



News Briefs
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Contact: Sarah Harper, (602) 402-1341, sarah.k.harper@azregents.edu
Julie Newberg, (602) 686-1803, julie.newberg@azregents.edu

Highlights of ABOR Meeting: Policy Reform on Real Estate Transactions, Tuition and Fees; In-Depth Review of UA Operations; Appointment of ASU Regents' Professors; Approval of New Academic Programs

Tucson, Ariz. - Following are news briefs from the Arizona Board of Regents November 2017 board meeting. The full board materials are available [here](#). The outcomes follow the board's broad objectives for this meeting, available on the board's [agenda](#).

ABOR President's Report

On behalf of the board, ABOR President Eileen Klein highlighted a number of legislative reports and data requests that the regents are preparing to release, including the Financial Aid Report and a cost study mandated by the Legislature. The board also is preparing to respond to a series of performance audits from the Arizona Auditor General, including audits of tuition and fees, student success and IT security. She shared that the board staff also is preparing communication plans for each of these items to share the data with the public. Klein shared that the [schedule of reports](#), which includes upcoming legislative hearings for a WICHE sunset review and tuition waivers.

"The board has undertaken significant efforts in the past few years to ensure that not only is our data and information transparent and accessible, but helpful for the public – from legislators and policy makers, to students and families, and taxpayers in general," President Klein said. "We have significantly overhauled our website, which contains [volumes of data](#), previously unavailable to the public or lawmakers without making a special request, including implementing interactive dashboards on our metrics as well as our research enterprise so people can easily find out how the system is progressing, or how the individual universities are faring in specific areas."

Klein presented data from the latest [ABOR Arizona High School Report Card](#), [Fall Enrollment Report](#) and [Degrees and Majors Report](#). She also highlighted the complexity of Arizona's new letter grade system and how the ratings compare with college-going rates from Arizona high schools (click [here](#) for a table that highlights letter grades, AZMerit scores and college going and completion rates at Arizona's high schools).

"The data from each of these reports informs our dialogues and points to opportunities as we strive for greater alignment across the P-20 spectrum to spur greater student success." Klein shared that she anticipates convening a joint meetings with the State Board of Education, charter Schools, community colleges, education leaders and more to assess the most meaningful metrics and strategies for the Arizona letter grade system. She shared her plans to advance professional development through the

Arizona Teachers Academy and to develop with Achieve60AZ opportunities to increase Arizona's educational attainment goal.

ABOR Approves Four ASU Faculty as Regents' Professors

The title "Regents' Professor" is the highest faculty honor awarded at Arizona State University. Per ABOR policy, the rank is reserved for tenured ASU faculty who have made outstanding contributions in their area of expertise and for which they have gained national and/or international recognition.

Appointments for Regents' Professor are made by the university president and brought before the board for approval.

During the meeting, ASU President Michael Crow recommended four individuals – each of whom was approved by the board and appointed to the rank of Regents' Professor effective December 31, 2017. They are:

- **Daniel Bodansky** (Sandra Day O'Connor College of Law)
- **Barry Bozeman** (School of Public Affairs)
- **Thomas Dishion** (Department of Psychology)
- **Hava Tirosh-Samuelson** (School of Historical, Philosophical and Religious Studies)

"These four individuals are elite scholars and pioneering researchers in their fields," said ABOR Chair Bill Ridenour. "Their extensive, groundbreaking contributions to international law, public administration and policy, prevention science, religion and philosophy have garnered international acclaim and will have a lasting impact on the world. Congratulations to these new Regents' Professors on this wonderful and well-deserved honor."

For more information on the new Regents' Professors, selection process and more, click [here](#).

New Academic Programs Approved for ASU and UA

ABOR policy requires that all new program requests from universities be submitted to the board for approval. Requests must include brief justification for the program (e.g., market need/employer demand) as well as learning outcomes and an assessment plan for measuring success and identifying areas for improvement.

ASU's request included the following programs:

- Bachelor of science in digital audiences;
- Bachelor of arts in disability studies;
- Bachelor of science in population health
- Bachelor of arts in education in special education; and
- Bachelor of science in computational forensics, among others.

Meanwhile, the University of Arizona requested approval of two new programs for implementation in the 2018-2019 academic year:

- Bachelor of science in personal and family financial planning;
- Master of science in econometrics and quantitative economics.

The board approved each of the new degree programs.

“A comprehensive, exhaustive review process is needed to ensure high-quality degree offerings at all of Arizona’s public universities,” Ridenour said. “Universities must be able to justify why a new program is needed, what outcomes are expected of students and what measures will be put in place to evaluate successes and identify shortcomings. In this case, both universities were able to answer these questions – securing new degree programs that will add value and academic opportunities for their schools and students.”

Click [here](#) for ASU’s full list of approved programs, including detailed proposals submitted to the board. Click [here](#) for UA’s.

Policy Reform on Real Estate Transactions

Over the past several years, ABOR has initiated several policy reforms related to capital improvement and real-estate management.

While ABOR policies provide a clear and robust protocol for reviewing and approving on-campus land development related to academic, research and other core university activities, current policy does not fully address off-campus development (e.g., ASU’s Novus Innovation Corridor, UA’s Tech Park at the Bridges, Phoenix Biomedical Campus, etc.) or private on-campus development (e.g., residence halls and other student service facilities contracted to private firms).

For the past several months, ABOR has been exploring ways to reform its policy to appropriately address these activities. Its recommendations for continuing the policy review process and reforming the policy structure related to real estate transactions were discussed during the meeting.

The board approved a real estate policy review plan and the establishment of a temporary Real Estate Subcommittee to help guide development of the policy changes. The subcommittee will include Regents Shoopman, Taylor Robson and Heiler. Chairman Ridenour is an ex-officio subcommittee member.

“It is important that the board have robust policies in place for best governance practices as our universities continue to monetize real estate to advance opportunities for student success,” Ridenour said. “A deep review of our policies and development of a policy to account for increased reporting, documentation, review and oversight of real estate development will ensure best practices as we continue to grow.”

Click [here](#) for additional policy background and to view the complete list of recommendations.

Policy Reform on Tuition and Fees

In keeping with the policy reform focus of the meeting, the board also engaged in a broad discussion related to tuition setting and fee development.

Background:

In 2014, the board rejected proposed policy changes that would have delegated more fee-setting authority to the presidents.

As part of these discussions, the board noted the need for improving transparency and simplicity in tuition setting. Multi-year tuition strategies were incorporated into the university operational and financial reviews (OFR) to enhance alignment of business planning and oversight with the tuition and fee setting calendar, and to provide students and families more insight into future tuition and fee levels. This implementation has evolved into ASU keeping tuition increases to less than 3 percent in recent years, and guaranteed and promise programs at NAU and UA. Additional suggested reforms at that time resulted in greater student involvement in the tuition and fee process as well as the incorporation of a fee trend analysis into the board's annual tuition workshop.

Given the continued growth and evolution of fees within the university enterprise, ABOR is again taking a serious look at the fee setting and management process at Arizona universities. Additional policy reforms may include establishment of a fee sunset-review process; increasing transparency of the universities' fee development process; development of a summary/guide for students detailing the fee setting process and identifying key contact personnel.

The board approved initiating a process to identify the areas for reform. The ABOR office currently plans to provide an update at a mid-December special board meeting and submit policy revisions for the January 25, 2018 Business and Finance Committee meeting.

"Tuition setting is a significant responsibility of the board, and we have an obligation to protect students and taxpayers, as well as look after the long-term sustainability of our institutions," Ridenour said. "This policy review and any new reforms will aid the board in its fiduciary role to ensure greater accessibility and affordability for Arizona resident students."

More information is available [here](#).

2018-2019 Academic Year Tuition and Fee Proposal Development

Continuing on the subject of tuition and fee development, the board discussed tuition and fee proposals for academic year 2018-2019.

Chair Ridenour prefaced the discussion with possible options the board might consider asking the presidents to consider as they develop their tuition and fee proposals, including:

- Inclusion in proposals of anticipated outcomes with supporting data connected to any tuition and fee proposed increases.
- A proposal summary that indicates the entire impact to a student that includes not just tuition and fees, but housing, meal plan, parking and any other costs students and families face.
- Information that indicates the minimum required tuition increases necessary to sustain the guarantee programs and the methodologies for determining what sustainability.
- Inclusion of a model of no tuition and fee increases, including the impact that would have on operations and quality.

During the discussion, Regent Larry Penley shared that the board must consider what revenue is necessary to provide a quality education. Regent Rick Myers talked about the importance of the outcomes of tuition and fees and the impact they have on student success. Regent Vianney Careaga asked the board members to consider continued increase of student involvement in the process.

“Today’s discussion is crucial as the universities’ presidents begin working on their tuition and fee proposals. I am proud that in recent years we have kept tuition increases low, and we’ve increased predictability for students and families,” said ABOR President Eileen Klein. “We will continue to work to make sure that tuition is as nearly free as possible and that our universities are built to last.”

The board anticipates taking action on university tuition and fees in April 2018. [Click here to view](#) additional background information and statutory/policy requirements related to tuition and fee development.

UA Operational and Financial Review

University of Arizona President Robert Robbins presented an operational and financial review of the university, sharing a state-of-the-state of the university’s operations. He also outlined opportunities and challenges in enrollment growth, retention, six-year graduation rate and more.

As part of its focus on accountability and transparency, and in keeping with its constitutional responsibility to ensure Arizona’s public universities accomplish their public purpose and mission, the Arizona Board of Regents conducts an annual comprehensive review of the operations and finances of each university.

The Operational and Financial Review (OFR) is critical to the enterprise mission and enables the university system’s focus on planning and student success.

“This in-depth report provides the board with a clear understanding of the details and progress of each university against the goals assigned in the ABOR strategic plan,” Klein said of the report, which also provides critical information for the upcoming tuition and fee setting process. “We appreciate the depth and candor of President Robbins’ presentation to the board and his keen insight into how the university can enhance access to and quality of degrees at the UA.”

Included in its review are a [background report](#), [business plan](#) and presentation to the board – all of which illustrates UA’s progress toward its 2025 metrics, as well as financial, capital and personnel information.

Additional Action Items at Board Meeting:

[Revised UA FY 2018 Capital Development Plan](#)

The board approved the University of Arizona’s Revised FY 2018 Capital Development Plan (CDP), which includes two new major capital projects and four previously approved projects. The revised CDP total project budget is \$255.5 million.

[UA Intercollegiate Athletics Projects and Financing Approval](#)

The University of Arizona projects totaling \$66 million for four Intercollegiate Athletics projects was approved by the board, including the Arizona Stadium Improvements, Hillenbrand Aquatic Center and Hillenbrand Softball Facility Improvements, and a 45,000-square-foot Indoor Sports Center. The UA also requested approval to sell system revenue bonds to finance the projects and \$1.2 million to renovate the McKale Memorial Center locker room, and to pay costs of issuance and payments to a bond insurer or other credit enhancer if used. The debt service will be paid over approximately 25 years from student fees and gifts.

[The University of Arizona Health Sciences Building 201 Renovation Project Approval](#)

The board approved the University of Arizona's project approval request of the University of Arizona Health Sciences Building 201 Renovation. The 58,000 gross square foot, \$14,500,000 capital project will be funded with land sale funds.

2017 Progress Report on Articulation and Transfer for Arizona Postsecondary Education

The board approved the annual [progress report on articulation and transfer](#), to be submitted to the Joint Legislative Budget Committee by December 15, 2017.

Change in Rate and Fee Structure for Arizona State Museum

The Arizona Board of Regents approved a change to the Arizona State Museum rate and fee structure as requested by the University of Arizona. Passed on the consent agenda, the board's decision follows [a thorough review process](#) beginning in December 2016, that included a [rate study](#) and multiple stakeholder meetings and input from the public.

Based on public input, UA's initial proposal was changed to limit fee increases for professional services and curation, and to ensure that fee changes will not take effect until July 2018.

The update to the rate and fee structure will allow [the](#) museum to recoup some of the costs it incurs while fulfilling its mandated cultural resource management services. The fees listed in the updated proposal column are the amounts approved by the board.

Proposed Hourly Service Rates	Original Proposal	Updated Proposal
Assistant	\$38.00	\$38.00
Specialist	\$83.00	\$83.00
Professional	\$125.00	\$125.00
Proposed In-Perpetuity Curation Fees		
Curation of 1 half cubic foot box of artifacts	\$1,502.00	\$613.00
Curation of 1 linear inch of documents	\$214.75	\$66.50

More details about the board's action, including additional charts highlighting differences between the original proposal and the one that passed on Thursday, can be found in [item 10](#) of board meeting materials.

[2017 Fall Enrollment Report](#)

The board approved the 2017 Fall Enrollment Report of headcount and full-time equivalent (FTE) enrollment for universities in the Arizona University System.

[2016-2017 High School Report Card](#)

The board approved the 2016-17 High School Report Card.

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