## IMPACT ARIZONA

### MISSION
Arizona’s public university enterprise exists to provide opportunities for learning, discovery, research, public service and economic development for Arizona residents and the global community.

### APPROACH
The Arizona public university enterprise employs an entrepreneurial approach with an innovative leadership and organizational design that recognizes each university’s unique mission; holds the enterprise to the highest standards of quality and accountability; and works collaboratively to achieve statewide goals.

### GOAL ONE: EDUCATE
**Drive Student Educational Success and Learning**

**Deliver a high university education.**

**OBJECTIVES**
- Enroll a diverse student body that reflects the overall demographics of Arizona
- Engage students with quality and innovative teaching and learning experiences
- Provide a stimulating, politically and intellectually diverse and respectful atmosphere that attracts, inspires and retains students, faculty and staff while recognizing our place
- Encourage public service, research experience, internships, clinical placements and other types of professional engagement as an integral part of the overall student experience
- Provide outstanding extracurricular activities
- Maintain excellent and significant international programs
- Equip graduates with 21st-century communication, analytical and problem-solving skills
- Produce graduates who are thoughtful, intellectually well-rounded and have an appreciation for lifelong learning

### GOAL TWO: ACHIEVE
**Advance Educational Achievement Within Arizona**

**Lead the effort to increase the number of Arizonans with a college degree or certificate.**

**OBJECTIVES**
- Promote the value of education and college attainment
- Build a college-going culture in Arizona and America
- Govern through an enterprise approach with differentiated university missions and an innovative management and organizational structure
- Provide a standard and sufficient scale through numerous affordable and flexible degree options
- Embrace and utilize technology to create more efficiency in educational delivery
- Improve time to a degree by providing excellent student support services
- Play a key role in K-12 to produce more college and career-ready individuals
- Promote policies and innovations that encourage greater numbers of high school graduates and individuals with postsecondary credentials
- Seek greater alignment of outcomes between K-12, community colleges and universities
- Increase alignment of coursework between K-12, community colleges and universities
- Create modern, sustainable funding and regulatory design
- Develop new and innovative financial aid models
- Work with policymakers to develop student-centered financial aid
- Partner with other state entities to meet Arizona’s workforce demands
- Partner with other Western states to provide broad student access

### GOAL THREE: DISCOVER
**Discover New Knowledge - Create new knowledge, collaborations, inventions, and technology to solve critical problems and enhance lives.**

**OBJECTIVES**
- Increase research activity
- Build on each university’s strengths and differences in research to benefit Arizona
- Increase the commercialization of research into the marketplace by expanding the rate of technology transfer and start-up creation
- Connect university research to Arizona’s business and industry to foster greater collaboration and advance economic growth
- Encourage a culture of collaboration among the universities to enhance the public university enterprise and compete more effectively nationally and globally on behalf of Arizona
- Develop a broad range of government, industry and philanthropic sources of research funding

### GOAL FOUR: IMPACT
**Impact Arizona - Engage and serve our communities through initiatives, and partnerships focused on supporting, improving, and enhancing Arizona’s economy and competitiveness.**

**OBJECTIVES**
- Communicate to all constituencies and policymakers the value of Arizona’s public universities to the state
- Increase higher education attainment necessary to impact Arizona’s economy and make the state more competitive
- Support university research, technology transfer and entrepreneurial program activities in a manner that has the greatest impact on Arizona’s economy and makes the state more competitive
- Increase universities’ community service and engagement activities by students, faculty and staff
- Be an engaged and respected advisor in addressing critical issues facing our state
- Align with and advance statewide economic development goals
- Collaborate with businesses to grow Arizona’s economy
- Support the creation of new business start-ups driven by university intellectual property and student entrepreneurial programs
- Operate in a financially responsible manner
- Keep Arizona’s workforce competitive

### METRICS AND MEASURES
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- Freshman retention
- Undergraduate and graduate enrollment
- Total enrollment
- Freshman and transfer graduation rates
- Post-graduation outcomes

**METRICS AND MEASURES**

- Number of bachelor’s degrees awarded – total and residents
- Graduate degrees awarded
- Education and related expenses per degree
- Number of university level specialized certificates and credentials

**METRICS AND MEASURES**

- Research and development activity
- Licenses and options executed
- Invention disclosures

**METRICS AND MEASURES**

- Public service activity
- Number of degrees awarded in high-demand fields
- Number of university faculty and staff involved in Arizona service activities

### CHALLENGES & RISKS
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- Entering Arizona student preparedness
- Arizona’s college-going rate
- Community college transfer rate
- Investment needed to strengthen academic programs
- Need to redesign educational spaces for improved teaching and learning environment
- Need for improved analytics to increase student success
- Increasing student expectations for support services and campus amenities

**CHALLENGES & RISKS**

- Need for a stronger college-going culture in Arizona
- Large number of students with financial need
- Declining state funding support and consequent pressure on tuition rates and financial aid
- Lack of state funding model
- Less federal monies to support students
- Structural costs and burdensome regulation, including health insurance and other employment benefits
- Increased reliance on non-resident and international student tuition
- Strength of Arizona job market for graduates
- Constrained student marketplace

**CHALLENGES & RISKS**

- Risk of further reductions in research funding
- Funding for new faculty and laboratory upgrades/expansion
- Effectively demonstrating economic impact of research
- Research facilities capacity
- Attracting, retaining and supporting the highest quality research faculty

**CHALLENGES & RISKS**

- Inadequate mechanisms for working with businesses and government to determine long-term workforce needs
- Navigating the complexities of multiple partnerships to combine resources and talent
- Decentralization of education in Arizona with no coordinating body across systems
- Effectively demonstrating to policymakers the contribution of higher education to Arizona’s quality of life and economic development

### SAMPLE QUALITY MARKERS

- Student, faculty, business and public feedback
- Competitiveness and rankings of select programs
- Peer comparisons
- Arizona’s college-going rate
- Student success in winning national awards and fellowships
- Monitor emerging institutional quality measures
- Brookings Institute’s beyond college rankings assessment
- Members of national academies and associations
- Publications cited by other scholars
- Rankings of doctoral programs
- Success in competition for research funding
- Telemedicine support locations throughout the state
- Communities served and number of people assisted through cooperative extension
- Economic impact for state and local communities