

ARIZONA BOARD OF REGENTS

BUILDING ON OUR PROMISE

2023 Annual Report



ARIZONA BOARD OF
REGENTS

ASU ♦ NAU ♦ UA

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ABOUT THIS REPORT

The Arizona Board of Regents Fiscal Year 2023 Annual Report, filed in accordance with A.R.S. §15-1629, provides an update on the state of progress at Arizona’s public university enterprise. Data reflected throughout the report is the most current available.

ABOR PROMISE

The Arizona Board of Regents is committed to ensuring access for qualified residents of Arizona to undergraduate and graduate institutions; promoting the discovery, application, and dissemination of new knowledge; extending the benefits of university activities to Arizona’s citizens outside the university; and maximizing the benefits derived from the state’s investment in education.

REGENTS

- Fred DuVal, Chair
- Cecilia Mata, Chair Elect
- Lyndel Manson, Treasurer
- Robert J. Herbold, Secretary
- Gregg Brewster
- Doug Goodyear
- Jessica Pacheco
- Larry E. Penley
- Katelyn Rees, Student Regent
- David Zaragoza, Student Regent
- Gov. Katie Hobbs, Ex-Officio
- Superintendent Tom Horne, Ex-Officio

EXECUTIVE DIRECTOR

John Arnold

A vibrant, high-contrast photograph of Antelope Canyon, showing the smooth, undulating walls of the slot canyon in shades of deep red, orange, and white. The light filters through the narrow opening, creating a dramatic play of light and shadow.

BUILDING ON OUR PROMISE

The Board of Regents and our public universities — Arizona State University, Northern Arizona University and the University of Arizona — are operating on a simple premise: all Arizonans should benefit from our universities.

What began over 150 years ago with a single university has grown to include three institutions with multiple campuses across the state and robust online options. Instruction across hundreds of degree programs meets students where they are, whether in-person or online. This year alone, our public universities enrolled a record-breaking 220,105 students.

Building the Workforce our State Needs

This year, the board announced a bold new initiative to map the future of Arizona health care — AZ Healthy Tomorrow. The effort will significantly boost the number of new physicians, nurses and allied health professionals who graduate from ASU, NAU and UArizona each year — bringing health care closer to Arizona patients and families. Our public universities are similarly focused on workforce development for other vital industries, including aerospace, engineering, advanced manufacturing and more.

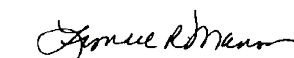
Addressing our State's Greatest Challenges

Whether researching cancer risks for firefighters, unlocking the secrets of Parkinson's and other neurological diseases, combatting Valley Fever or identifying cost effective ways to remove "forever chemicals" from the water supply, the board and our public universities are making a difference in the lives of Arizonans.

Expanding Access and Affordability

The board is committed to keeping a public higher education within reach of every Arizona family. We continue to grow the Arizona Promise scholarship, which covers the cost of tuition and fees for every qualifying Arizona resident student, and our new tuition structure helps provide financial predictability for students and families.

We are proud to share our 2023 Annual Report, which provides insight into the ways the Arizona Board of Regents and our public universities are building on our promise to Arizona.



Lyndel Manson
FY 2023 Chair



John Arnold
Executive Director

RECOGNIZING SERVICE



Regent Lyndel Manson completed a two-year term as chair of the board at the end of June. A consummate and dedicated leader, Regent Manson led several initiatives during her term as chair, including the launch of AZ Healthy Tomorrow, implementation of multiple-year tuition setting, expansion of the Arizona Promise Program, increased attainment and FAFSA outreach, and more.



Regent Fred DuVal is chair of the board after serving as chair elect for two years. He is the originator of Regents’ Research and Community Grants that leverage the universities’ expertise to address longstanding challenges facing the state and its communities. He also envisioned the Arizona Teachers Academy that covers tuition and fees for students who agree to teach in Arizona public schools. This marks Regent DuVal’s second term as chair, having previously served as chair in 2011 during his first board appointment.



Former Student Regent Rachel Kanyur completed her two-year term in June 2023. A champion of students, she advocated for increased access and maintaining minimal tuition increases as well as addressing students’ basic needs, including food and housing insecurity.



Student Regent David Zaragoza, a native Arizonan who grew up in Yuma, was appointed to the board in June 2023. He is a junior at ASU studying electrical engineering and plans to focus on the needs of rural students while serving on the board.



Gov. Katie Hobbs was sworn in as Arizona’s 24th governor in January 2023. Gov. Hobbs serves as an ex-officio member of the board. The board was proud to welcome Gov. Hobbs to 2023 Regents’ Cup where she provided the keynote address.



State Superintendent Tom Horne took office in January 2023 and serves as an ex-officio member of the board.



IN MEMORIAM
The board extends its sincere condolences to the family of former **Regent Ram Krishna** who passed away in April. An extraordinary public servant, he selflessly devoted his time to serving students and the state during his term. Through his leadership characterized by integrity, compassion and humility, he was a strong advocate for the needs of Arizona students, including those in Yuma where he practiced as a surgeon.



MEASURING IMPACT

Educational attainment provides the economic engine that drives Arizona’s economy. Arizona’s public universities are growing to serve more students and continue to be a large employer across the state. Although students at Arizona’s public universities are earning degrees in record numbers, research indicates Arizona is underproducing bachelor’s degrees. Learn more by the numbers below.

ECONOMIC IMPACT

1.2B Total state taxes paid by university alumni
FY 2021 Alumni Wages Report

27.4K Total employees working at Arizona’s public universities
FY 2023 Personnel Report

COLLEGE COMPLETION

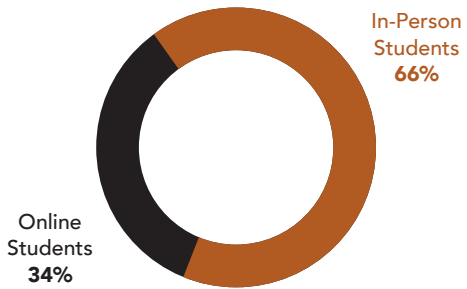
16K Graduate degrees awarded by Arizona’s public universities
FY 2022 College Completion Report

36K Bachelor’s degrees awarded by Arizona’s public universities
FY 2022 College Completion Report

53% Increase in bachelor’s degrees from 2012 to 2022
FY 2022 College Completion Report

ENROLLMENT

Arizona Public University Enrollment
FY 2023



220K Students enrolled at Arizona’s public universities
FY 2023 Enrollment Report

75K Online students enrolled at Arizona’s public universities
FY 2023 Enrollment Report



VALUE OF A DEGREE

The demand for jobs in Arizona that require a college degree has been increasing over the last decade and economists project the need for an educated workforce will continue to grow over the next 10 years and beyond — according to an April 2022 report titled Advancing Arizona’s Economy – Investment in Workforce Development Report.

\$22,500

The wage gap in Arizona for those with a bachelor’s degree compared to someone with a high school diploma.

26,300

Annual shortage of bachelor’s degrees in Arizona by 2030. This year, Arizona’s public universities reduced that gap by 1.7 percent.

MEASURING IMPACT



MEASURING PROGRESS WITH METRICS AND FORECAST MEASURES

Designed to measure university progress, the board has implemented new metrics and forecast measures during the past several years. Most recently, the board adopted several efficiency metrics that enable the board to monitor defined aspects of university operations. The suite of metrics provides insight into administrative, facilities, faculty, academic and student services operations. The board’s 15 enterprise-wide metrics apply to all the universities to advance attainment, solutions, efficiency, affordability and enhance the quality of students’ experiences. Following are highlights of the enterprise metrics.

INCREASE ATTAINMENT

14.6K Residents aged 25+ enrolled
FY 2023

9.7K Community college transfer
degrees awarded
FY 2022

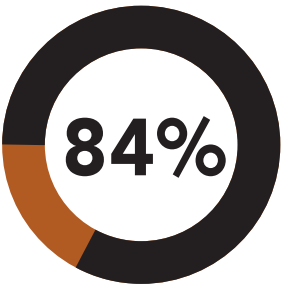
21.9K Resident bachelor’s
degrees awarded
FY 2022

GENERATE SOLUTIONS

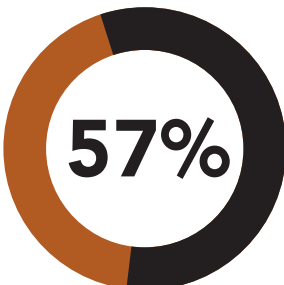
**\$1.7
BILLION**

Research and
development
expenditures
FY 2023

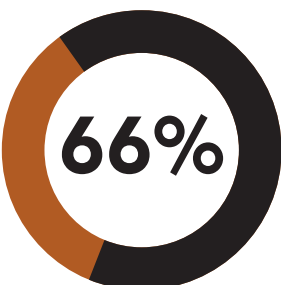
ENHANCE EFFICIENCY AND AFFORDABILITY RETENTION AND GRADUATION



First-time, full-time
immersion freshman
retention FY 2020



First-time, part-time
immersion freshman
retention FY 2020



Six-year
graduation rate
FY 2023

AFFORDABILITY

\$24K
Average debt per degree for Arizona
residents FY 2021

48%
Percentage of resident students graduating
with no debt FY 2021

IMPACTING THE FUTURE

BOARD LAUNCHES STATEWIDE EFFORT TO ADDRESS CRITICAL HEALTH CARE WORKFORCE SHORTAGES

The Arizona Board of Regents announced a comprehensive, university-led statewide effort to address critical workforce shortages among physicians, nurses and other health care professionals. Current estimates indicate nearly 3 million Arizonans have limited access to primary care, and more than one in three Arizona hospitals face a critical staffing shortage.

AZ Healthy Tomorrow will leverage the combined resources and expertise of ASU, NAU and UArizona to address this urgent workforce development challenge, while accelerating Arizona's leadership in bioscience, life science and research. The board is allocating \$30 million to support the development of this initiative. As part of the initiative, ASU will launch ASU Health, which includes the establishment of a new medical school and could lead to ASU-led health clinics across the state.

Gov. Katie Hobbs lauded the new health care initiative as another example of how the Board of Regents and Arizona's public universities are working to solve the most pressing problems facing our state. "It's critical that we ensure every Arizonan has access to quality, affordable health care," said Gov. Hobbs. "That means we must attract and develop qualified health care professionals, and the AZ Healthy Tomorrow program is an important step to getting that done. I'm glad Arizona's universities are moving the needle forward on this important issue."

"There is not a moment to waste as Arizona must train and deploy the health care professionals our fast-growing population requires," said ABOR Chair Fred DuVal. "AZ Healthy Tomorrow is about bettering the lives of Arizonans and Arizona families by improving access to health care and lowering costs."

Key components of the plan include:

- In addition to a new medical school, ASU Health will pioneer advances in health care while growing ASU's partnership with the Mayo Clinic; expand the nursing workforce; bridge engineering and medicine to advance problem solving and address complex health care problems; and more.
- UArizona and Banner Health will forge the College of Medicine and Banner University Medical Center into a fully integrated academic medical center. This will bring together some of the brightest minds in research, while increasing the medical school's capacity and number of graduates.
- NAU will continue to be a national leader in nursing and allied health and will be vital to this initiative's success in rural Arizona. The university will announce details of its plans this fall.

AZ Healthy Tomorrow has set a goal for Arizona to exceed the national average in terms of the state's number of doctors and nurses per capita.





IMPACTING THE FUTURE

PHOENIX BIOSCIENCE CORE ADVANCES INNOVATION Educates Future Health Care Professionals

Health care programs offered by all three of Arizona's public universities at the Phoenix Bioscience Core (PBC) last year collectively educated hundreds of new health care professionals from physicians to physical therapists. The 30-acre PBC sits in the heart of downtown Phoenix and is where biotech businesses and Arizona's public universities are collaborating to advance precision medicine from discovery to delivery. Milestones celebrated at the PBC include the 10-year anniversary of NAU's College of Health and Human Services and the University of Arizona College of Medicine – Phoenix marking 10 years as a separate accredited medical school. ASU and Wexford Science & Technology LLC announced the launch of the Bioscience Growth Accelerator, a new program for life science startups moving or expanding to Arizona. In addition, UArizona's Center for Advanced Molecular and Immunological Therapies — focusing on novel strategies for disease treatment — continues to advance in development.

PROFESSORS EARN REGENTS PROFESSOR TITLE Highest Honor Awarded to Arizona Faculty

Joining the ranks of Regents Professors — the highest faculty honor awarded at Arizona's public universities — are 11 faculty members from ASU, NAU and UArizona. The board awards these titles to top educators for their exceptional achievements and contributions to research that bring them national and/or international distinction. The 2023 honorees are:

- ASU: Stacy Leeds, Huan Liu, Michael Lynch and Alexandra Navrotsky
- NAU: Heidi Wayment and Catherine Gehring
- UArizona: Price Fishback, Takeshi Inomata, Chris Segrin, Kathy Short and Todd Vanderah

UNIVERSITIES' RESEARCH SPARKS INNOVATION Research Leads to Startups, Patents and Inventions

Research created at Arizona's public universities spurs new startup companies, patents and inventions that advance society and build the state's economy. In fiscal year 2022, the universities reached new milestones in technology transfer:

- ASU ranked in the top 10 among nationwide universities for utility patents and No. 11 among universities worldwide. ASU entered into 75 license and option agreements, earned 167 patents and formed 21 startup companies.
- NAU received 48 invention disclosures, earned 19 patents and formed two startup companies in 2022.
- UArizona's technology transfer and commercialization activities, and licenses and options income were the second highest on record — entering into 116 license and option agreements, earning 87 patents and forming 10 startup companies.

IMPACTING THE FUTURE



RESEARCH FOCUSED ON SUPPORTING ARIZONA

The board and Arizona's public universities are investing in research that impacts the lives of Arizonans, prepares graduates for the workforce and increases access to public higher education with the support of the Technology and Research Initiative Fund (TRIF).

This taxpayer funded revenue provided about \$126 million in fiscal year 2022 to researchers and solutions that are directly benefiting Arizonans. Dozens of projects were funded through TRIF, and three examples include:

Arizona State University — Funding for the Julie Ann Wrigley Global Futures Laboratory is working on strategies to solve Arizona's water shortage crisis and create new technologies to remove PFAS (harmful chemicals detected widely in Arizona's drinking water) from water supplies, and providing solutions to reduce air pollution.

Northern Arizona University — Investment into the Community Health Research program addresses health disparities affecting underserved populations throughout the state and trains diverse students for impactful careers in health related occupations.

University of Arizona — UAArizona is using TRIF and private funding to further an initiative designed to reduce the burden of diet-sensitive disease in vulnerable Arizona communities using culinary medicine — an emerging field that blends the art of cooking with the science of medicine and nutrition — to use food to prevent and help manage chronic diseases like diabetes, heart disease and obesity.

Although diet is the No. 1 factor for preventable disease and death, medical students in the U.S. only receive about 20 hours of nutrition education. Through this initiative, researchers will team up with experts across the university to build out the existing culinary medicine programs and develop much needed resources for medically underserved and rural communities across Arizona.

EXPANDING ACCESS

NEW TUITION STRUCTURE OFFERS STUDENTS PREDICTABILITY

CAPS COLLEGE COSTS IF STATE INCREASES UNIVERSITY FUNDING

Arizona students and families now have increased predictability when planning for the costs of college. For the first time, Arizona's public university system tuition growth rates will be set over six years, rather than on an annual basis.

The new structure approved by the board in February also provides a lever to cap tuition if the state of Arizona increases university funding in excess of 2.5 percent on an ongoing basis.

The board and universities revisit growth rates every four years during a six-year cycle, providing students with a long-term plan when budgeting for college. Tuition proposals include costs for tuition, academic fees, and meal and housing plans, and require the board to publish tuition rates much earlier — by December 31 — for the upcoming academic year.

In addition to the new tuition structure, Arizona's public universities are working to make college more affordable for residents, collectively providing more than \$1 billion in institutional gift aid. The board's Arizona Promise Program also covers tuition and fees for low-income resident students.

"OUR INTENTION IS TO REDUCE CONFUSION ABOUT TUITION AND FEES AND — MOST OF ALL — PROVIDE PREDICTABILITY FOR STUDENTS SO THEY KNOW WHAT TO EXPECT WHEN BUDGETING FOR COLLEGE."

— FY 2023 ABOR CHAIR LYNDEL MANSON



EXPANDING ACCESS



ARIZONA PROMISE PROGRAM

Expanding to Serve More Students

The Arizona Promise Program provides a guaranteed scholarship for low-income Arizona students whose federal Pell grants don't cover the full cost of college tuition and fees. The program represents a seminal moment in Arizona as the first comprehensive statewide financial aid program. To date, the state has provided \$67.5 million for the program. During the 2022-2023 academic year, this program made college accessible for more than 19,000 Arizona Pell Grant recipients. The state covered the costs for 5,600 students, while the universities provided institutional aid to cover the scholarship costs for the rest of the qualifying students. This program opens a world of opportunities for qualifying low-income students attending ASU, NAU or UArizona who can rest assured their tuition and fees will be covered.

\$1 BILLION IN FINANCIAL AID

Universities Increasing Access

Arizona's public universities collectively provided more than \$1 billion in financial aid to students in fiscal year 2022. The primary goal of financial aid programs is to ensure ASU, NAU and UArizona remain financially accessible to all eligible Arizona students.

WICHE PROGRAM

Exchange Program Provides Students Access to Expanded Degree Fields and Tuition Savings

Arizona students saved \$23.6 million in tuition costs in fiscal year 2023 thanks to a multi-state exchange program that gives students affordable options to earn degrees in high-demand fields. The board administers three programs under the Western Interstate Commission for Higher Education (WICHE), which began in 1953. Students received reduced tuition rates at participating out-of-state universities and community colleges for undergraduate and graduate degree programs not offered at Arizona's public universities and for selected medical professional degree programs in high demand fields.

VETERINARIAN LOAN ASSISTANCE PROGRAM

Addressing Shortages of Veterinarians in Arizona

With Arizona's shortage of veterinarians reaching critical levels, the state established a new program to incentivize new veterinarians to practice in Arizona. The Arizona Veterinary Loan Assistance Program provides veterinarians up to \$100,000 in loan assistance in exchange for working at least four years in Arizona. The program is available for veterinarians who obtain a degree from an eligible veterinary college after Jan. 1, 2023. The law also ensures areas of highest needs are supported, requiring students in the program to work full-time for at least two years in an agricultural practice, nonprofit, or at a county or municipal shelter.

TUITION COVERED FOR VETERAN SPOUSES

New Scholarship Provides Support for Military Dependents

Spouses of military veterans can now go to college with their tuition costs covered thanks to a new scholarship. The Legislature provided \$10 million for the Spouses of Military Veterans Tuition Scholarship in 2022 and 42 students began earning their college degrees in January 2023. The program covers tuition and mandatory fees at Arizona's public universities and participating community colleges for spouses of honorably discharged veterans who are Arizona residents. The board and Arizona's public universities are committed partners in providing extensive services, resources and educational opportunities for military connected service members and their dependents.

EXPANDING ACCESS

ARIZONA TEACHERS ACADEMY

Invests in Future Educators

Arizona's public universities are working to address the teacher shortage by investing in future educators. Since 2018, thousands of teachers have earned Arizona Teachers Academy scholarships, which offer free tuition for students who agree to teach in Arizona schools. The program served over 3,250 students in fiscal year 2023 and continues to see annual growth. This year, the state invested an additional \$15 million in the academy for a total of \$30 million to help alleviate waitlists. Through this program, the universities and participating community colleges are providing college students the financial freedom to thrive as teachers in Arizona schools.

INAUGURAL ARIZONA TEACHER RESIDENCY

Cohort to Begin Teaching this Fall

An inaugural cohort of 22 students selected for the Arizona Teacher Residency program transitioned from residents to teachers in May and will begin teaching in Arizona classrooms this fall. Launched in fiscal year 2022, the graduate level program is modeled after medical residencies and helps recruit, prepare, support and retain K-8 teachers. Aspiring teachers enter a two-year master's degree program at NAU, which includes a classroom apprenticeship under the guidance of a supervising teacher. The program covers the cost of tuition and provides living stipends to students. Once the students graduate, they are committed to teaching at a partnering school district for at least two additional years. AmeriCorps awarded a grant in May that will help cover costs for the program.

UNIVERSITIES AWARD HISTORIC NUMBER OF DEGREES

Health Care Fields Growing Substantially

Arizona's public universities awarded more degrees than at any other point in the state's history in the 2021-2022 academic year, including in high-demand health care fields, according to the new Arizona Board of Regents Academic Year 2021-2022 College Completion Report. A record 51,970 total degrees were conferred, a 3 percent increase from the previous year. Bachelor's degrees in health care fields grew 56.1 percent since 2018, contributing to the state's health care workforce during an era of shortages among these professionals.

UNIVERSITIES OFFER LARGE VARIETY OF DEGREE PROGRAMS

Options Available for Students In Person and Online

Students attending Arizona's public universities chose from upward of 1,600 degree programs and certificate options during fiscal year 2023.

- ASU offered 215 bachelor's degree programs, 228 master's degree programs, 97 doctoral degree programs, 135 baccalaureate certificate programs and 111 graduate certificate programs. Programs are offered at the Downtown Phoenix campus, Tempe campus, Polytechnic campus, West campus, Lake Havasu and multiple locations throughout Arizona.
- NAU offered 93 bachelor's degree programs, 69 master's degree programs, 20 doctoral degree programs, 49 baccalaureate certificate programs and 45 graduate certificate programs. In addition to the Flagstaff Campus, NAU operates more than 20 sites, which offer a range of undergraduate and graduate programs to meet community needs.
- UArizona offered 186 bachelor's degree programs, 161 master's degree programs, 100 doctoral degree programs, seven first professional programs, three specialist programs, 117 graduate certificates and 51 undergraduate certificates.

ARIZONA STATE UNIVERSITY

TOP 5 STORIES IN FY 2023

1 Launching a New Medical School

The university is expanding medical education in Arizona by launching a new medical school to address significant and growing health care needs of the state. The school will integrate clinical medicine, engineering and biomedical science.

2

Fighting Greenhouse Gas Emissions

ASU was selected by the U.S. Department of Energy to receive up to \$70 million to establish a new Clean Energy Manufacturing Innovation Institute devoted to the challenge of fighting greenhouse gas emissions.



3

Securing Arizona's Water Supply

ASU is leading a multiyear Arizona Water Innovation Initiative to provide solutions to ensure Arizona will continue to thrive with a secure future water supply.



4

Preparing Students to Succeed in the Digital Economy

The new Media and Immersive eXperience Center in downtown Mesa opened its doors to students. Capable of producing blockbuster movies, virtual-reality videogames and more, the center is teaching students skills they need to succeed in a digital economy.



5

Leading as a Research Institution

ASU is a powerhouse of leading researchers and transdisciplinary schools making an impact on local and global communities. ASU ranked No. 6 among 750 other institutions without a medical school, according to the National Science Foundation Higher Education Research and Development rankings.





GROWING THE PIPELINE

INNOVATIVE DATA PORTAL AND COMMUNITY OUTREACH SUPPORT FAFSA INCREASES

STATEWIDE RATE UP 6.1 PERCENT IN 2023

Bolstered in part by Arizona Board of Regents new data portal and outreach initiatives, Arizona saw a 6.1 percent increase in the number of students who filled out the Free Application for Federal Student Aid (FAFSA) form this year.

Completion of a FAFSA application provides access to federal financial aid. Data shows 2022 Arizona high school graduates who didn't complete the application missed out on close to \$101 million in Pell Grant funding, according to the National College Attainment Network.

In response, the Arizona Board of Regents launched Arizona College Connect, an innovative data platform to help high school counselors increase FAFSA completion rates, a leading indicator of college enrollment.

Arizona College Connect provides high school leaders access to their student-level FAFSA data and other college attainment information in an interactive, customized communications portal.

"There was a clear need for an innovative intervention to ensure our high school seniors are not missing out on federal funding to pay for their postsecondary education," said FY 2023 ABOR Chair Lyndel Manson. "We believe Arizona College Connect will be a game-changer in helping more students access and complete the FAFSA and pursue a college degree."

Since its launch, 263 schools and districts signed up to access the portal, representing over 50 percent of the seniors in Arizona's high schools. Principals and counselors visited Arizona College Connect upward of 13,000 times in the last three months of the school year to provide students with one-on-one support and communication.

Arizona College Connect was funded by Helios Education Foundation and developed through a data partnership with the Arizona Department of Education.

"Implementing a simplified and automated process for helping students complete their FAFSA and college applications relieves some of their burden and moves the focus to the students who need the most help," said Helios President and Chief Executive Officer Paul Luna.

In addition to launching Arizona College Connect, other highlights of the board's outreach work this year include partnering with the Arizona Cactus League and Ask Benji to encourage seniors to complete the FAFSA, and training hundreds of peer coaches and counselors to support Arizona students in filling out the form.

GROWING THE PIPELINE



ATTAINMENT INITIATIVES CONNECT WITH FAMILIES

Board Focuses on Outreach to Prepare Students for College

The board continues to prioritize outreach to Arizona's families as part of its overarching initiative to increase educational attainment in the state. Targeted outreach to help families plan and prepare for college had strong outcomes this year:

- At ASU, WeGrad engages families in a thriving college-going culture impacting more than 180,000 first-generation students throughout Arizona. WeGrad conducted 43 in-person and nine digital programs this year, delivering nearly 30,000 instructional hours in metro Phoenix and Yuma, graduating 3,371 families and students.
- NAU's Family Access, Communication, Transition and Support (FACTS) program engaged over 62,000 families of prospective and current NAU students through The Lumberjack Family Hub newsletters and announcements, presentations for families and more to support students as they explore, attend and graduate from college successfully.
- UArizona brought 2,753 eighth and ninth grade students from Southern Arizona to campus for "Arizona Road Trip." The day-long campus visits gave students from under recognized communities the opportunity to experience the university campus, think about college earlier, make connections and begin planning for their futures.

VOTERS APPROVE IN-STATE TUITION FOR DREAMERS

Board Policy Updated to Reflect Historic Change

Arizona Dreamer students now have the opportunity to receive in-state tuition at Arizona's public universities, thanks to the passage by Arizona voters of Proposition 308 last November. In December, the board revised policy to conform with Prop. 308. Qualifying non-citizen students were eligible to receive in-state tuition starting in the spring 2023 semester.

COMMUNITY COLLEGE PATHWAYS PROVIDE SAVINGS

AZTransfer Provides Seamless Transfer of Credits

Pathway programs from Arizona's community colleges to public universities provide students with increased access to a degree and tuition savings as well. More than 9,700 students transferred from the state's community colleges to an Arizona public university during the 2021-2022 school year. Through AZTransfer's shared unique number system students can plan their education and ensure seamless transfer of credits from community colleges to the universities. Many freshmen students — 18.9 percent — enter ASU, NAU or UArizona with credits from community colleges and the six-year graduation rate of transfer students who entered one of the universities with an associate degree was 77.3 percent.

RECOGNIZING TOP COMMUNITY COLLEGE STUDENTS

Transfer Students Earn All-Arizona Academic Team Scholarships

The Arizona Board of Regents annually honors Arizona's top community college transfer students with tuition waivers and scholarships based on outstanding academic performance and community service. In February of this year, 59 students earned All-Arizona Academic Team Scholarships for academic excellence and intellectual rigor combined with leadership and service that extends their education beyond the classroom to benefit society.

SHARING PERSPECTIVES

REGENTS' CUP COMPETITION SHOWCASES FREE SPEECH AND CIVIL DISCOURSE

UARIZONA TAKES HOME TOP PRIZE

Students from Arizona's public universities squared off in debate and speech competitions during the fourth annual Regents' Cup in February at the University of Arizona. The cup celebrates civil discourse and freedom of expression at Arizona's public universities.

For the second year in a row, UArizona won the cup. Student competitors from Arizona's public universities participated in Oxford debate and storytelling events centered around the theme of this year's competition — liberty, prosperity and the Constitution.

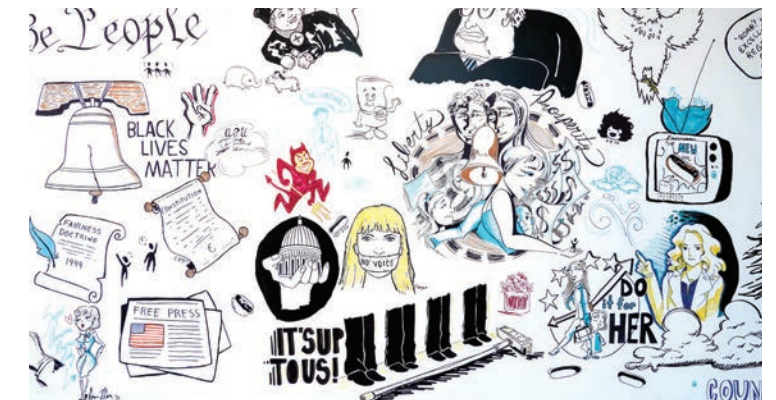
This day-long event honors participants for articulating different points of view in an environment where competitors remain civil and respectful. Participating students earn course credit for their participation, as well as one-time scholarships ranging from \$500 to \$15,000.

During the event this year, Gov. Katie Hobbs provided the keynote address. Gov. Hobbs paid tribute to the students participating in the Regents' Cup and the importance of having candid discussions and finding common ground on issues facing our state.

"Diversity of thought and ideas are good things that make our conversations more rich and robust. These values are

at the heart of our democracy, as our nation was founded," said Gov. Hobbs. "Knowing that students like you are engaging in civil conversations about important issues that are a part of Regents' Cup gives me hope for the future."

Artists representing each of the universities did live, large-scale illustrations of the tournament events, offering a visual experience of the debates and stories and engaging judges, sponsors, students and guests.



A young man with brown hair, wearing a blue t-shirt with "NORTHERN ARIZONA UNIVERSITY" and "NAU" printed on it, is sitting and smiling while talking to a woman. The woman is partially visible on the left, wearing a blue sweater. They are in front of a large window with a view of greenery outside.

SHARING PERSPECTIVES

ALL ARIZONA UNIVERSITIES EARN GREEN LIGHT RATINGS

NAU in Top 10 for Commitment to Free Speech

NAU ranked among the nation's top colleges for free speech and open inquiry at No. 8 in the country and all of the universities are recognized with the highest "green light" rating from the Foundation for Individual Rights and Expression (FIRE), reflecting the universities' commitment to freedom of expression. FIRE gave NAU notable high marks for its tolerance of conservative speakers and not shouting down or otherwise preventing speakers from expressing their views on campus. The board and Arizona's public universities protect and ensure intellectual freedom and free expression at our institutions. Through this commitment, the board has established a Committee on Free Expression, instituted seven policies preserving free speech on campus, hosts an annual speech and debate contest for university students, and provides an annual free speech report outlining university adherence to the policies.

UNIVERSITIES' EMBRACE FREEDOM OF THOUGHT, EXPRESSION

Schools Encourage Students to Think Critically

Arizona's public universities embrace diversity of ideas and encourage students to think critically as informed citizens in America. Throughout the year, the universities offer events to address topics such as challenges confronting American democracy, societal issues, voting challenges and cultural issues. The universities also have many public and designated public spaces throughout campus for students and visitors to use to facilitate freedom of expression. Below are three examples of civil discourse happening at the universities.

- At ASU's School of Civic and Economic Thought and Leadership, its Civic Discourse Project addressed pressing issues of our time and invited leading experts to think through these challenges.
- NAU supports free speech activities on campus through its policies and in practice. Two examples include a debate between Turning Point USA's chapter at NAU and NAU Young Democrats, as well as a Walk Out on Sexual Assault event. Both included lively discussions where all participants spoke freely without barriers or restrictions.
- UArizona's Center for the Philosophy of Freedom explored "The Great Reshuffling: A Perfect Storm or the New Norm?" that examined workforce issues during the pandemic when many individuals quit their jobs.

REVAMPED GENERAL EDUCATION CURRICULUM

Develops Civically Minded Graduates

Progress continues on the full implementation of the board's general education policy. The policy is designed to ensure undergraduate students are grounded in American institutions, democratic values, free speech and civil discourse, in addition to requirements in mathematics, written communication, science, social science, humanities and the arts. Implementations this year focused on the development and review of a crosswalk between the frameworks (approved last year) and the actual courses the universities will offer to meet the general education requirements. The next phase, and anticipated final phase of implementation, is the assessment of academic outcomes of general education across the three universities. The board has already implemented a writing assessment and will develop additional assessments in qualitative analysis, critical thinking and civics in the coming years.

NORTHERN ARIZONA UNIVERSITY

TOP 5 STORIES IN FY 2023

1

Commencement with Bill Gates

Microsoft co-founder Bill Gates delivered the commencement address to graduates in May, lauding the university's dedication to delivering equitable postsecondary value to students.

2

Boosting Attainment

NAU announced the Arizona Attainment Alliance, a partnership with all 10 Arizona community college districts and the Arizona Commerce Authority to boost the state's level of educational attainment and drive economic mobility.

3

Supporting Indigenous Students at NAU

A \$5 million grant from the Mellon Foundation, matched by an additional \$5 million from the NAU Foundation, launched the Seven Generations Signature Initiative to build on existing areas of excellence and elevate NAU's impact as one of the nation's leading universities serving Indigenous Peoples.

4

Growing Scholarships

NAU's Arizona College Excellence initiative is designed to help community college students continue their education and transfer to the university. With a \$3.8 million grant from the Helios Education Foundation, matched by \$3.8 million from the NAU Foundation, the initiative includes scholarships funds for students.

5

Providing Free Tuition for Native Students

In honor of its longstanding commitment to Native American students and communities, NAU is providing full tuition coverage for members of Arizona's 22 federally recognized tribes beginning in fall 2023 through an expansion of the Access2Excellence initiative.





STRONG STEWARDSHIP

REGENTS' COMMUNITY AND RESEARCH GRANTS DELIVER SOLUTIONS FOR ARIZONA

RESEARCH INCLUDES FOCUS ON PUBLIC SAFETY, CANCER AND WATER

Researchers from Arizona's public universities are working with state agencies and community organizations to solve some of the most pressing issues facing the state thanks to Regents' Research and Community Grants.

"Through innovative collaboration between universities, state agencies and community organizations, the grants are designed to fuel research that is expected to make a positive difference for the state and the quality of life for Arizonans," said FY 2023 ABOR Chair Lyndel Manson.

This year, the Arizona Board of Regents approved nine grants funded by the Technology and Research Initiative Fund to reduce cancer risk in firefighters, enhance Arizona's groundwater supply, study improved ways to recruit and retain public safety personnel, answer critical questions of housing affordability for rural firefighters and more.

Highlights of the board-approved grants include:

- **Reducing cancer risks** — Arizona firefighters will have new hope in the battle against occupational-related cancer, a leading cause of death among firefighters. UArizona is leading a study, in partnership with the Arizona Fire Chiefs Association and ASU, to test the effectiveness of whether blood or plasma donations lower cancer-causing "forever chemicals" (PFAS) levels among firefighters enrolled in the study.
- **Enhancing Arizona's groundwater supply** — After decades of drought, groundwater is a precious commodity in Arizona. UArizona, ASU and NAU researchers in partnership with the Arizona Department of Water Resources and localities are examining water runoff, suitable locations to recharge this water into groundwater and where runoff may be directed in the future.
- **Improving public safety recruitment and retention** — Government agencies across Arizona report significant challenges in recruitment and retention of public safety personnel. Researchers from ASU, NAU and UArizona will examine the magnitude of the problem, workforce pipeline, staffing shortages strategies, public opinion of policing and firefighting professions, and career options and desirability.
- **Addressing housing challenges for rural firefighters** — Lack of attainable housing in rural Arizona is a critical challenge for public safety professionals and their families. NAU researchers in partnership with the Central Arizona Fire and Medical Authority will answer crucial questions regarding firefighters' housing issues and propose solutions to the problem that affects communities, including the fast-growing Prescott area.



STRONG STEWARDSHIP

UNIVERSITIES SAVE MILLIONS THROUGH COST EFFICIENCY MEASURES

Arizona’s public universities continually focus on lowering costs and identifying innovative opportunities for savings, as outlined in the Fiscal Year 2023 Annual Cost Containment Report. ASU realized \$18.9 million in cost efficiencies through competitive bidding, renegotiated contracts and licenses, and more. NAU negotiated contractual savings of approximately \$3.3 million, found \$2 million in utility savings from HVAC, irrigation and central plant upgrades and implemented systemic efficiencies across the university resulting a reduction of 15,000 business hours. UArizona found \$200,000 in banking fee savings annually, reduced interest charges by \$3 million due to prudent cash management and implemented metering and HVAC improvements realizing over \$1 million in utility cost savings.

NEW FACILITIES ENHANCE LEARNING, RESEARCH AT THE UNIVERSITIES

As student enrollment increases, the need to build and upgrade facilities that promote student success and provide advanced facilities for research, academics and events at the universities continues to grow. Projects approved by the board in the past year for ASU include: Mullett Arena; classroom, academic and office buildings; Interdisciplinary Science and Technology Building 12; a utility plant in Tempe; and student housing, academic and dining spaces on Mill Avenue. UArizona projects include a new space for the Center for Advanced Molecular and Immunological Therapies, and a new Arizona Public Media facility.

UNIVERSITY EMPLOYMENT GROWTH CONTINUES

In fiscal year 2023, the total number of benefits eligible employees in Arizona’s public universities is approximately 27,400, representing an increase of about 6.5 percent between fiscal years 2019 and 2023. However, this personnel increase is significantly less than student enrollment growth, which increased 14 percent during the same period. All three universities saw a decrease in staff turnover in all three categories of non-faculty employment. The faculty turnover rate was 8.2 percent, a rate that has remained consistent over the last five years, with an aberrant spike in fiscal year 2020 due to the pandemic.

BOARD APPROVES ANNUAL ENTERPRISE BUDGET

The annual fiscal year 2024 budget for ASU, NAU, UArizona and the board office approved by the board in June includes projected revenues and expenditures for each university and the system office. The annual budget for the universities and system office totals \$9.2 billion in gross revenues. State general fund appropriations represent 11 percent of the total budget and the combination of state general fund and net tuition and fee revenues make up over half of the total budget at approximately 54 percent.

TUITION BELOW COST TO EDUCATE STUDENTS

According to the board’s Cost Study Report released in December, the universities spent more on average - \$18,855 - to educate a full-time equivalent student in fiscal year 2021 than resident undergraduate tuition and mandatory fee costs, which ranged from \$11,338 - \$12,671 at the time. The data excluded the UArizona College of Medicine and Veterinary Medicine.

UNIVERSITY OF ARIZONA

TOP 5 STORIES IN FY 2023

1

Making History in Astronomy

NASA released the first images and data captured by the James Webb Space Telescope. Twenty-one UArizona researchers played a role in developing and managing the instruments on board.

2

Showcasing Native Sign Language at the Super Bowl

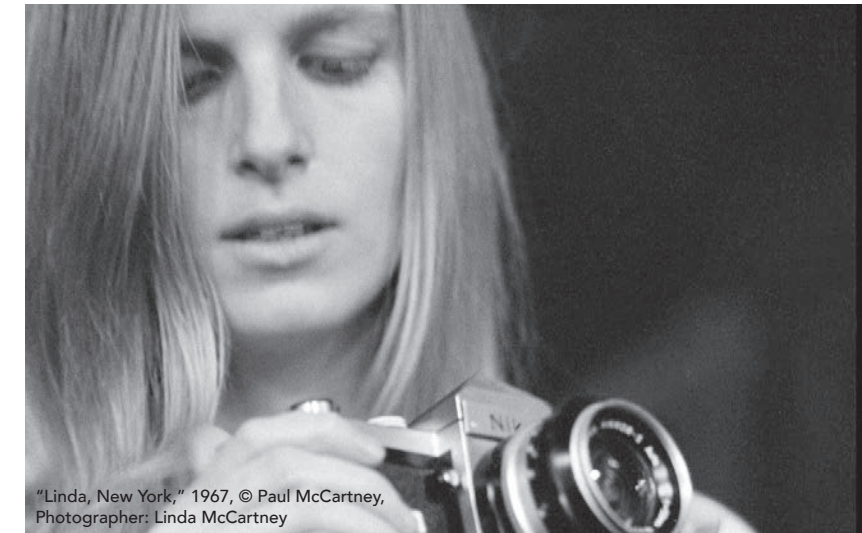
A UArizona research assistant had an opportunity to showcase the centuries-old North American Indian Sign Language during his interpretation of "America the Beautiful" in the Super Bowl pregame show.



3

Hosting The Linda McCartney Retrospective

The Center for Creative Photography hosted the North American premiere of "The Linda McCartney Retrospective," celebrating McCartney's 30-year, barrier-breaking career as well as her connection to Tucson.



"Linda, New York," 1967, © Paul McCartney, Photographer: Linda McCartney

4

New Health Sciences Center Receives \$150M State Investment

The Center for Advanced Molecular and Immunological Therapies received a strong vote of support from former Gov. Doug Ducey, who designated \$150 million in new funding for the Phoenix-based center.



5

UArizona Opens its First Tribal Microcampus to Serve Pascua Yaqui Tribe

A new microcampus will serve the Pascua Yaqui Tribe in Tucson, giving tribal members what leaders call a "homecourt advantage" to complete college degrees and certificates, and access university technology, research and tutoring services.



ACHIEVING EXCELLENCE

STATE OF OUR UNIVERSITIES

PRESIDENTS UPDATE BOARD ON UNIVERSITIES' ACCOMPLISHMENTS, OPERATIONS

Presidents of Arizona's public universities present to the board annual comprehensive reviews of operations, finances, accomplishments and future plans.

Arizona State University

During his state of the university report, President Michael Crow detailed the university's impact throughout Arizona and the world, its dedication to learners of all ages and innovative advances in building Arizona's economy. Arizona students frequently choose to attend ASU, with 88 percent of the state's high schools represented among the student body. President Crow reported that more than 35,000 students graduate from the university annually, contributing to Arizona's workforce and future.

"We serve the people of Arizona. We drive Arizona forward," said President Crow. "ASU is a comprehensive research university, measured not by whom it excludes, but by whom it includes and how they succeed."

Northern Arizona University

Unveiled during President José Luis Cruz Rivera's state of the university report to the board was a new initiative designed to increase educational attainment for Arizonans: Arizona Attainment Alliance (A++), a student-centered initiative focused on boosting low college going and college attainment rates. NAU's "Elevating Excellence" strategic plan is the university's guiding blueprint, designed to advance equitable postsecondary value through a clearly defined vision for the future.

"The state of our university is strong. Our university community is mobilized and engaged. And our university vision is clear, our value proposition differentiated, and our outlook bold and boundless," said President Cruz Rivera.

University of Arizona

President Robert Robbins shared accomplishments and plans to improve health care in Arizona, grow enrollment and expand research to benefit the state during his state of the university report. He shared details about the new Center for Advanced Molecular and Immunological Therapies (CAMI), which will advance research and develop new cell-based therapies and immunotherapies to fight disease. The state recently invested \$150 million in funding for the center.

"We see it as a collaborative with ASU, NAU, TGen, all of the hospital systems," said President Robbins. "We're very excited about the future of CAMI."



EXCELLENCE IN ATHLETICS

Athletics are an important part of university culture, promoting school spirit and serving as a point of pride for students and fans. Arizona’s public universities empower student athletes to excel in their sport, find success in the classroom and make a positive impact in our community.

UNIVERSITY OF ARIZONA

UArizona captured the Pac-12 **Men’s Basketball** Tournament title for the second consecutive year with a win over UCLA in Las Vegas.

For the first time in 43 years, UArizona **Men’s Tennis** team won back-to-back Pac-12 Conference championship titles.

UArizona **Women’s Swimming and Diving** team senior, Delaney Schnell, earned her first career national championship title in platform dive at the NCAA Division1 National Championships.

ARIZONA STATE UNIVERSITY

ASU **Men’s Track and Field** finished fifth at the NCAA Division 1 Outdoor Championships, its best finish since 2010, as senior Turner Washington won the discus to close his career with five NCAA titles.

For the third time, **ASU Athletics** and Grayhawk Golf Club hosted the NCAA Men’s and Women’s Golf Championship. A total of 60 teams were on site over the two weeks, as ASU Men’s Golf finished tied for fifth.

ASU **Men’s Swimming and Diving** team won the Pac-12 Conference championship for the first time, and sophomore Leon Marchand set three national records at the NCAA Division 1 National Championships to become the winningest individual in ASU swimming history.



NORTHERN ARIZONA UNIVERSITY

NAU **Men’s Cross Country** team continues its winning streak with its third consecutive national cross country title, and sixth title in the past seven years.

For the second consecutive year, **NAU Athletics** earned the Big Sky Conference Presidents’ Cup for its strong showing across its teams’ athletics and academic achievements.

NAU **Women’s Swimming and Diving** team earned its 10th consecutive Western Annual Conference Championship.

UNIVERSITIES EARN TOP RANKINGS

Arizona's public universities are consistently recognized nationally and internationally for excellence in higher education through leadership in innovation, academics and research.

ARIZONA STATE UNIVERSITY

- No. 1 in innovation
- Top 10 in inventions, patents, licenses and startups
- Top 10 globally in U.N. Sustainable Development Goals

NORTHERN ARIZONA UNIVERSITY

- No. 6 producer of master's degrees for Native American students
- No. 7 program for forestry
- No. 8 university for free speech

UNIVERSITY OF ARIZONA

- No. 1 producer of Fulbright Scholars
- No. 1 public research university in astronomy and astrophysics
- No. 2 academic research program for water resources

