, a community effort that began in November 2006. The One Book Yuma program chose "Indianapolis: the True Story of the Worst Sea Disaster in US Naval History and the Fifty-Year Fight to Exonerate an Innocent Man" by Lynn Vincent and Sara Vladic for 2019-2020.

- ◆ **Goal 1** To increase the workforce development with local business and NAU-Yuma.

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Objective: 1 FY2020: Continue to improve relationships with NAU-Yuma and the local community.
FY2021: Continue to improve relationships with NAU-Yuma and the local community.
FY2022: Continue to improve relationships with NAU-Yuma and the local community.

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Arizona Town Hall Meetings held in Yuma	2	2	2
Number of Arizona Western College transfer students who attend NAU	188	179	182

NAA 4.0	Program Summary
	ACADEMIC SUPPORT
	Bjorn Flugstad, Vice President
	Finance, Institutional Planning and Analysis (928) 523-4240
	A.R.S. § 15-1601

Mission:

To support quality student learning and to foster excellence in educational practices that promote persistence to graduation.

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 functions such as faculty learning opportunities and professional support for effective instructional design, technology enhanced learning, and pedagogy.

The Faculty Professional Development Program provides the resources and support that help faculty be successful, which ultimately promotes the learning and success of students. Faculty professional development learning experiences include, one-on-one consultations, workshops, discussion groups, mentoring, and learning communities and communities of practice.

The e-Learning Center assists faculty in the effective use of technologies to enhance teaching and learning. The focus is good design and effective delivery of fully online courses. Phone support, small group training, and one-on-one consultation are provided to help faculty learn to build appealing online courses, develop engaging online teaching methods, and to find or create appropriate media and course materials to encourage student engagement and success.

NAU is also participating in grant-funded efforts sponsored by the American Association of State Colleges and Universities to integrate and extend existing student success institutions throughout the nation. The Frontier Set is a select group of colleges and universities, state systems, and supporting organizations committed to significantly increasing student access and success and eliminating racial/ethnic and socioeconomic disparities in college attainment. The Frontier Set is made up of 29 colleges and universities and two state systems from across the nation that represent a broad cross-section of higher education. Frontier Set sites will focus on institutional transformation, including the integration of three key solution areas:

1. Redesigned Planning, Advising and Student Services,
2. Digital Learning and Next Generation Digital Courseware, and
3. Developmental Education Reform and Supports for Learning,

while strengthening capacities that enable implementation and integration of the key solutions, including leadership, culture, strategic finance, IT infrastructure, institutional research and data, and policy.

This Program Contains the following Subprograms:

- ▶ Flagstaff and Statewide Academic Support
- ▶ Yuma Academic Support

NAA 4.1	Subprogram Summary
	FLAGSTAFF AND STATEWIDE ACADEMIC SUPPORT
	Bjorn Flugstad, Vice President
	Finance, Institutional Planning and Analysis (928) 523-4240
	A.R.S. § 15-1601

Mission:

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

Description:

Northern Arizona University is committed to providing support for Flagstaff students and students throughout the state to ensure success.

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

Objective: 1 FY2020: Increase the availability of research materials and technological resources that support higher numbers of students and faculty and increased research activity.
FY2021: Increase the availability of research materials and technological resources that support higher numbers of students and faculty and increased research activity.
FY2022: Increase the availability of research materials and technological resources that support higher numbers of students and faculty and increased research activity.

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of users in the library	441,677	400,000	500,000
Number of electronic journal titles available	123,990	95,000	97,000
Number of items provided for NAU students, faculty and staff via Document Delivery Services	14,841	15,000	13,000
Electronic books supplied by Cline Library	245,056	265,000	285,000
Cline Library hours open per week	150	150	150
Number of virtual reference services interactions	1,856	2,200	2,500
New performance measure			

NAA 4.2	Subprogram Summary
	YUMA ACADEMIC SUPPORT
	Bjorn Flugstad, Vice President
	Finance, Institutional Planning and Analysis (928) 523-4240
	A.R.S. § 15-1601

Mission:

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

Description:

NAU – Yuma maintains partnerships with Arizona Western College (Yuma and La Paz Counties, Arizona) and Imperial Valley College (Imperial County, California) to provide students with innovative and well-defined pathways to complete four-year and graduate programs.

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

Objective: 1 FY2020: Enhance computer lab facilities for students and faculty, as well as librarian services.
FY2021: Enhance computer lab facilities for students and faculty, as well as librarian services.
FY2022: Enhance computer lab facilities for students and faculty, as well as librarian services.

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Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Academic Complex Computer Lab Workstations	88	88	88
<p>The Academic Complex Computer Lab is the central, open-access computer lab on the Arizona Western College and NAU-Yuma Branch Campus. It is located in the NAU-Yuma Academic Complex building. There are 125+ computer workstations, the majority of which run Microsoft Windows. Macintosh computers are also available. The computer lab is available to all NAU and AWC students and is open more than 80 hours a week during the Fall and Spring semesters.</p>			
NAU-YUMA and AWC academic libraries	2	2	2
<p>As an NAU-Yuma student, you have access to two libraries for research resources and services. The AWC/NAU-Yuma Academic Library offers numerous class resources, as well as personal assistance from the NAU-Yuma Librarian.</p>			
<p>The NAU Cline Library also provides NAU-Yuma students with electronic research resources.</p>			
Amount raised from the Yuma Chapter of the NAU Alumni Association for Scholarships	0	20,000	20,000
Spring 2020 fund raising event cancelled due to COVID-19			

NAA 5.0	Program Summary
	STUDENT SERVICES
	Bjorn Flugstad, Vice President
	Finance, Institutional Planning and Analysis (928) 523-4240
	A.R.S. § 15-1601

Mission:

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

Description:

A variety of innovative programs are attractive to students and help them persist to receiving their degrees at NAU. Student services are primarily provided by the divisions of Enrollment Management, Student Affairs, and Academic Affairs, which include the following programs and activities: Academic Success Centers, Career Development, Residence Life and Residential Colleges, Campus Health Services, Enrollment and Student Services, University Admissions, Scholarships and Financial Aid, University Advising, and Campus Recreation.

The following student service programs are aimed at improving student success: Academic Success Centers; First Generation Programs such as First Scholars; Leadership, Engagement, Activities and Peer (LEAP) mentoring; Office of Indigenous Student Success; Inclusion: Multicultural and LGBTQIA Student Services; Veteran and Military Services; Transfer and Online Connections; and Enrollment and Student Services among others.

This Program Contains the following Subprograms:

- ▶ Flagstaff and Statewide Student Services
- ▶ Yuma Student Services

NAA 5.1	Subprogram Summary
	FLAGSTAFF AND STATEWIDE STUDENT SERVICES
	Bjorn Flugstad, Vice President
	Finance, Institutional Planning and Analysis (928) 523-4240
	A.R.S. § 15-1601

Mission:

To recruit and retain students and provide services leading to student success and higher persistence to degree.

Description:

A variety of innovative programs have been designed to attract students and help them persist to degree at NAU.

Enrollment Management (EM) attracts new students through the operations of University Admissions & Orientation, Admissions Processing, Student Financial Aid, Enrollment & Student Services, EM Communications, Analytics & Assessment, and Enrollment Services Business Analyst Team. For prospective students, University Admissions & Orientation hosts daily campus visits as well as represents NAU at hundreds of in-person and virtual high school events, college fairs, graduate fairs, and open houses throughout the year. UAO staff also conduct thousands of one-on-one appointments and host orientation sessions for new students. Enrollment and Student Services supports students online, at statewide sites, and on the Flagstaff campus by providing a one-stop shop for admissions, registrar, student accounts, and financial aid questions and processes. Additionally, Enrollment and Student Services staff located at statewide sites are uniquely positioned to serve 2NAU and other transfer students as they transition to the university and assist statewide campus students navigate through to graduation. Other EM units support student recruitment efforts through data analysis, processing, communication, and technical functional support.

Unions and Student Activities strive to offer the finest services, conveniences, and amenities for the students of NAU, while providing cultural, social, leisure and recreational opportunities as part of a well-considered plan for the campus community. In addition, several units provide valuable experiential learning opportunities and leadership development opportunities through student employment.

Career Development and Student Employment provides programs and services that connect students early and often to career through one-on-one support, workshops and programming, and networking events. Students served include those on the main Flagstaff campus, as well as statewide sites and online learners. Services also include internships and employer engagement programs.

Students studying at statewide campus sites or online have access to a broad array of student services, such as online orientation, access to Cline Library, tutoring and study skills, tools for exploring degree programs, tracking degree progress, and planning a career in addition to one-on-one support from professional staff on site or remotely to meet a variety of other student needs.

Undergraduate students at all campuses (Flagstaff, Statewide, and Online) are assigned a professional academic advisor. Academic advisors guide and support students as they progress through their academic careers by assisting with degree selection, course selection and sequencing, resource and tool referral, enrollment, policy interpretation, and overall coaching.

- ◆ **Goal 1** To assist Flagstaff students in cultural, physical, and social development/wellness by providing services, activities, and events.

Objective: 1 FY2020: Continue to foster a community of inclusion and engagement in the university by providing excellent services that support a growing student population.

FY2021: Continue to foster a community of inclusion and engagement in the university by providing excellent services that support a growing student population.

FY2022:

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Continue to foster a community of inclusion and engagement in the university by providing excellent services that support a growing student population.

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Students use/participation: Counseling Services visits	8,375	10,469	11,515
Inclusion and Multicultural Services (IMS) and Office of Indigenous Student Success (OISS) participants	2,373	2,217	2,643
Total unique count of student participation in Student Affairs mentoring programs (including but not limited to SSS, ID Scholars, Peer Jacks, OISS Scholars)	41,077	42,720	47,375
Number of Student Life registered organizations	451	428	437

- ◆ **Goal 2** To support Flagstaff student learning by providing financial support services to qualified students within the specific limitations of the financial aid system.

Objective: 1 FY2020: Effectively utilize Financial Aid resources in support of an increasing number of students.
FY2021: Effectively utilize Financial Aid resources in support of an increasing number of students.
FY2022: Effectively utilize Financial Aid resources in support of an increasing number of students.

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Students receiving financial aid by categories: Scholarships	14,461	14,895	14,895
Students receiving financial aid by categories: Waivers	583	519	437
Students receiving financial aid by categories: Grants	8,686	8,425	8,425
Students receiving financial aid by categories: Employment	4,045	3,887	3,589
Students receiving financial aid by categories: Loans	9,348	9,350	9,350

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

Objective: 1 FY2020: Effectively utilize Financial Aid resources in support of an increasing number of students.
FY2021: Effectively utilize Financial Aid resources in support of an increasing number of students.
FY2022: Effectively utilize Financial Aid resources in support of an increasing number of students.

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Students receiving financial aid by categories: Scholarships	1,232	1,165	1,165
Students receiving financial aid by categories: Waivers	86	75	67
Students receiving financial aid by categories: Grants	2,660	2,410	2,126
Students receiving financial aid by categories: Employment	84	85	85
Students receiving financial aid by categories: Loans	2,706	2,500	2,500

NAA 5.2

Subprogram Summary

YUMA STUDENT SERVICES

Bjorn Flugstad, Vice President

Finance, Institutional Planning and Analysis (928) 523-4240

A.R.S. § 15-1601

Mission:

To recruit and retain students and provide services leading to student success and higher persistence to degree.

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 accessible and successful. NAU Yuma has five student clubs/organizations: Bien Hecho, Psychology Club, NAU Yuma Branch Science Club, Social Work Student Association and the Student Nurses' Association of NAU Yuma.

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

Objective: 1 FY2020: Effectively utilize Financial Aid resources in support of an increasing number of students.
FY2021: Effectively utilize Financial Aid resources in support of an increasing number of students.
FY2022: Effectively utilize Financial Aid resources in support of an increasing number of students.

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Students receiving financial aid by categories: Scholarships	311	315	315
Students receiving financial aid by categories: Waivers	7	8	8
Students receiving financial aid by categories: Grants	352	303	256
Students receiving financial aid by categories: Employment	25	26	26
Students receiving financial aid by categories: Loans	185	165	165

NAA 6.0

Program Summary

INSTITUTIONAL SUPPORT

Bjorn Flugstad, Vice President

Finance, Institutional Planning and Analysis (928) 523-4240

A.R.S. § 15-1601

Mission:

To continuously improve institutional effectiveness and organizational performance in support of the university's mission and strategic goals.

Description:

Institutional support includes administrative activities focusing on the management of and long-range planning for the university. These service-oriented functions administer programs to support all stakeholders to ensure the university meets its mission and vision.

This Program Contains the following Subprograms:

- ▶ Flagstaff and Statewide Institutional Support
- ▶ Yuma Institutional Support

2020 - 2022 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

NAA 6.1	Subprogram Summary
FLAGSTAFF AND STATEWIDE INSTITUTIONAL SUPPORT	
Bjorn Flugstad, Vice President	
Finance, Institutional Planning and Analysis (928) 523-4240	
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.

Description:

Institutional Support services include the Equity and Access Office (which includes Disability Resources), Facility Services, the Comptroller's Office, Human Resources, the Budget Office and many other offices committed to ensuring the university functions effectively and efficiently.

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

Objective: 1 FY2020: Provide a respectful atmosphere that attracts and retains students, faculty and staff.

FY2021: Provide a respectful atmosphere that attracts and retains students, faculty and staff.

FY2022: Provide a respectful atmosphere that attracts and retains students, faculty and staff.

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
NAU numbers of: Equity and Access formal and informal complaints, consultations and ADA issue contacts Updates now include data on Disability Resources.	2,164	2,200	2,000
People trained proactively by the Office of Equity and Access, on-line and in person	17,207	14,000	14,000
Two mandatory new trainings introduced in FY 2020. Title IX training excluded from estimates due to reorganization.			
People served by the Office of Employee Assistance and Wellness	7,617	8,300	8,500
Programs offered by the Office of Employee Assistance and Wellness	325	535	550
Internal audits conducted	8	5	8
Percent of agency staff turnover	18	16	15

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

Objective: 1 FY2020: Maintain a physical environment that inspires learning and attracts and retains students, faculty and staff.

FY2021: Maintain a physical environment that inspires learning and attracts and retains students, faculty and staff.

FY2022: Maintain a physical environment that inspires learning and attracts and retains students, faculty and staff.

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
State appropriations for building renewal (in millions)	0	24.5	27
Operation and maintenance of plant expenditures (in millions)	24.3	24	25

NAA 6.2	Subprogram Summary
YUMA INSTITUTIONAL SUPPORT	
Bjorn Flugstad, Vice President	
Finance, Institutional Planning and Analysis (928) 523-4240	
A.R.S. § 15-1601	

Mission:

To extend the reach of Northern Arizona University by providing educational programs, developing student services, and fostering intellectual, cultural, and scholarly activity in a collaborative manner that meets the unique needs of the diverse and growing communities of the lower Colorado River region.

Description:

NAU-Yuma is designated as a branch campus of Northern Arizona University. Institutional support functions are primarily provided by central offices on the Flagstaff campus, including Human Resources and the Comptroller's Office.

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

Objective: 1 FY2020: Maintain a physical environment that inspires learning and attracts and retains students, faculty and staff.

FY2021: Maintain a physical environment that inspires learning and attracts and retains students, faculty and staff.

FY2022: Maintain a physical environment that inspires learning and attracts and retains students, faculty and staff.

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Calculated building renewal need	0	266,500	298,800

NAA 7.0	Program Summary
AUXILIARY PROGRAM	
Bjorn Flugstad, Vice President	
Finance, Institutional Planning and Analysis (928) 523-4240	
A.R.S. §§ 15-1601 et seq.	

Mission:

To promote operations of substantially self-supporting activities such as student housing, student unions, and intercollegiate athletics.

Description:

Between the two Academic Success Centers-north and south, the ASC supplies various forms of tutoring: One on One, Drop-In tutoring and Subject-Based tutoring in numerous academic areas. The ASC also offers Supplemental Instruction in various areas and Academic Success Workshops covering nine topics. In addition, the ASC offers Academic Mentoring, test taking strategies and other academic resources for students.

In August 2011, the 270,603 square foot Health and Learning Center (HLC) opened its doors to engage students in holistic learning by integrating recreation, health services, athletics, and academics into one central location.

NAU, a member of the Big Sky Conference and Western Athletic Conference for swimming and diving, sponsors 15 NCAA Division I level athletic programs. The Northern Arizona University athletics department recorded a cumulative grade point average of 3.21 among its approximately 342 student-athletes during the 2019-2020 academic year. In addition, 157 student athletes earned Big Sky/WAC All-Academic honors achieving a minimum of 3.20 cumulative grade point average or higher.

This Program Contains the following Subprograms:

- ▶ Flagstaff and Statewide Auxiliary Program
- ▶ Yuma Auxiliary Program

NAA 7.1	Subprogram Summary
FLAGSTAFF AND STATEWIDE AUXILIARY PROGRAM	
Bjorn Flugstad, Vice President	
Finance, Institutional Planning and Analysis (928) 523-4240	
A.R.S. §§ 15-1601 et seq.	

Mission:

To promote operations of substantially self-supporting activities such as

2020 - 2022 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

student housing, student unions, and intercollegiate athletics.

Description:

Auxiliary Programs includes expenses of organizational units that furnish services to students, faculty and staff, and the general public for a fee directly related to the cost of the service and are managed as essentially self-supporting activities.

Campus Services and Activities funded the upgrade of Prochnow Auditorium in the University's historic North Union through auxiliary funding. The space is able to host a wide range of campus events and support academic and social initiatives throughout the year.

Campus Recreation strengthened partnerships with academic departments to add new programs, enhance existing programs, and increase opportunities for student participation.

Campus Dining continues to offer a total of 28 restaurants throughout campus, including two all-you-care-to-eat establishments, two mobile locations, and fine dining. Campus Dining has also added mobile online ordering with expedited pick-up for student convenience and robotic delivery services throughout campus. In addition, the NAU Bookstore continues to lower the cost of course materials through partnerships with open education resource providers and negotiations with publishers to convert materials to electronic formats whenever possible.

University Housing manages a variety of on-campus options for freshmen and upper-division students including traditional freshman residence halls (10), upper division suites (3), upper division apartments (8), family housing (1), and the Honors College managed by NAU in partnership with American Campus Communities (ACC). Three partnered-housing properties through ACC offer students additional convenient on-campus housing options.

All freshmen students are assigned into Residential Colleges according to their academic college. Each Residential College is supported by college faculty, peer college ambassadors and academically related programming designed to promote persistence and connections to the faculty and the college. The Honors College Living and Learning Facility opened Fall 2018, housing 634 Honors students along with all college faculty, advisors, and other administrative staff offices and classrooms.

◆ **Goal 1** To provide an excellent residential living experience for students choosing to live on the Flagstaff Mountain Campus.

Objective: 1 FY2020: Maximize the housing capacity on campus for additional housing and student service options for Flagstaff campus students.

FY2021: Maximize the housing capacity on campus for additional housing and student service options for Flagstaff campus students.

FY2022: Maximize the housing capacity on campus for additional housing and student service options for Flagstaff campus students.

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of new, first time, full-time students living in residence halls	90	83	90
Percent of new first time, full time, freshmen utilizing one of the Academic Success Centers (tutoring, SI, and academic mentoring) one or more times	40	40	50
Total number of students who were housed on campus	10,450	8,600	10,400
Total number of students utilizing the Academic Success Centers (tutoring)	7,934	7,818	9,274

◆ **Goal 2** To provide diverse and quality recreational programs, services and events to promote health and wellness for students and community.

Objective: 1 FY2020: Provide outstanding intramural activities, events and Health services to support student's wellbeing.

FY2021: Provide outstanding intramural activities, events and Health services to support student's wellbeing.

FY2022: Provide outstanding intramural activities, events and Health services to

support student's wellbeing.

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Total use/participation: Recreation Center visits	370,984	275,000	350,000
Total use/participation: Outdoor Recreation	13,048	5,000	10,000
Total use/participation: Aquatic Center	80,591	80,000	80,000
Excludes Tennis Center as that data are not tracked by Campus Recreation			
Students use/participation: Intramural participants	14,214	9,000	15,000
Students use/participation: Campus Health Services/Medical Services visits	34,334	36,050	36,771
FY 2019 data reflect removal and separate repData reflect pharmacy closure			
Total use/participation: Fitness & Wellness	22,154	26,000	30,000
Student use/participation: Sport Clubs	24,510	15,000	30,000
Student use/participation in Campus Health Services/Health Promotion - In Person	10,977	5,000	5,100
Student use/participation in Campus Health Services/Health Promotion - Online	17,735	15,000	15,300

NAA 7.2

Subprogram Summary

YUMA AUXILIARY PROGRAM

Bjorn Flugstad, Planning & Institutional Research

Finance, Institutional Planning and Analysis (928) 523-4240

A.R.S. §§ 15-1601 et seq.

Mission:

To strategically partner with Arizona Western College to offer students dining, health care and other auxiliary services.

Description:

NAU-Yuma offers students auxiliary services such as dining, child care and off-campus referrals/resources for healthcare through its partner Arizona Western College. Some auxiliary services are offered through the NAU Flagstaff Campus.

◆ **Goal 1** To provide a support system for students at the Yuma Campus.

Objective: 1 FY2020: Continue to utilize the services of the AWC campus to provide NAU-Yuma students excellent support services.

FY2021: Continue to utilize the services of the AWC campus to provide NAU-Yuma students excellent support services.

FY2022: Continue to utilize the services of the AWC campus to provide NAU-Yuma students excellent support services.

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Auxiliary operations provided by Arizona Western College (AWC) includes: bookstore, dining services, childcare and transportation	Yes	Yes	Yes

NAA 8.0

Program Summary

CAPITAL INFRASTRUCTURE

Bjorn Flugstad, Vice President

Finance, Institutional Planning and Analysis (928) 523-4240

A.R.S. § 15-1601

