



**FY22 PRESIDENT'S REPORT  
NORTHEASTERN STATE UNIVERSITY**









## MESSAGE FROM THE PRESIDENT

Friends, it has been a busy year at Northeastern State University. We have much to celebrate at our historic and essential immersive learning institution.

In May, we celebrated the first RiverHawks Scholar Program graduates from what is Oklahoma's first postsecondary transition certificate program for students with intellectual and/or developmental disabilities.

This important milestone comes as our institution realizes 100 years of continued accreditation with the Higher Learning Commission of the North Central Association of Colleges and Schools (HLC). As part of their latest assessment, HLC representatives highlighted various efforts by the university to empower students, faculty, staff and the community. This includes the university's ongoing efforts to offer academic programs that help meet Oklahoma's workforce demands, our commitment to making education affordable and accessible and institution-wide efforts to provide immersive learning opportunities so students can showcase and refine their skills.

The Oklahoma College of Optometry at Northeastern State University garnered substantial support for its Building Excellence: A Vision for the Future campaign. The Oklahoma House of Representatives and Senate granted \$15 million in American Rescue Plan Act (ARPA) toward the college's \$33+ million building goal. The new facility will allow us to graduate more optometrists, expand our clinical services to more patients and move this top-rated program into a facility that matches its reputation.

Thank you for your sincere interest in NSU and its mission. I encourage you to look through this report and read about our past year's accomplishments and opportunities in the months to come, including highlights from our FY22 budget. Please get in touch with me if you have any questions or comments you would like to share.



Steve Turner  
*NSU President*



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Chris Van Denhede



Lake Carpenter



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Connie Reilly



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Amy Anne Ford



Eric Fisher



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*NSU President*



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*Provost & VP  
Academic Affairs*



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*VP Student Affairs*



Christy Landsaw  
*VP Administration  
& Finance*



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*VP University Relations*

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# NEW HOME

## FOR OKLAHOMA COLLEGE OF OPTOMETRY COMING INTO CLEAR VIEW

In 1979, the Oklahoma State Regents for Higher Education, with the support of the Oklahoma Legislature, established the Oklahoma College of Optometry at Northeastern State University.

The college was originally located in Wyly Hall—a women’s dormitory built in 1968—but by the mid-80s it had outgrown its space and needed to relocate. An opportunity became available when the Cherokee Nation vacated the original W.W. Hastings Hospital in 1983 to relocate to a newly constructed hospital to better serve their community’s needs. In 1991, the Oklahoma College of Optometry moved from Wyly Hall to the renovated W.W. Hastings Hospital.

While the 86-year-old W.W. Hastings Hospital has served as the proud home for one of the most outstanding optometry colleges in the nation for more than 30 years, it has its limitations as with most old buildings. In 2016, officials began planning to find a new home for the ever-expanding college.

“Much like our predecessors in the 1970s and 1980s, we saw an opportunity to again transform comprehensive eye care in Green Country and Oklahoma,” NSU President Steve Turner said. “We have been grateful that others like the Cherokee Nation and the Oklahoma Legislature have supported our call to move onto the next chapter of eye care with the construction of a new home for the optometry college. We are excited to have a facility that reflects the first-class instruction and services synonymous with the Oklahoma College of Optometry.”



“ We are excited to have a facility that reflects the first-class instruction and services synonymous with the Oklahoma College of Optometry. ”

*Steve Turner, NSU President*



Both the Oklahoma House of Representatives and Senate overwhelmingly supported granting \$15 million in American Rescue Plan Act (ARPA) funds towards a new optometry facility this past June. This was major in advancing the project which has received substantial support from entities such as the Cherokee Nation, the City of Tahlequah, the Cherokee County Commissioners, the Masonic Charity Foundation of Oklahoma and private donors following the launch of our “Building Excellence: A Vision for the Future” campaign in 2021.

NSU officials envision constructing a new 101,500-square-foot facility that will simultaneously create a seamless connection between hands-on learning, continuing education and clinic operations. The current design includes academic and clinical space and is projected to cost \$33,357,300 – construction, site work, furnishings/equipment and architectural/engineering.

“Within the next 30 months, the entire community will have another huge celebration as we open the doors to the new Oklahoma College of Optometry,” Turner said. “None of this would have been possible without the vision and support from faculty, staff, legislators, tribal leaders, alumni and supporters of NSU.”

**To learn more about the project  
and to support it visit  
[nsualumni.com](https://nsualumni.com)**



# NSU CELEBRATES COMPLETION OF WILSON HALL RENOVATIONS





Northeastern State University officials and supporters celebrated the completed \$20 million renovation of Wilson Hall this April.

Named for the legendary Florence Wilson, longtime principal of the Cherokee Female Seminary, Wilson Hall first opened as a women's dorm in the spring of 1937. After serving as a dormitory for many decades, Wilson Hall was temporarily closed in 2011 as NSU officials pondered the building's future.

It was later decided to renovate the former dormitory to be the new home of the College of Liberal Arts.

"One of the institution's historic buildings has found new life as a result of this project," NSU President Steve Turner said. "For more than eight decades Wilson Hall has been an integral part of the Tahlequah campus and with these renovations it will continue to be for decades to come."

With a basement, three floors and an attic space, the building was converted to add classrooms, including two large ones in the attic, an event space, a lobby/art gallery, banquet area, conference rooms, labs, studios and offices for faculty and administration. Crews were also able to incorporate an additional 11,165 square feet of previously unused space to grow the building's overall footprint to around 75,400 square feet.

Crews also worked to retain some of the original hardwood and terrazzo flooring, wood fireplaces, chandeliers and other features as they made modern upgrades such as bringing the building up to code, adding an air conditioning system and elevator.

As the new home of the College of Liberal Arts, several NSU programs such as American Indian Studies, Art Education, Cherokee Education, Communication Studies, English, Political Science, Spanish Education and more will take place at Wilson Hall.

All undergraduate students enrolled in on-campus courses will take most of their liberal arts general education classes in Wilson Hall.

"We are very excited that Wilson Hall is going to be the flagship building for our college going into the future," Dean of the College of Liberal Arts Dr. Mike Chanslor said. "We are honored also to be part of a building that has been so important to the history of Northeastern State University as we transition from its original purpose as a dormitory to a classroom building."

Funding for the project came from private donations, infrastructure fees, dedicated reserve funds and Section 13 funds provided by state statute.



HISTORIC RENOVATION





# BATTENFIELD-CARLETTI

## INVESTMENT LAB OPENS AT NSU

A new lab at Northeastern State University is helping students further develop their investment skills.

The Battenfield-Carletti Investment Lab located in the College of Business & Technology on the Tahlequah campus is a collaborative space where students will utilize a suite of investment software and real-time business data to grow their asset management skills.

The lab features an up-to-date, full-color ticker tape display and over a dozen computer terminals. In addition, students will have access to investment software including Morningstar Direct, a global investment analysis platform that will allow students to have access to investment expertise from across the world, and StockTrak, a global portfolio simulation and trading room.

“This lab allows our students to connect their academic programs to real-time, hands-on experiences,” NSU President Steve Turner said. “Students can gather in a common space filled with experiential learning opportunities dedicated to deepening their understanding of finance and investments.”

The new lab was made possible thanks to \$100,000 in private funding raised during NSU’s “Preserve our past. ENSure Our Future.” campaign. Top donors included NSU alumni Dr. Harold and Mary Battenfield and Janice Carletti, the widow of Dr. John Carletti.

Although Drs. Battenfield and Carletti were an orthopedic surgeon and a dentist, respectively, they realized the importance that a solid business education played in opening and running their own health care practices. They also supported the establishment of the Battenfield-Carletti Distinguished Entrepreneur Lecture Series which invites NSU alumni to campus to share their entrepreneurial experiences with students.

As NSU continues to strive to ensure students are job-ready, plans are in the works to further expand the services offered in the investment lab to give students an even greater edge in the world of finance and investment. This includes raising funds to establish a student-managed fund.

“The lab was constructed with the vision that those with an interest in finance, economics and accounting, no matter their backgrounds and/or majors, could come together in a space that creates an atmosphere that promotes experiential learning and applied opportunities that revolve around research, discussion and application pertaining to capital markets and active money/asset/portfolio management and investment,” Turner said.







## AMERICAN INDIAN ENROLLMENT

2,213 out of  
6,487

Undergraduate:

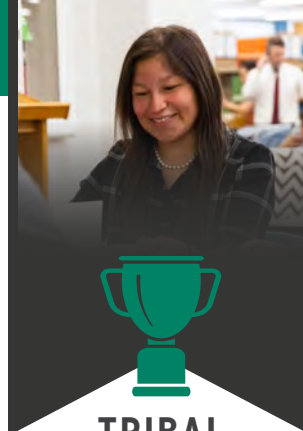
524 out of  
1,901

Graduate:

2,737 out of  
8,388

Total Enrollment:

*Unduplicated headcount; All who chose  
American Indian as at least one race*



## TRIBAL SCHOLARSHIPS AWARDED

**\$4,808,741**

TO 1,363 STUDENTS

*Financial Aid Year 2020-2021;  
Scholarships from tribes*

## STUDENT DEMOGRAPHICS



35.5%  
OF NSU UNDERGRADS  
ARE 25 & OLDER

223 CONCURRENT  
(HIGH SCHOOL) STUDENTS

91.1% Oklahomans  
7.0% Out of State  
1.9% International



67.1% WOMEN  
32.9% MEN

50.2% Caucasian  
12.8% Two or More Races  
20.5% American Indian  
*American Indian or Alaska Native Only*  
6.4% Hispanic  
4.8% African American  
2.4% Asian  
2.8% Unknown/Other

*Unduplicated headcount*

# NSU AT A GLANCE

*Source: Institutional Effectiveness; Academic Year 2021-2022 unless otherwise noted*

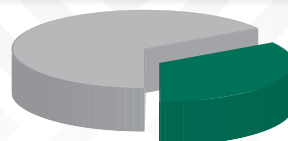
## NSU RANKED #1

AMONG FOUR-YEAR COLLEGES CONFERRING  
BACHELOR'S DEGREES TO

**AMERICAN INDIANS\***

**#1 FOR NATIVE AMERICAN  
FULL-TIME UNDERGRADUATES\***

*\*Winds of Change 2021 Special College Issue*



**32.6%\***  
of NSU's Student Body is  
**AMERICAN  
INDIAN**

*\*At least 1 race is American Indian  
or Alaska Native*

*Unduplicated headcount*



70.3%

Cherokee



2.1%

Chickasaw



10.1%

Choctaw



10.0%

Muscogee (Creek)



1.4%

Osage



12.8%

Other Tribes and  
Indigenous Populations

*Duplicated headcount*

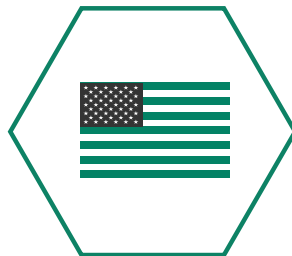


**\$7.55 MILLION**  
IN SCHOLARSHIPS  
& FEE WAIVERS

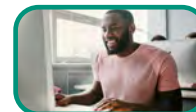
*Fiscal Year 2021-2022 E&G Budget;  
Excludes NSU Foundation Scholarships*



**78%**  
OF 2020-21  
UNDERGRADUATE STUDENTS  
RECEIVED FINANCIAL AID



**300**  
STUDENTS USING  
VA EDUCATION BENEFITS



**8,388**

STUDENTS ON 3 CAMPUSES & ONLINE  
*Unduplicated headcount*

**STUDENTS TAKING AT LEAST  
ONE COURSE AT**  
*Duplicated headcount*

Tahlequah	Muskogee	Broken Arrow	Online
6,571	1,367	4,834	7,098

## DEGREES & CERTIFICATES OFFERED

60	Undergraduate Degrees
19	Undergraduate Certificates
26	Graduate Degrees
25	Graduate Certificates
1	Professional Degree (Doctorate of Optometry)

## TOP 5 UNDERGRADUATE MAJORS

Accounting, B.B.A.	Nursing, B.S.N.
Business Administration, B.B.A.	Psychology, B.S.
Elementary Education, B.S.Ed.	

## TOP 5 GRADUATE MAJORS

Business Administration, M.B.A.	Reading, M.Ed.
Counseling M.S.	School Administration, M.Ed.
Nursing, M.S.N.	

## 107 INTERNATIONAL STUDENTS REPRESENTING 39 COUNTRIES



» Argentina	» France	» Kenya	» South Africa
» Australia	» Germany	» Kyrgyzstan	» South Korea
» Belgium	» Ghana	» Latvia	» Spain
» Brazil	» Hong Kong	» Mexico	» Sweden
» Canada	» India	» New Zealand	» Tanzania
» China	» Isle of Man	» Nigeria	» Trinidad & Tobago
» Colombia	» Japan	» Poland	» United Kingdom
» Costa Rica	» Jersey	» Portugal	» Vietnam
» Ethiopia	» Jordan	» Rwanda	» Zimbabwe
» Finland	» Kazakhstan	» Saudi Arabia	



# NSU AWARDED \$2.2 MILLION GRANT

TO AID AMERICAN INDIAN STUDENTS



A \$2.2 million federal grant is helping Northeastern State University expand its support services for American Indian Students.

The U.S. Department of Education awarded NSU the funds through its Native American-Serving Nontribal Institutions Program. This program provides funding to Native American-serving, nontribal institutions to expand its capacity to serve American Indian students.

“With this grant NSU is able to further support the Center for Tribal Studies which acts as an indispensable resource for American Indian students seeking academic support and ways to enrich their cultural heritage,” NSU President Steve Turner said.

Grant funding covers the addition of three full-time staff, four part-time student positions, two in Tahlequah and one each in Broken Arrow and Muskogee, supplemental instructors, peer mentors and support for students doing research.

Funding will also support professional development for faculty and staff, expansion of the current library holdings, the use of Open Educational Resources and increase accessibility of course materials.

The primary goals of the Native American-Serving Nontribal Institutions Program include: increasing retention of first year and transfer students, improving the academic performance and retention of American Indian students, increasing immersive-learning opportunities for American Indian students, enhancing co-curricular and student programming to improve retention and graduation rates and expanding professional development and training opportunities for faculty and staff.

NSU continues to serve a large and diverse group of Native American students. As of Fall 2021, approximately 33% of NSU students identified as American Indian, representing more than 30 different tribal nations.

“These grants provide the institution with additional resources and opportunities for students that we hope will increase their academic and career success,” Sara Barnett, director of the NSU Center for Tribal Studies, said. “With the budgetary challenges, we continue to face in higher education, these grants are critical for us to expand the services we offer our students.”

# NSU DEVELOPS MICRO-CREDENTIALS

## TO BETTER MEET WORKFORCE DEMAND

Northeastern State University is working with employers to ensure existing and prospective employees receive the instruction needed for Oklahoma companies to be successful in today's economy.

A relatively new trend in higher education, NSU is developing micro-credentials as a way to further meet workforce goals in critical industries. Micro-credentials allow students to focus on a specific set of industry or discipline skills employers are seeking. It also provides additional certainty of the skills and competencies NSU students will bring to employers' workplaces.

"NSU has a proven track record of working with non-traditional student populations such as older students seeking additional certifications to further advance their career while employed," NSU President Steve Turner said. "This is in addition to our continued efforts as Oklahoma's immersive-learning institution to prepare job-ready graduates. This is but one more tool in our toolbox to address Oklahoma's workforce challenges while keeping it flexible and affordable for all those interested."

At NSU, developing micro-credentials involves breaking down the traditional credit-hour system into more competency-based achievements that students and workers can easily share using branded digital badges. Specifically, a digital badge is a web-based artifact that contains metadata that documents an earners completion of a credential and which can be shared and verified electronically. This sharing allows earners to display their credentials in independent and verifiable ways.

For example, this past year NSU instructors taught accounting to QuikTrip employees at their corporate headquarters as part of the company's efforts to ensure their employees had the skills needed to complete their responsibilities and advance in the company.

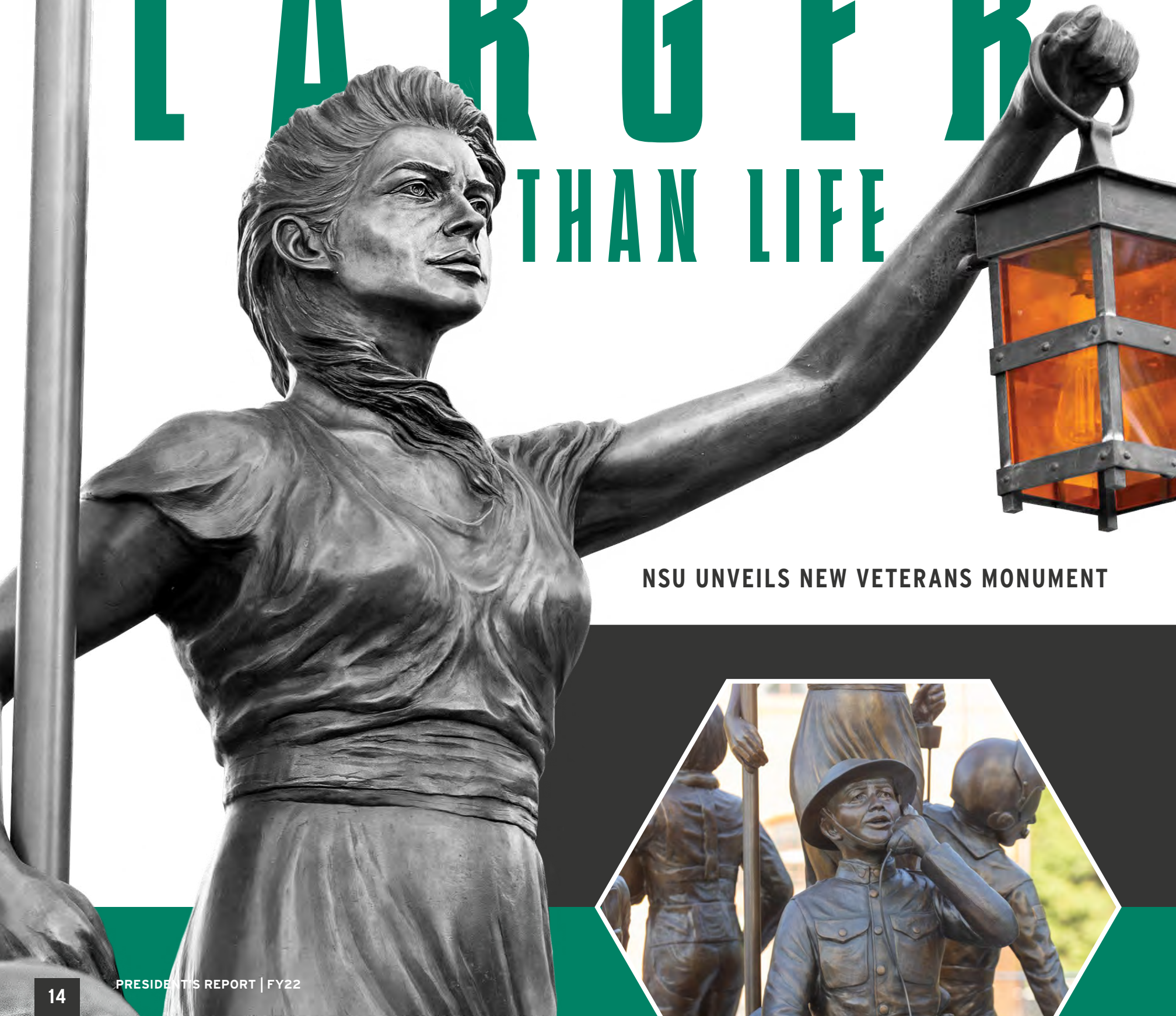
In addition, as of the Spring 2022 semester, NSU has issued 387 badges to students participating in the Alternative Certification for Educators (ACE) Institute program that highlight the competencies they learned as they go on to join the education workforce.

"Micro-credentials fall in line with a trend in higher education to be "just-in-time" institutions," Turner said. "That means, we are being more active partners with the employment sector to deliver the instruction their employees need in the short-term in order to be successful while simultaneously expanding the pathways to higher education which can be transformative for many in the long term."

**To learn more about micro-credentials and other workforce initiatives at NSU visit [nsuok.edu/workforce](https://nsuok.edu/workforce).**



# LARGER THAN LIFE



NSU UNVEILS NEW VETERANS MONUMENT





A new veterans monument on the Northeastern State University Tahlequah campus serves as a permanent and public display of gratitude to those men and women who serve in the military.

The “NSU Veterans: Serving and Communicating Through the Decades” monument and plaza was publicly unveiled and dedicated on Veterans Day last year.

“This monument is a tribute to all those who have served, are currently serving and those who may be inspired to answer the call to serve in the future,” NSU President Steve Turner said. “Our institution remains committed to supporting and celebrating our nation’s veterans. It is also our hope that this space would also be used by students and the public to pay tribute to our veterans — past, present and future.”

Standing at around 12-feet tall the bronze monument is comprised of six bronze figures arranged on a representation of the world. Each branch of the U.S. Armed Forces is represented as part of the monument. Oklahoma sculptor Joel Randell designed and sculpted the monument.

Representing the Army is a WWI Cherokee Code Talker. A Vietnam War-era Marine trudging through a rice-paddy field was chosen to represent this branch. A Gulf War-era catapult officer, better known as a “Shooter”, was chosen to represent the Navy as part of the monument. A modern-day female officer represents the Air Force as part of the monument.

The U.S. Coast Guard is also represented by a modern-day service member. He is depicted as being lowered from helicopter by cable, in a heroic effort to save someone from peril in the ocean.

At the center of monument, representing the home front and National Guard, is a woman carrying the American flag and holding a lamp high as a guide for the way home. The Space Force is represented at the top of the flag.

Randell’s design was chosen after a specially appointed presidential committee reviewed a number of submissions.

“Our time and efforts are never wasted when we recognize and honor our veterans and the men and women currently serving in the armed forces,” Randell said. “My hope is that this monument will likewise inspire young men and women to also serve and communicate down through the ages to come.”



COMMITTED TO VETERANS

## ***NSU earns Military-Friendly Silver Designation***

Northeastern State University has earned the silver 2022-2023 Military Friendly School designation from Viqtor, a veteran-owned business focused on connecting members of the military community to civilian employment and educational and entrepreneurial opportunities.

This is the second consecutive year the organization has listed NSU as a military-friendly institution. NSU strives to be the most welcoming to all military members to cultivate a supportive, responsive and flexible environment for them.

“From career training to financial aid assistance, NSU faculty and staff stand ready to serve our nation’s veterans as they choose to further improve themselves at our institution,” NSU President Steve Turner said. “I am grateful to have faculty and staff willing to go the extra mile to be supportive and inclusive of our military personnel and their families.”

In addition to work done through NSU Veterans Services Office and unveiling a new monument, the university also partnered with Operation Freedom Outdoors, American Legion Post 20 of Fort Gibson, Rode 4 Warriors and Native Waters Adventure Co. this past Spring to host an inaugural bass fishing tournament for veterans. The effort connected NSU students and veterans in the outdoors as a way to foster new relationships between generations and communities.

The university also partnered with the American Legion Post 20 of Fort Gibson to sponsor a bus that will provide rides to veterans.

***To learn more about veterans services at NSU visit [nsuok.edu/veterans](https://nsuok.edu/veterans).***

# NSU CELEBRATES FIRST GRADUATES

## OF RIVERHAWKS SCHOLAR PROGRAM

Oklahoma's first post-secondary transition certificate program for students with intellectual and/or developmental disabilities celebrated its first graduating class in May.

The Northeastern State University's RiverHawks Scholar Program was established in 2018 with the goal to provide post-secondary education options for these students. The campus celebrated graduates Alaine Lambert of Muskogee, Sarah Parrack and Michael Copeland of Tulsa during spring commencement ceremonies on May 7 alongside other graduating NSU students.

"Students with intellectual or developmental disabilities are first and foremost students and it is our charge to do what we can to remove educational barriers for those seeking to better their lives with us," NSU President Steve Turner said. "The absence of an in-state post-secondary experience for these students felt as if we were letting them down and I am proud that NSU led by example in ensuring everyone has access to an education if they choose."

NSU worked with nonprofit LeadLearnLive to establish the RiverHawks Scholar Program. Founder and Executive Director Julie Lackey said the nonprofit board and NSU officials worked together to address the need for post-secondary opportunities for students with intellectual and developmental disabilities, which leading up to the establishment of the RiverHawks Scholar Program was severely limited.

Lackey said the RiverHawks Scholar Program was modeled after some of the most successful programs in the country. Students enrolled in the RiverHawks Scholar Program are fully integrated into campus life. Students live on campus, participate fully in student activities and attend classes and events with non-disabled peers.



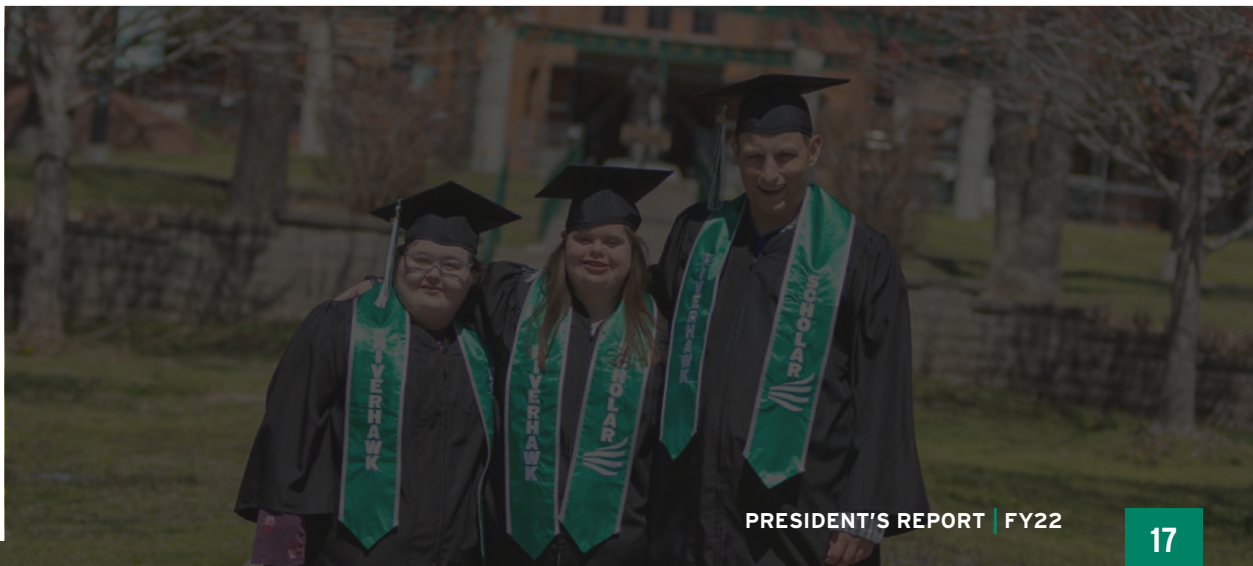


**“We believe that NSU stepping out to be the first comprehensive program in Oklahoma provided extra incentive to other universities to begin their own program,” Lackey said, adding as of this fall Oklahoma will now have three programs.**

In 2020, NSU partnered with Oklahoma Department of Rehabilitation Services to provide needed financial assistance for students enrolling in the program. The Oklahoma Department of Rehabilitation Services allows eligible students up to \$3,000 per semester for tuition, room and board, as well as paid internships. Students must be DRS clients with an individual plan for employment, ages 18-24 years old and enrolled in the NSU RiverHawks Scholar Program.

In 2021 the U.S. Department of Education approved the NSU program to receive a Comprehensive Transition Program designation. This allows current and future students to be eligible to complete the Free Application for Federal Student Aid for funding to help cover college expenses and have access to other financial aid options such as a Pell Grant or Federal Supplemental Educational Opportunity grants, as well as federal work study.

**To learn more about the RiverHawks Scholar Program visit [nsuok.edu/RHScholar](https://nsuok.edu/RHScholar).**







# NORTHEASTERN STATE UNIVERSITY

## REACCREDITED BY THE HIGHER LEARNING COMMISSION

The Higher Learning Commission of the North Central Association of Colleges and Schools (HLC) officially reaccredited Northeastern State University as a public, postsecondary four-year institution this past year.

Founded in 1895, HLC is one of six regional institutional accreditors in the United States. Every 10 years, HLC representatives perform an extensive evaluation of the institution, including an on-site visit, to determine whether or not it merits accreditation. NSU was first accredited by the commission in 1922.

“As Oklahoma’s immersive-learning institution we are dedicated to empowering our students, faculty and community to meet the challenges and needs of our region and state

through research, service opportunities and academic curriculum,” NSU President Steve Turner said.

“Accreditation by the HLC affirms our commitment to providing high quality education to our students who go on to advance our communities in Green Country and across Oklahoma once they enter the workforce.”

Associate Vice President of Academic Affairs and HLC Accreditation Liaison Officer Dr. Pamela Fly said accreditation validates that the institution is meeting expected criteria in all aspects of its operations. In addition, she said HLC accreditation ensures the institution has access to federal aid to help students cover education costs and both students and employers can feel assured that education at NSU is of high quality.

“NSU constituents and the general public can be assured that all aspects of the educational process - student learning achievements, degree components, course delivery and student support system meet state and federal expectations,” Fly said.

For additional information on the accreditation process visit [hlc.nsuok.edu](https://hlc.nsuok.edu).





# SUPPORT TOPS \$1 MILLION

## FOR NSU FOUNDATION SCHOLARSHIPS IN 2021

More than \$1 million in privately-funded scholarships was awarded to Northeastern State University students in 2021.

The \$1,028,991 raised was the first time in NSU history that the NSU Foundation raised that much for scholarships. It surpassed the previous record of \$988,558 set in 2020.

“Our students rely on financial support to be successful and fortunately, despite the threat of a global pandemic, NSU donors and supporters answered the challenge and provided much needed funds to keep alive the dreams of many,” NSU President Steve Turner said.

The average value of an NSU Foundation scholarship in 2021 was \$858. In 2020, the average value of a foundation scholarship was \$814.

With assets exceeding \$45 million, the NSU Foundation offers donors, including NSU employees, a tax-deductible way to provide support for students through either endowed or annually-funded scholarships.

Among those established is the Bonnie Giese Scholarship which was established in October 2021 to support expanding Oklahoma’s teaching workforce. The award is designated for undergraduate elementary majors who are also non-traditional students over the age of 23.

“For some of our students a scholarship can mean the difference between a dream achieved or a dream deferred,” Turner said.

“These gifts continue to have a real-world, positive impact on thousands of students.”

NSU has more than 300 scholarship designations. For more information on scholarship opportunities for the 2021-2022 academic year, visit [scholarships.nsuok.edu](https://scholarships.nsuok.edu).

For more information about the NSU Foundation and how to give visit [nsugiving.com](https://nsugiving.com).

# FISCAL YEAR 2022

## STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET POSITION

ALLOCATIONS	FY 2022	FY 2021
Operating Revenues	55,503	53,742
Employee Compensation & Benefits	67,337	65,653
Depreciation Expense	9,975	10,043
Other Operating Expenses	44,216	32,446
Operating Income (Loss)	(66,025)	(54,400)
Federal, State & Local Grants	39,789	22,093
State Appropriations	28,880	28,342
On Behalf Payments, Gifts, Investments & Interest Expenses	983	551
Capital Gifts	0	59
State Appropriations for Capital Purposes	1,915	1,314
Change in Net Position	5,542	(2,043)
Net Position, Beginning of Year	156,625	158,667
Net Position, End of Year	162,167	156,625

(Thousands of Dollars) Fiscal Year ended June 30  
- Unaudited -

The following is a graphical representation of the sources of NSU's revenue. State appropriations are 24% of total NSU revenue, student tuition and fees are 30%, grants and financial aid revenue 33%, and auxiliary operations and other sources make up the remaining 13%. Operating expenses include employee compensation, student scholarships, depreciation, other necessary supplies and service expenses. For fiscal year 2022 operating expenses increased \$13.1 million.

This change is a result of an increase in scholarships and fellowships of \$6.5 million, supplies and materials of \$2.4 million, other operating expenses of \$1.9 million, employee compensation of \$1.7 million, utilities of \$.5 million and contractual services of \$.3 million and decrease in communication expenses \$.2 million, and depreciation of \$.07 million.

Change in net position reflects net income or loss for the year. The change in net income for fiscal year 2021 is an increase of \$5.5 million.

