Arizona’s Public Universities
Transforming Arizona, Impacting the World
A blueprint for educational and economic success

Enterprise Executive Committee
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Then - 2010

- Educational excellence
- Research excellence
- Workforce and community
- Productivity

Today - 2013

- Promote student learning and success
- Advance educational attainment in Arizona
- Expand research
- Impact Arizona
Goal 1
Promote student learning and success

Objectives

• Enhance student success while enrolled

• Prepare students to be successful in the workforce

• Promote public service as an integral part of the overall student experience
Goal 1:
Promote student learning and success

Suggested key measures

• Freshman retention
• Graduation rates
• Students’ ratings for positive educational experience
• Graduates’ entry and advancement in Arizona’s workforce
• Key stakeholder opinions
• Student community service hours
GOAL 2:
Advance educational attainment

Objectives

• Increase bachelor’s degree production by 50% to meet the national average by the year 2020
• Increase master’s degree production to meet workforce demand by the year 2020
• Increase doctorate degree production to meet workforce demand by the year 2020
• Improve the quality of education while lowering cost and enhancing efficiency
• Develop solutions to expand access and affordability of bachelor’s degree options
• Increase diversity of student population to mirror Arizona’s demographics
Chasing the national average in educational attainment

Source: 2000 & 2011 Decennial Census
Arizona Ranks 45th in Nation for Educational Attainment

Source: 2000 & 2011 Decennial Census
GOAL 2: Advance educational attainment

Suggested key measures

- Bachelor’s degree production
- Undergraduate enrollment and total enrollment
- Community college to bachelor’s degrees
- Community college transfers
- Online degrees awarded
- Master’s enrollment and degree production
- Doctorate degree production
- Diversity of graduates
- Cost of attendance as a percentage of AZ median family income
- Tuition rates at the average of peer institutions
- Percentage of Arizonan’s with a bachelor’s degree
GOAL 3: Expand research

Objectives

• Double research volume by 2020
• Expand the rate of technology transfer
• Further develop the research enterprise to support the economy
GOAL 3: Expand research

Suggested key measures

• Inventions disclosed
• Number of patents issued
• Intellectual property income
• Total research expenditures per grant-active, tenure and tenure-track faculty
• Number of license agreements
• Intellectual property per $10 million in total research expenditures
GOAL 4:
Impact Arizona

Objectives

- Increase the number of degrees awarded annually in high-demand fields by 2020
- Further the reach of the universities’ community service and engagement activities
- Be an engaged and respected advisor in solving critical issues facing our state, including policy impacting health care, port-of-entry, transportation, energy, technology, agriculture and water
- Play a key role in K-12 to create more college and career-ready individuals
- Align with and advance statewide economic development goals
- Ensure effective and efficient university system operations
GOAL 4: Impact Arizona

Suggested key measures

- Number of start-up companies in Arizona
- Number of professional doctoral degrees
- Number of science, technology, engineering, and math (STEM) degrees
- College going rate
- Impact of community engagement activities
- Best practice business operations
Monitoring the plan

- Committee and Board review of suggested key measures
- Annual operational and financial review benchmarked against peers
- Annual ABOR report on outcomes of all measures
- Strategic Planning Task Force
Creating transparency and building support for the plan

- New dashboard makes the plan transparent to the community
- Communications and outreach strategy will raise awareness and leverage support of plan
How will we reach our goals?
The Arizona Higher Education Enterprise plan white paper identified key initiatives to achieve 2020 goals.
Completed initiatives

• Median of the peers tuition planning for the main campuses
  • Setting tuition for online and distance learning programs to market
• Identify underperforming academic programs
  • Revise human resources polices
• Develop lower cost bachelor’s degrees
Outstanding initiatives

• Separation of administrative support or linkages with the state, including reviewing benefits approach
  • Centralize functions to enhance efficiency and eliminate unnecessary duplication among the universities and the Board office
• Accelerate and enhance general education curricula
  • Explore partnership funding models for research enterprise
• Self-supporting professional schools
  • Establish public corporations
Keys to our success

- Increase funding
- Strengthen student pipeline
- Increase community engagement
- Provide effective leadership and governance
- Maximize coordination and efficiency
Funding

Short term

- Revamp financial model
  - Bonding program for research infrastructure
  - Commercial paper program
  - New program for deferred maintenance
  - Revising the performance funding model
  - Resolve outstanding parity and clawback issues
  - Eliminate JCCR review of building projects
  - Consider ballot measure
  - Maximize TRIF dollars
Funding

Long term

• State-funded student financial aid model
Strengthen student pipeline

Short term

- Support higher standards
- Provide more data regarding student performance in postsecondary education
- Evaluate our relationship with the State’s various education advocacy groups
- Strengthen our focus on teaching and STEM preparation
Strengthen student pipeline

Long term

• Work with K-12 to improve the pipeline
• Work with community colleges to improve the pipeline
• Continue to innovate to develop additional bachelor’s degree options
Increase community engagement

Short term

• Revitalize community image

• Better our relationships and partnerships with Arizona businesses

• Create higher education champions

• Initiate strategies for re-establishing public commitment to Arizona’s public universities
Increase community engagement

Short term, continued

• Become trusted advisors on the issues faced by Arizona
• Ensure ongoing support from elected and appointed legislature and other leaders
• Create strong federal support
• Work with community stakeholders and tribal governments
• Create strong support among faculty and students for the strategic vision
Increase community engagement

Long term

• Provide leadership in resolving key policy issues facing Arizona, including:
  – Health care costs
  – Economic development and diversification
  – Water supply
  – Agriculture
  – Energy
  – Technology
  – Port of entry and other border issues
Effective leadership and governance

Immediate

- Strengthen the Board’s ability to function as a fiduciary
- Emulate governing board best practices
- Strengthen the Board’s ability to function as a single governing body
- Empower and give greater strategic focus to committees
- Revise and simplify tuition setting
- Establish guidelines for annual strategic, financial and operational reviews of each university
- Develop processes for Board to monitor the progress on the strategic plan
- Clarify the role of the Board and EEC
- Better align the Board calendar with the universities’ business cycles
Maximize coordination and efficiency

Short term

• Pursue each university’s distinct and critical mission necessary to meet the 2020 enterprise goals

• Coordinate business plans and strategies

• Remove state reporting requirements that create roadblocks to efficient operations

• Improve the university cost structure

• Devolve more financial responsibilities to the universities

• Revise audit structure
Maximize coordination and efficiency

Long term

• Refine framework for greater bachelor’s degree production

• Identify opportunities to expand commercialization and create economic growth

• Ensure effective and efficient quality university operations
The whole is greater than the sum of its parts...
How do universities’ plans contribute to the overall success of strategic plan?

**Arizona State University**
Comprehensive metropolitan research university

**Northern Arizona University**
Regional research university

**The University of Arizona**
Land-grant, space-grant, comprehensive AAU research university and medical schools
Arizona State University

Arizona State University prides itself in providing access for all qualified students to a top caliber education at one of the top 100 research universities in the world, and in helping its students to become career-ready graduates with the skills to succeed in the workforce and to adapt to change throughout their careers. With total student enrollment of more than 73,000, ASU operates at the scale required to help drive metropolitan Phoenix, the nation’s 5th largest city, and the state to higher levels of economic and social success. ASU is creating a new model for higher education: an unprecedented combination of academic excellence, entrepreneurial energy and broad access for a student body that mirrors the demographics of Arizona. This New American University is a single, unified institution operating on differentiated campuses and positively impacting the economic, social, cultural and environmental health of the communities it serves. Its research is inspired by real world application, blurring the boundaries that traditionally separate academic disciplines. ASU champions intellectual and cultural diversity, and welcomes students from all fifty states and more than one hundred nations across the globe.
ASU peer institutions

- ASU
  - University of Washington - Seattle
  - University of Wisconsin - Madison
  - University of California - Los Angeles
  - University of Minnesota - Twin Cities
  - Ohio State University - Columbus
  - Pennsylvania State University - University Park
  - University of Texas - Austin
  - University of Illinois - Urbana-Champaign
  - University of Maryland - College Park
  - Michigan State University – East Lansing
  - University of Iowa – Iowa City
  - Rutgers the State University of NJ - New Brunswick
  - Florida State University - Tallahassee
  - Indiana University - Bloomington
  - University of Connecticut - Storres
How are we reaching our goals?

Arizona State University

Support ABOR Vision 2020 goals for degree attainment by increasing degree awards in alignment with ABOR metric goals (17,900 undergraduate degrees and 5,400 masters degrees by 2020)

Increase university-wide enrollment levels in alignment with ABOR metric targets (85,000 on the four metropolitan campuses and to 21,000 in ASU Online and ASU Colleges programs by 2020)

– Increase academic outreach into Arizona high schools in order to strengthen pipeline of university-ready students
– Expand community college partnerships and transfer programs
How are we reaching our goals?

Arizona State University

continued...

– Expand aggressive recruitment and retention programs for freshman and transfer non-resident and international students
– Provide academic and financial resources to build ASU Online program breadth and enrollment capacity to national leadership status
– Provide financial aid to eliminate financial barriers to enrollment
– Maintain a moderate tuition rate for residents through continued cost efficiencies and effectiveness and a market-driven tuition rate for non-residents and online programs
How are we reaching our goals?

Arizona State University

Increase graduation rates in alignment with ABOR metric targets (68.5% for students entering as freshmen and 74.5% for students entering as transfers in 2020)

– Continue to create a student centric institution in both academic program delivery and service excellence

– Improve student retention by continuing to improve technology tools such as eAdvisor that provide clear information to students and early intervention tools to faculty and advisors
How are we reaching our goals?

Arizona State University

Continued...

– Continue to work to provide pathways to on-time degree completion
– Improve teaching in gateway courses through adaptive learning techniques
– Use financial aid to incentivize academic success and progress to graduation
– Make extensive use of data to identify and analyze systemic impediments to retention and intervene early to prevent student loss
Increase ASU’s impact on Arizona’s competitiveness and quality of life. Build an institution that is recognized internationally for the education of students prepared for the highest level of success, and for the creation of new ideas and their application to societal issues in order

Increase research productivity in alignment with ABOR metric targets ($700 million in expenditures by 2020)

– Continue to build the size and productivity of the faculty
– Attract, educate and engage first-rate doctoral students
How are we reaching our goals?

**Arizona State University**

*Continued...*

- Broaden the sources for research support to increasingly include non-traditional government programs, foundations, industrial and commercial partners.
- Attract medium to large scale existing research groups with strong funding histories
- Attract multiple national laboratory-scale research programs
- Expand research facilities to be in a position to attract strong faculty and groups
- Monitor intellectual property production against peers on a per research expenditure basis
How are we reaching our goals?

Arizona State University

Build inter-disciplinary educational and research programs with applied research focus

- Strengthen cross disciplinary academic organizational units
- Continue with faculty hiring with an interdisciplinary and applied focus
- Devote fund-raising energy to ASU’s ability to address real-world problems
- Support and encourage the creation of new intellectual property and its rapid dissemination into productive uses
How are we reaching our goals?

Arizona State University

Innovate in the application of educational technology to improve student performance and maintain cost effectiveness

– Partner with private sector firms to speed the rate of innovation and reduce costs associated with use of experimental technologies
– Provide faculty with resources needed to adapt curricular materials to adopt new technologies
– Create new styles of teaching facilities needed to support innovations in teaching
– Study the learning process in order to create technologies and methods that facilitate learning
– Teach new methods in Teacher’s College so that K-12 instruction benefits
Students know right away that Northern Arizona University is different from the rest, and the citizens of the state are reminded each day why it matters. With a commitment to access, affordability and undergraduate success, NAU holds the door to higher education wide open. Innovative programs including the First Year Learning Initiative and University College focus on student success from their first day on campus. The 2NAU programs ensure a seamless transfer for community college students, and more than 30 Extended Campus sites offer opportunities statewide and online. NAU’s Personalized Learning is at the forefront of the emerging competency-based movement, giving students credit for what they already know and a degree path that comes at a lower cost in both time and money. NAU’s graduates employ their skills in Arizona as educators, health care professionals and stewards of our unmatched landscapes. Whether as a destination for Native American students or through global partnerships, NAU taps the vast resource of diversity to infuse education with depth and insight. As a high research university, NAU maintains a commitment to finding the answers that will improve our quality of life, through energy efficiency, rural health care and even defense from bioterrorism. Throughout the state, and in a wired world, NAU stands apart.
NAU peer institutions

- University of Maine - Orono
- Old Dominion University - Norfolk, VA
- Georgia State University - Atlanta
- George Mason University - Fairfax, VA
- Southern Illinois University - Carbondale
- University of Akron - OH
- Ohio University - Athens
- University of Alabama - Tuscaloosa
- Wichita State University - KS
- University of Nevada - Las Vegas
- Kent State University - OH
- University of North Carolina - Greensboro
- Western Michigan University - Kalamazoo
- Northern Illinois University - DeKalb
- Bowling Green State University - OH
How are we reaching our goals?

Northern Arizona University

Student Success: Promote high levels of student achievement, engagement, access, and affordability

• Continue to be a national innovator, improving student success through technology and other cost-effective methods, assessment of learning outcomes, and transformation of how faculties engage students. (Lumberjack Mathematics Center, University College, flipped classes, President’s Technology Initiative)

• Extend leadership in undergraduate research, experiential learning, and co-curricular enrichment. (Hooper Undergraduate Research Award, Interns-to-Scholars program I2S, capstone requirement, Undergraduate Research Symposium)
How are we reaching our goals?

Northern Arizona University

Continued...

• Implement new Personalized Learning, the self-paced, competency-based online programs using predictive learning analytics that enable motivated adult students to earn a high quality degree more efficiently and at a lower cost. (HLC accreditation completed/ enrollment launched)

• Enrich partnerships with community colleges and high schools through the Common Core and longitudinal data initiatives, 2NAU programs, and student access to on-site degree completion. (CCC2NAU, NAU Yavapai, NAU Yuma, GEAR UP, NAUTeach, AZ K-12 Center, participation in Arizona Department of Education (ADE) Statewide Longitudinal Data System, ASSIST Database)
How are we reaching our goals?

Northern Arizona University

Research Excellence: Expand the boundaries of knowledge to improve lives

- Expand selected areas of research (such as bioscience, ecology, environmental sciences, geosciences, linguistics), enhance the regional economic impacts of NAU research and innovation, and invest in interdisciplinary informatics and program offerings. (PhD Earth Sciences and Environmental Sustainability)

- Increase health profession degree offerings with partners at the Phoenix Biomedical Campus, in Flagstaff, and in other areas of the state. (Physician Assistant, Occupational Therapy, and Physical Therapy programs in Phoenix; Nursing in Flagstaff and Yuma)
How are we reaching our goals?

Northern Arizona University

Sustainability and Effectiveness: Exemplify a sustainable, innovative, and effective university community

- Develop private and public partnerships to boost economic impact on the state and strengthen the university’s function as the main economic engine in Northern Arizona. (EcoNA, Flag40, Four Forest Restoration Initiative)

- Address compensation market gap and strengthen administrative practices. (merit raises for faculty and staff, use of technology)

- Be a model of environmentally responsible and sustainable operations and education. (NORESCO, Green Fund, Environmental Caucus, Coordinating Council for Sustainability)

- Optimize physical facilities and space through regular deferred maintenance, creative and efficient redesign and scheduling, and targeted new facilities. ($3M annual deferred maintenance, scheduling software, capital planning for 2020 goals)
The University of Arizona is a land-grant university transforming science fiction into scientific fact, rising from the sands of the Sonoran Desert in 1885 to explore the galaxy in the 21st century. The U of A never settles for less than the best for Arizona, using Engagement, Innovation and Partnership to create Synergies that will transform the modern research university for the 22nd Century. Through 100% student engagement, every student at the UA has the opportunity to apply their knowledge and learning in real world experiences. The UA’s research innovations save lives and change the ways in which people understand the world. Exciting new partnerships with the community and businesses leverage our impact, creating products, knowledge and human possibilities unimaginable in isolation. Home to 40,000 students, two medical schools in Tucson and Phoenix, nineteen colleges, facilities in all fifteen of Arizona’s counties, and more than 250,000 alumni, the UA’s reach is local, regional, national and global. The UA has a large economic imprint on Arizona, conducting more than $625 million in research annually and creating synergies between the University, the UA Health Network and the UA Tech Park that impact the state’s economy by more than $8.3 Billion every year. U.S. News and World Report places fourteen University of Arizona graduate programs among the top twenty in the nation. The UA is also identified as one of the nation’s top producers of Fulbright Scholars. With its new manifesto of “Never Settle,” the University of Arizona is re-envisioning the spirit of the West to produce graduates who are global citizens, engaged leaders, and fulfilled individuals.
UA peer institutions

- University of Washington - Seattle
- University of Wisconsin - Madison
- University of California - Los Angeles
- University of Minnesota - Minneapolis
- The Ohio State University - Columbus
- Pennsylvania State University, All Campuses
- University of North Carolina - Chapel Hill
- University of Florida - Gainesville
- University of California - Davis
- Texas A&M University - College Station
- University of Texas - Austin
- University of Illinois - Urbana - Champaign
- University of Maryland - College Park
- Michigan State University - East Lansing
- University of Iowa - Iowa City
How are we reaching our goals?

University of Arizona

Engaging

*Design the Arizona experience so that 100 percent of our students have the opportunity to engage in integrating and applying their knowledge through real-world experiential learning.*

1. Recruit and retain a diverse student body of undergraduate, transfer and graduate degree-seeking students who represent the state, national and global demographic landscape.

2. Optimize student access and success.

3. Provide students with a dynamic educational experience.

4. Graduate individuals who will be sought out by the best employers and postgraduate programs.

5. Graduate individuals ready to engage in productive lives and personally satisfying work.
How are we reaching our goals?

University of Arizona

Innovating

*Expand our research and creative inquiry to not only discover new knowledge and create new ideas, but also to innovate new ways of knowing and seeing that will ensure our continued leadership in interdisciplinary scholarship.*

1. Promote core strengths to address grand challenges.
2. Expand opportunities for interdisciplinary collaboration.
3. Hire, nurture and retain a diverse, outstanding faculty.
4. Attract, educate and engage first-rate doctoral students.
5. Diversify external research support.
6. Improve support for the development of major proposals and new initiatives.
7. Expand strategic external partnerships.
How are we reaching our goals?

University of Arizona

Partnering

Create novel, substantive, and entrepreneurial partnerships with businesses, community groups, and governments to support and enhance our impact on the local and global community.

1. Better adapt our land-grant mission for the 21st century, including a global strategy.
2. Expand, develop and sustain community and industry partnerships, locally and globally, via innovative programs.
3. Increase capacity in critical and emerging fields such as education, health sciences, STEM and cultural competence.
4. Align output with workforce and knowledge needs, in our region and around the world.
How are we reaching our goals?

University of Arizona

Synergy

*Build an infrastructure for change that cuts across all elements of our mission and all aspects of our plan, advancing our distinctiveness in interdisciplinarity, diversity, and sense of place while implementing business practices that are effective, efficient, and entrepreneurial.*

1. Elevate interdisciplinary collaborations.
2. Build on and strengthen the diversity of our community.
3. Expand global connections and deepen regional roots.
4. Optimize our physical resources and virtual reach.
5. Implement a business model that rewards productivity, effectiveness and entrepreneurship.
• Board endorsement
• Listening tour
• Community and stakeholder engagement campaign
• Ongoing alignment and cooperation to effectively see this strategy through to success

• Meet with Board members to devise a strategy for their individual involvement in achieving the goals
• Assign initiatives and create timelines for achievement
Transforming Arizona, Impacting the World

A blueprint for educational and economic success