One Mission. One Vision. One NAU.
Welcome

“NAU is just simply knocking it out of the park. The university is a vital part of Arizona’s economic development engine.”

- Glenn Hamer, President and CEO, Arizona Chamber of Commerce and Industry
Impacting the State Economy

>84% of 2017 graduates are employed in Arizona.

>22,000 jobs supported by NAU throughout Arizona.

>99,000 NAU graduates reside in Arizona.

$2.5 billion generated annually for the Arizona economy by NAU.

One Mission. One Vision. One NAU.
“NAU graduates thrive in their well-being and boast strong employment outcomes. In turn, NAU alumni play an important role in their state and local communities and economies by being thriving, engaged citizens and employees.”

– Gallup, Inc.
89% of NAU undergraduate alumni and 91% of postgraduate alumni, if they had to do it all over again, would still attend NAU to obtain their degree.

A greater percentage of NAU alumni than alumni from each comparison group strongly agree that they were supported during their time as students.

NAU alumni have a stronger attachment to their university than do graduates from comparison groups.

<table>
<thead>
<tr>
<th>NAU ALUMNI</th>
<th>19%</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Peers</td>
<td>9%*</td>
</tr>
<tr>
<td>Regional Competitors</td>
<td>11%*</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NAU ALUMNI</th>
<th>28%</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Peers</td>
<td>15%*</td>
</tr>
<tr>
<td>Regional Competitors</td>
<td>13%*</td>
</tr>
</tbody>
</table>

*Indicates that outcome is statistically different than NAU alumni’s outcome at the 95% confidence level
Impacting the Workforce

“Wilson Electric actively recruits graduates from NAU. There is an ideal, supportive atmosphere throughout the program. By graduation, NAU construction management students have cultivated practical, applicable skills, and are immediately employable.”

– Todd Klimas, Wilson Electric
NAU Teacher’s Academy

- **Two** degree paths: elementary education and elementary education with a special education component
- Preparing **153** future teachers who will enter Arizona classrooms over the next two years

Statewide Reach

<table>
<thead>
<tr>
<th>County</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mohave County</td>
<td>14</td>
</tr>
<tr>
<td>Navajo County</td>
<td>18</td>
</tr>
<tr>
<td>North Valley campus</td>
<td>24</td>
</tr>
<tr>
<td>NAU Yuma</td>
<td>29</td>
</tr>
<tr>
<td>Prescott, Thatcher,</td>
<td></td>
</tr>
<tr>
<td>Phoenix College,</td>
<td>68</td>
</tr>
<tr>
<td>South Mountain Community College</td>
<td></td>
</tr>
</tbody>
</table>
A greater percentage of NAU alumni than graduates from national peers and regional competitors find value in their education.

“My education from NAU was worth the cost.”

% Strongly agree

<table>
<thead>
<tr>
<th>NAU Alumni</th>
<th>52%</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Peers</td>
<td>46%*</td>
</tr>
<tr>
<td>Regional Competitors</td>
<td>48%*</td>
</tr>
</tbody>
</table>

“Arizona must reach its attainment goals if all of our cities and towns are to share in the prosperity. That means embracing our public universities’ role. We celebrate NAU’s distinct focus on delivering excellent undergraduate education and preparing our future workforce to thrive in Arizona after college.”

– Tammy McLeod, Chairperson of Expect More Arizona

*Indicates that outcome is statistically different than NAU alumni’s outcome at the 95% confidence level

Source: NAU Alumni Report by Gallup
Recognitions

• 2018 Excellence in Assessment Award
  National Institute for Learning Outcomes Assessment

• Top 25% research institution in the nation
  National Science Foundation

• Top 5% university in the world and in the top 200 in the nation
  The Center for World University Rankings

• Higher Education Civic Engagement Award
  The Washington Center

• 2017 Andrew Heiskell Award for Innovation in International Education

• NAU is named among the best in the nation for conferring the highest number of degrees to minorities (ranked among the top 10 in 27 categories)
  Diverse Issues in Higher Education

• 2018 #1 Best Online College in the nation
  Affordable Colleges Online

• 2018–19 #1 Best Online College in Arizona
  OnlineColleges.com

• #4 most Affordable Online College in the nation
  Affordable Colleges Online
Performance Metrics

**Freshman Retention Rate**
- 2013-14: 80%
- 2016-17: 57.5%
- 2017-18 Preliminary: 30,312
- 2018-19 Preliminary: 4,597
- 2018-19: 4,500
- 2025: 1,810

**Undergraduate Enrollment**
- 2013-14: 34,909
- 2016-17: $56,490
- 2017-18: 35.5 million
- 2018-19: 52.9 million
- 2025: $46.8 million

**Subsequent Metrics**
- Bachelor’s Degrees Awarded:
  - 2013-14: 6,930
  - 2016-17: 5,986
  - 2017-18 Preliminary: 50
  - 2018-19 Preliminary: 1,361
  - 2018-19: 2,083
  - 2025: 2,500

- Graduate Degrees Awarded:
  - 2013-14: 52.4%
  - 2016-17: 30.581 (31,073) *
  - 2017-18 Preliminary: 52.4%
  - 2018-19 Preliminary: 57.5%
  - 2018-19: 5986
  - 2025: 6,930

- Degrees in High-Demand Fields:
  - 2013-14: 4,500
  - 2016-17: 73.5%
  - 2017-18 Preliminary: 4,597
  - 2018-19 Preliminary: 26,639
  - 2018-19: 2,500
  - 2025: 4,500

- Public Service Activity:
  - 2013-14: $35.5 million
  - 2016-17: $35.3 million
  - 2017-18 Preliminary: 3,579
  - 2018-19 Preliminary: 3,942
  - 2018-19: 4,597
  - 2025: 4,500

- Invention Disclosures Transacted:
  - 2013-14: 50
  - 2016-17: 60
  - 2017-18 Preliminary: 50
  - 2018-19 Preliminary: 60
  - 2018-19: 50
  - 2025: 50

- Research Activity:
  - 2013-14: $46.8 million
  - 2016-17: $49.898
  - 2017-18 Preliminary: $49.898
  - 2018-19 Preliminary: $49.898
  - 2018-19: $49.898
  - 2025: $49.898

- Education and Related Expenses per Degree:
  - 2013-14: $56,490
  - 2016-17: 1,810
  - 2017-18 Preliminary: 1,810
  - 2018-19 Preliminary: 1,810
  - 2018-19: 1,810
  - 2025: 1,810

*IPEDS/All Enrolled Headcount
Vision
NAU leads the way to a better Arizona and a sustainable world through personalized attention to student success and scholarly excellence.

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.

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.
GOAL 1: Student Success and Access

GOAL 2: Research and Discovery

GOAL 3: Commitment to Native Americans

GOAL 4: Engagement

GOAL 5: Stewardship

• Input solicited from statewide sites throughout Arizona
• More than 1,700 participants, including faculty, staff, students, alumni, and community members
• 130 sessions organized
Enrollment

One Mission. One Vision. One NAU.
Enrollment – Closing the Achievement Gap

One Mission. One Vision. One NAU.

Enrollment Update/AZ Comparison

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>NAU - Fall 2018</th>
<th>AZ Census 2016 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>56.2%</td>
<td>56%</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>23.2%</td>
<td>31%</td>
</tr>
<tr>
<td>Int’l/Not Specified/Other</td>
<td>7.0%</td>
<td>0.1%</td>
</tr>
<tr>
<td>Two or More</td>
<td>5%</td>
<td>2%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>3%</td>
<td>4%</td>
</tr>
<tr>
<td>American Indian/Alaska Native</td>
<td>3%</td>
<td>4%</td>
</tr>
<tr>
<td>Asian</td>
<td>3%</td>
<td>4%</td>
</tr>
<tr>
<td>Native Hawaiian/Other Pacific Islander</td>
<td>3%</td>
<td>2%</td>
</tr>
</tbody>
</table>

Diversity Percentage

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2018</th>
<th>2005</th>
<th>2018</th>
<th>2012*</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>13,961</td>
<td>17,452</td>
<td>2,297</td>
<td>3,814</td>
<td>164</td>
<td>1,157</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>2,301</td>
<td>7,236</td>
<td>672</td>
<td>2,954</td>
<td>76</td>
<td>1,100</td>
</tr>
<tr>
<td>International/Not Specified/Other</td>
<td>763</td>
<td>2,098</td>
<td>64</td>
<td>92</td>
<td>0</td>
<td>47</td>
</tr>
<tr>
<td>Two or More</td>
<td>55</td>
<td>1,665</td>
<td>20</td>
<td>508</td>
<td>20</td>
<td>200</td>
</tr>
<tr>
<td>Black/African American</td>
<td>426</td>
<td>1,070</td>
<td>131</td>
<td>419</td>
<td>8</td>
<td>119</td>
</tr>
<tr>
<td>American Indian/Alaska Native</td>
<td>1,212</td>
<td>849</td>
<td>646</td>
<td>339</td>
<td>13</td>
<td>93</td>
</tr>
<tr>
<td>Asian</td>
<td>324</td>
<td>629</td>
<td>69</td>
<td>185</td>
<td>2</td>
<td>45</td>
</tr>
<tr>
<td>Native Hawaiian/Other Pacific Islander</td>
<td>7</td>
<td>74</td>
<td>3</td>
<td>21</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>19,069</td>
<td>31,073</td>
<td>3,902</td>
<td>8,332</td>
<td>284</td>
<td>2,771</td>
</tr>
</tbody>
</table>

Diversity Percentage

|                       | 22.7% | 37.1% | 39.5% | 53.1% | 42.3% | 56.5% |

International/Other Students not included in NAU counts and equal 5% of our student population

*Data compilation began in 2012
Ensuring 60 percent of Arizonans have a certificate or college degree by 2030.

“NAU means an affordable education that will prepare me for my professional career as a teacher.”
– Emily Kehl ’21, English Secondary Education major

“NAU’s Personalized Learning program was by far the best option we could find. The price was right, the timing was right, the program was right.”
– Caleb Jasper, Personalized Learning, ’18, Liberal Arts

“NAU has all the perks of a university while allowing me to pay community college prices!”
– Rey Mendez ’20, Biomedical Sciences major
Accessible Education – Access Through Partnership
The Value of an NAU Degree

Student Support Funding

- General Fund and Net Tuition and Fees per FTE
- General Fund per FTE

Flagstaff Campus Four-Year Pledge Rate

<table>
<thead>
<tr>
<th></th>
<th>Resident</th>
<th>Non-Resident</th>
<th>WUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition</td>
<td>$10,390</td>
<td>$24,654</td>
<td>$15,585</td>
</tr>
<tr>
<td>Fees</td>
<td>$1,174</td>
<td>$1,174</td>
<td>$1,174</td>
</tr>
<tr>
<td>Total</td>
<td>$11,564</td>
<td>$25,828</td>
<td>$16,759</td>
</tr>
</tbody>
</table>

NAU-Yuma and Statewide Locations

<table>
<thead>
<tr>
<th></th>
<th>Resident</th>
<th>Non-Resident</th>
<th>WUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition</td>
<td>$7,718</td>
<td>$21,324</td>
<td>$12,228</td>
</tr>
<tr>
<td>Fees</td>
<td>$413</td>
<td>$413</td>
<td>$413</td>
</tr>
<tr>
<td>Total</td>
<td>$8,131</td>
<td>$21,737</td>
<td>$12,641</td>
</tr>
</tbody>
</table>

NAU-Yavapai

<table>
<thead>
<tr>
<th></th>
<th>Resident</th>
<th>Non-Resident</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition</td>
<td>$6,216</td>
<td>$18,382</td>
</tr>
<tr>
<td>Fees</td>
<td>$413</td>
<td>$413</td>
</tr>
<tr>
<td>Total</td>
<td>$6,629</td>
<td>$18,795</td>
</tr>
</tbody>
</table>
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Accessible Education – Student Debt

Students with Loans, FY 2012–17
Average Debt at Graduation (UG)

- NAU
- Nat'l Average 4 Year Public
- Nat'l Average 4 Year Priv./Non Profits

All Students, FY 2012–17
Average Debt at Graduation (UG)

Source: FY 2012 – FY 2017 Student Financial Aid Report, College Insight
“I owe NAU a debt that I will continue to attempt to repay. The curriculum for my studies was taught by incredibly talented and caring professors, many of whom I still have a great friendship with today.”

– Gary Maggetti, General Manager of Disney California Adventure Park West, ’95, Hotel and Restaurant Management major
Adaptation for Student Success

### IPEDS Fall Enrollment Comparison

<table>
<thead>
<tr>
<th>Student Enrollment</th>
<th>Student-to-Faculty Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008–09</td>
<td>17 to 1</td>
</tr>
<tr>
<td>2009–10</td>
<td>19 to 1</td>
</tr>
<tr>
<td>2010–11</td>
<td>20 to 1</td>
</tr>
<tr>
<td>2011–12</td>
<td>20 to 1</td>
</tr>
<tr>
<td>2012–13</td>
<td>21 to 1</td>
</tr>
<tr>
<td>2013–14</td>
<td>19 to 1</td>
</tr>
<tr>
<td>2014–15</td>
<td>18 to 1</td>
</tr>
<tr>
<td>2015–16</td>
<td>18 to 1</td>
</tr>
<tr>
<td>2016–17</td>
<td>18 to 1</td>
</tr>
<tr>
<td>2017–18</td>
<td>19 to 1</td>
</tr>
</tbody>
</table>

### Reflecting the Face of Arizona

**Students**

- 2011: 7,342 (29%)
- 2018: 11,523 (37%)
- Increase: 8 percentage points

**Faculty and Staff**

- 2011: 714 (17%)
- 2018: 803 (21%)
- Increase: 4 percentage points

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“The Honors facility conveniently combines education, lifestyle, and resources in one area.”

– Taylor Harvey ’20, Honors student, Strategic Communications major
Research and Discovery

Top 25% of approximately 900 U.S. universities
National Science Foundation

#197 research university in the nation
2018 – 2019, Center for World University Rankings

GOAL 2
Research and Discovery
Expand the boundaries of knowledge and creativity
Higher Education Research and Development Expenditures and Rankings

Source: National Science Foundation, Higher Education Research and Development (NSF HERD, 2016 data)
Research and Public Service

- Research and Development Expenditures (NSF HERD)
- Expenditures Related to Service and Engagement Activities (IPEDS)

FY:
- 2009
- 2010
- 2011
- 2012
- 2013
- 2014
- 2015
- 2016
- 2017
- 2018
- 2025 Est.

Expenditures:
- $55.5 million
- $26.7
- $28.8
- $32.6
- $35.3
- $35.5
- $46.3
- $78.9 million
- $88.2 million
- $82.3 million

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The range of faculty members disclosing intellectual property for potential patenting and licensing continued to be broad, with more than 50 unique inventors, 17 first time inventors, and 14 women inventors.

- 50 invention disclosures transacted
- 15 patents granted compared to our FY02 – FY13 average of under two per year
Public Service

• $35.3M in public service expenditures in FY18
• 73% of Gear Up participants graduate high school and go on to college
• K-12 Center
• Institute for Human Development
• Institute for Tribal Environmental Professionals
Commitment to Native Americans

NAU ranks high as one of the top producers of degrees for Native American students:

- **#1** bachelor’s degrees in Public Health
- **#2** bachelor’s degrees in both Multi/Interdisciplinary Studies and Physical Sciences
- **#3** bachelor’s degrees in Engineering, Hospitality Administration, and Natural Resources and Conservation

- **#1** graduate degrees in Natural Resources and Conservation
- **#2** graduate degrees in Education
- **#8** graduate degrees, all disciplines combined
“The community that stands behind NAU is what makes the experience here so incredible. NAU and the Flagstaff community have the passion and drive to make sure that students really feel at home in their new community.”

– Kassidy Sanders ’21, Journalism and Political Science major
Lumberjacks for Life

We hosted **60** alumni chapter events throughout the country in FY18.

More than **1,800** attendees, including **500** first-time participants, have joined our alumni events.

Last quarter, **92** of our alumni volunteered their time to mentor **107** current students.
Ensure long-term viability of the university

“The ‘A+’ rating and SPUR on the system revenue bonds reflect our view of NAU’s enrollment growth of close to 20% over the past five years; annual growth since 2008; and improving student quality with higher average SAT scores, slightly higher retention, and higher graduation rates.”

– S&P Global Ratings, July 2018
Financial Stability and Strength

One Mission. One Vision. One NAU.

Total Revenue: $625 million
Enrollment: 31,073

<table>
<thead>
<tr>
<th>FY19 Budgeted Operating Expense</th>
<th>$M</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries, wages, and benefits</td>
<td>357.2</td>
<td>58%</td>
</tr>
<tr>
<td>All other operating</td>
<td>136.5</td>
<td>22%</td>
</tr>
<tr>
<td>Scholarships and fellowships, net of scholarship</td>
<td>39.8</td>
<td>6%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>43.6</td>
<td>7%</td>
</tr>
<tr>
<td>GASB adjustments</td>
<td>13.7</td>
<td>2%</td>
</tr>
<tr>
<td>Interest on indebtedness</td>
<td>28</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>618.8</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenue</th>
<th>$M</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and Fees</td>
<td>257M</td>
<td>41%</td>
</tr>
<tr>
<td>State General Fund</td>
<td>109M</td>
<td>18%</td>
</tr>
<tr>
<td>Auxiliary Revenue</td>
<td>71M</td>
<td>11%</td>
</tr>
<tr>
<td>Gov’t Grants and Contracts and Fin Aid</td>
<td>104M</td>
<td>17%</td>
</tr>
</tbody>
</table>

FY 2019

Total Revenue: $625 million
Enrollment: 31,073

One Mission. One Vision. One NAU.
$103 million campaign closed in 2016

Preparation for the new comprehensive campaign:
- New Vice President for Development and Alumni Engagement
- 2019 Giving Day planning
- 38 NAU Foundation board members from Arizona, North Carolina, Texas, Colorado, and California
- CCS Fundraising as campaign counsel to conduct a feasibility study later this fall
- Enhanced President’s Society programming in Phoenix
NAU Contributing to a Better Arizona

#1 Best College Town in Arizona and #3 in the U.S.  
American Institute for Economic Research’s 2017 College Destinations Index

#1 Best Online College in the Nation  
AffordableCollegesOnline.org

#1 Best College for Veterans in Arizona for the 4th Consecutive Year  
Best for Vets

#5 Most Scenic College Campus in the U.S.  
College Prowler

#6 Happiest City in America  
Time.com
Thank You
Q&A