IMPACT ARIZONA

ACHIEVING 2020

Accelerating our long-term strategic plan 2008 - 2020

2020 NORTH CENTRAL AVENUE, #230 • PHOENIX, AZ 85004
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Arizona is home to three innovative, world-class public universities — Arizona State University, Northern Arizona University and the University of Arizona — that offer unparalleled opportunities for learning, discovery and service that impact Arizona and the world around us. The Arizona Board of Regents is committed to providing accessible higher education to all Arizona citizens. With a more highly educated population, all Arizonans will enjoy a brighter future and greater economic prosperity.
Accelerating our vision with the **IMPACT ARIZONA** plan

As we accelerate our progress toward achieving critical goals by 2020, increasing affordability and accessibility of Arizona's public universities remains core to the mission of the Arizona Board of Regents, and promoting student success and learning is a cornerstone of the strategic plan. The Board's Vision 2020 goals and measures, developed in 2008, and now refined in *Impact Arizona: Achieving 2020*, will have important outcomes for Arizona:

- **All Arizonans, not just those with a degree, will benefit as more become educated;**

- **Arizona will reap both economic and social rewards from university research;**

- **Moving Arizona's economy forward will demand higher paying, more economically diverse jobs that require a more highly educated workforce; and**

- **Connecting the work and service of the universities to the communities will improve the quality of life in Arizona.**
## Overview of key metric progress

<table>
<thead>
<tr>
<th>Metric</th>
<th>2008/09</th>
<th>Current*</th>
<th>In 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual bachelor’s degrees</td>
<td>20,294</td>
<td>24,920</td>
<td>30,890</td>
</tr>
<tr>
<td>Adults with bachelor’s degrees</td>
<td>25.6%</td>
<td>27.3%</td>
<td>28.6%</td>
</tr>
<tr>
<td>Research expenditures</td>
<td>$873 million</td>
<td>$1.04 billion</td>
<td>$1.94 billion</td>
</tr>
<tr>
<td>Undergraduate enrollment</td>
<td>99,671</td>
<td>116,166</td>
<td>142,400</td>
</tr>
<tr>
<td>Total enrollment</td>
<td>127,446</td>
<td>143,700</td>
<td>181,274</td>
</tr>
<tr>
<td>Community college to bachelor’s degrees</td>
<td>5,772</td>
<td>6,834</td>
<td>9,985</td>
</tr>
<tr>
<td>Community college transfers</td>
<td>8,995</td>
<td>10,167</td>
<td>13,429</td>
</tr>
<tr>
<td>College-going rate</td>
<td>51.4%</td>
<td>57.9%</td>
<td>60%</td>
</tr>
<tr>
<td>Six-year graduation rate</td>
<td>55.5%</td>
<td>57.2%</td>
<td>65.6%</td>
</tr>
<tr>
<td>Freshmen retention</td>
<td>78%</td>
<td>79.4%</td>
<td>87.1%</td>
</tr>
</tbody>
</table>

*This data is continually updated. Visit the metrics dashboard at AZRegents.edu for most current data.*
GOAL ONE
Promote student success and learning

Graduating students who are empowered with the knowledge and training to succeed in a career after college is the primary role of our universities.

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 TWO

Advance educational attainment in Arizona

By 2018, 23 of the 25 in-demand jobs in Arizona will require a bachelor’s degree or higher, yet Arizona lags the national average for adults with bachelor’s degrees.

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
GOAL THREE
Expand research

Research leads to new knowledge, inventions, jobs and companies and improves the competitiveness of our state when it comes to attracting business.

OBJECTIVES

• Double research volume by 2020

• Expand the rate of technology transfer

• Further develop the research enterprise to support the economy
Our universities have a tremendous impact on Arizona by providing a skilled workforce, serving as community partners and solving critical issues facing our state, our country and our world.

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

Visit AZRegents.edu for a full list of goal objectives and key measures.