

Expanding our Vision, Deepening our Roots

FIVE-YEAR STRATEGIC PLAN
2013-2017





Photo by: Balfour Walker

The University of Arizona **Five-Year Strategic Plan, 2013-2017**

Building a better Arizona through access, quality and discovery.

The *Five Year Strategic Plan 2013-2017* for the University of Arizona outlines the strategies and priorities guiding the UA's continued growth in student enrollment and success, our advancement in research excellence, our innovations in educational quality and access, our community impacts in workforce development and engagement, as well as our increasing productivity. All of the strategies and priorities within this plan make substantial contributions to the success of the Arizona Board of Regents 2020 *Vision* strategic plan, the *Arizona Higher Education Enterprise: 2010 Strategic Realignment's* university system goals, and Governor Brewer's *Four Cornerstones of Reform*.

Mission

As a public research university serving the diverse citizens of Arizona and beyond, the mission of the University of Arizona is to provide a comprehensive, high-quality education that engages our students in discovery through research and broad-based scholarship. We aim to empower our graduates to be leaders in solving complex societal problems. Whether in teaching, research, outreach or student engagement, access and quality are the defining attributes of the University of Arizona's mission.

Strategic Values

Academic Excellence: The University of Arizona is a center for excellence in education, outreach and research.

A preeminent faculty, nurtured in a climate of academic freedom, is the foundation for a student-centered research university that can attract and graduate highly qualified students. To better meet the needs of the state, The University of Arizona is committed to becoming one of the 10 best public research universities in the United States.

Access and Success: An education at the University of Arizona must be accessible to all who are academically qualified, and it must prepare students for a productive future. The University must engage, retain, and graduate its students in the greatest numbers possible.

Quality of Life and Societal Impact: In keeping with its historic land grant mission, the University of Arizona serves as an engine of development and a source of inspiration that enriches individual lives and advances the collective well-being of our society. Across every discipline the University works to improve the human condition for the people of Arizona.

To advance the mission of the university in alignment with the Arizona Board of Regents' 2020 Vision and the *Arizona Higher Education Enterprise: 2010 Strategic Realignment*, the University of Arizona will:

- Increase the number of citizens with the skills and understanding to contribute to economic development and improve the quality of life.
- Advance research that creates new knowledge, enhances education, and addresses social, cultural, and economic needs.
- Foster civic engagement and improve economic competitiveness.

As a premier land-grant university, the University of Arizona's vision is rooted in a university tradition that looks to research and teaching to address public needs, playing a vital role in building a thriving state. The University offers accessible, high quality education, excels in creating new knowledge that has worldwide impact, and provides leadership and collaboration in addressing the challenging issues facing Arizona, the nation, and the world.

Strategic Priorities

ABOR's 2020 Vision Strategic Plan sets out four principle areas of Strategic Priority for Arizona's universities:

1. Educational Excellence and Access
2. Research Excellence
3. Workforce and Community Engagement
4. Productivity

These guiding principles coupled with ABOR's *Arizona Higher Education Enterprise Metrics* focus the UA's efforts at enhancing excellence on both a daily and long term basis.

Plan Context

The University of Arizona's Strategic Planning Budget Advisory Committee, (SPBAC), evaluates and assesses the needs of the state of Arizona and the larger global community within the context of the strategic goals of the Arizona Board of Regents as outlined in ABOR's *2020 Vision* Strategic Plan as well as within the visionary framework of ABOR's *Arizona Higher Education Enterprise: 2010 Strategic Realignment* and Governor Brewer's *Four Cornerstones of Reform*.

The UA Strategic Plan is developed amidst a rapidly changing financial, social, political and cultural context which must be taken into account as the university continues to function and plan for a sustainable future.

Several parameters continue to guide the UA's planning:

- Declining state financial support for higher education.
- Arizona's need for an educated citizenry.
- The rich cultural, economic, and educational diversity of Arizona and its students.
- Educational and social imperatives arising from economic and cultural globalization.
- Challenges facing Arizona and the nation in areas such as health care, science, policy and natural resources.

Putting People First

The single most valuable resource at the University of Arizona is its people: students, staff and faculty. This perspective on strategic planning puts *people first*. The UA's vision centers on enhancing the life of Arizonans and supporting its faculty and staff in their efforts to serve students. The key to attracting and educating the best students, advancing research, and serving public constituencies is faculty quality and productivity. The university is committed to recruiting and retaining outstanding scholars/teachers and to nurturing them in a climate of academic freedom. Engaging outstanding researchers and dedicated teachers with the scholarly expertise and understanding of student learning as a community is critically fundamental to effective strategic planning as a part of Shared Governance. The UA is widely engaged in regular discussions with central administration, faculty, students and our community around the state and the world about the major issues facing the University of Arizona.



Photo by: FJ GAYLOR Photography



Photo by: Martha Lochert

is for the University to generate 40 percent of its own power. The President's Advisory Council on Environmental Sustainability, the Office of Sustainability and the student-led Green Fund Committee are only part of the University's commitment to creating a sustainable campus. Fortunately, the UA has already positioned itself to lead global research in all of these areas and continues to develop practical, applicable initiatives to solve these societal and environmental problems, leading the way to a sustainable future for Arizona and the planet.

Sustainability

Arizona's economy has long been founded on continual population growth. The widespread economic difficulties, climate change, health issues, increasing concern for the limitations of natural resource extraction, and the state's intrinsic geographic aridity are all factors that affect the ability to sustain growth and quality of life for not only ourselves, but also future generations. The University's partnership with APS Energy Services to mount photovoltaic and solar thermal collectors atop campus buildings to generate either electricity or hot water for the buildings where they are located not only promotes conservation, but also saves money. The partnership allows the project to be built without major capital outlay on the part of the University. The approximately 500 kilowatts of electricity generated on campus will reduce the UA's carbon footprint by an estimated 2,200 metric tons of carbon dioxide each year. The long-term goal

Resource Assumptions

Arizona continues to experience a severe economic downturn, whose extraordinary impact is felt both directly and indirectly. State funding for the UA has been reduced by more than \$184 million since 2008. The UA persists in searching for economic efficiencies, continues its ongoing cutbacks, and is finding and developing new revenue streams.

Resource assumptions are central to effective strategic planning. The University's changing resource base challenges its decision-makers to innovatively develop alternative funding sources. Although development of the programs and initiatives outlined in this plan rest on a multifaceted financial base, progress on the proposals outlined in this schema will depend in part on the ability of the state to provide adequate funding resources for student enrollment growth while maintaining program

quality and breadth. Arizona’s universities are exploring and evaluating other funding models to finance their operations. In view of decreased state financial support, future tuition rates for undergraduates will likely have to increase in accordance with ABOR policy, and the university has little choice but to pursue differential tuition and/or special program fees for targeted academic programs. As the Arizona University System must internally self-fund its own financial aid to ensure educational access for students, rather than relying on the state to do so, the UA is ever mindful of the need to ensure adequate aid is made available to students with financial need as it sets tuition rates.

Financial aid provides one of the best examples of how minimal investments in higher education pay both quantifiable and intangible dividends in future earnings and contributions to social and cultural advances for both Arizona and the nation. College educated workers, on average, earn at least a million dollars more than high school graduates over the course of their working lives. In the current economic crisis, the unemployment rate of workers with baccalaureate degrees is less than half of that of workers who only hold a high school diploma. Additionally, each dollar of state funding to the University generates a “return on investment” (ROI) of at least seven dollars, (an ROI for the state of 700%), through grants, contracts, and other revenues, leveraging money that flows directly into the economy of Arizona.

RESOURCE ASSUMPTIONS

Funding and FTE Budget Summary

Dollars in Thousands	FY 2012
General Funds	263,701.3
Other Appropriated Funds	288,657.0
Other Non-appropriated Funds	1,062,950.6
Federal Funds	364,568.4
Budget Total	1,979,877.3
Less Interfund Balance	(360,277.3)
Program Total	1,619,600.0
Total State FTE Employees	6,784.6

1. Educational Excellence and Access

The University of Arizona educates students to be creative, productive, and engaged members of society. In our ongoing efforts to increase diversity and the excellence of our student body, our entering freshman class of 2011 is our largest, best-prepared and most diverse class ever, with more than 39% being from minority groups. The UA is committed to increasing its freshman retention rates by five percentage points, increasing enrollment of students from underrepresented backgrounds, and raising six-year graduation rates by five percentage points. Building on its successful recruitment programs, the University has achieved the highest graduation rates of any university in the state and has doubled its 4-year graduation rate over the past fifteen years. The University of Arizona is also leading the way in retaining more “at-risk” students through its new “Success” and “Transition” Initiatives. Improving retention is the central goal of the UA’s coordinated and integrated program of early outreach, recruitment, admissions, articulation, orientation, and advising.

The university launched its Outreach College in 2008 to better coordinate distance learning, international programs, cooperative extension, and other community based programs. This coordinated approach to expanding access to courses and majors utilizes the outreach networks developed as part of the University’s land-grant mission. To reach more students, increased cooperation with the Community College system, co-located higher educational opportunities with Community College partners, multiple modalities of educational delivery, including hybrid and distance learning, and new outreach programs, have all been expanded and continue to grow. The Office of Instruction and Assessment fosters “Learning Communities” of faculty and staff who are pushing the boundaries on the cutting edge of educational research and sharing their innovations

across campus. This mission is enhanced by innovative work with technologies such as Desire2Learn, iTunesU, digitized library materials, expansive wireless service, state-of-the-art computer classrooms, and grant-funded partnerships with schools, businesses, and tribes across the state.

The University’s portfolio of innovative “Success” programs, such as our cohort partnership with Pima Community College, is creating additional paths to academic success. Students enroll into a seamless four-year, 2+2 pathway from day one of their college experience. We



Photo by: FJ GAYLOR Photography

are increasing student success leading to baccalaureate attainment with our new math “Success” programs. We are developing and implementing “Retention” initiatives such as Early Alert and Prodigy, a first-year student retention program, under the UA’s Vice President of Student Affairs. Working with the state and its educational partners, the UA is improving the quality of P-14 education to overcome educational challenges and promote lifelong economic prosperity for all of Arizona’s citizens. We are especially targeted on STEM fields: Science, Technology, Engineering and Math, focusing on underserved areas and populations first. Two of the UA’s Professors have taken nationally prominent leadership roles with the Partnership for Assessment of Readiness

for College and Careers (PARCC) Initiative, which holds great promise for improving K-12 educational success.

The UA self-funds more than \$140,000,000 in student financial aid, including our Arizona Assurance Program, to make a high quality university education as affordable and accessible as possible. Arizona Assurance gives families earning up to \$42,400 per year the opportunity for their sons and daughters to graduate in four years without ever borrowing money. The Arizona



Photo by: FJ GAYLOR Photography

Assurance program combines grants and gift funds from outside sources with a federal work-study job, so that students can cover the costs of tuition, books, housing, and food. The University of Arizona is aggressively seeking private donors to achieve its five-year goal of nearly doubling endowed undergraduate scholarships by 2014. These resources are vital to expanding access, and to attracting the highly qualified students who are needed to achieve the goal of strengthening the economic competitiveness of the state. The College of Education has over fifty endowed scholarships and additional scholarships are provided by other colleges that partner with Education to prepare teachers for the state, improving the K-12 pipeline. In addition, the university

competes for the highest quality graduate students and is increasing the graduate student population of the university to 25% of total student enrollment. In order to do so, the UA is increasing the number and level of graduate scholarships to equal that of its peer institutions.

The University of Arizona is, above all else, a student-centered research university. As the top-ranked research university in the state, the University has developed an expansive research infrastructure that is a vital resource

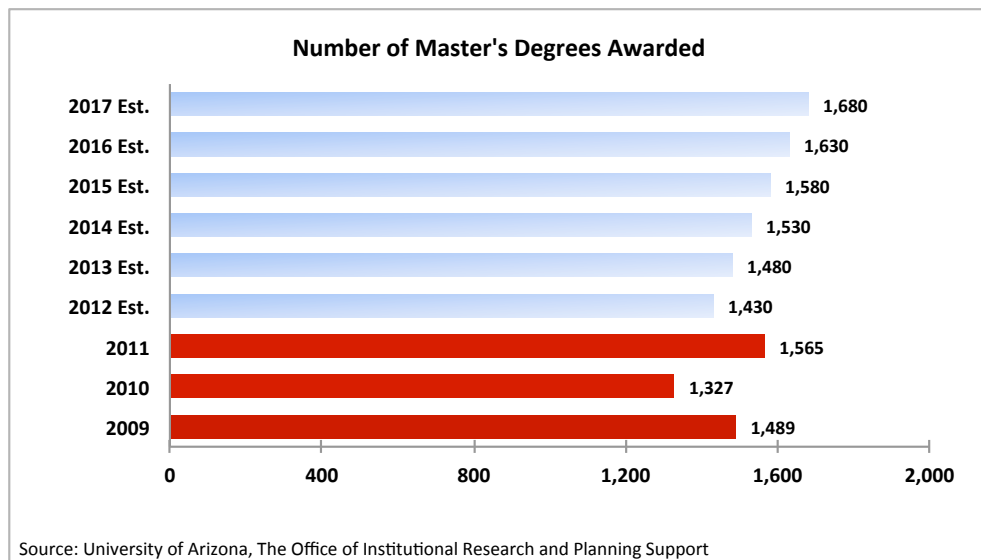
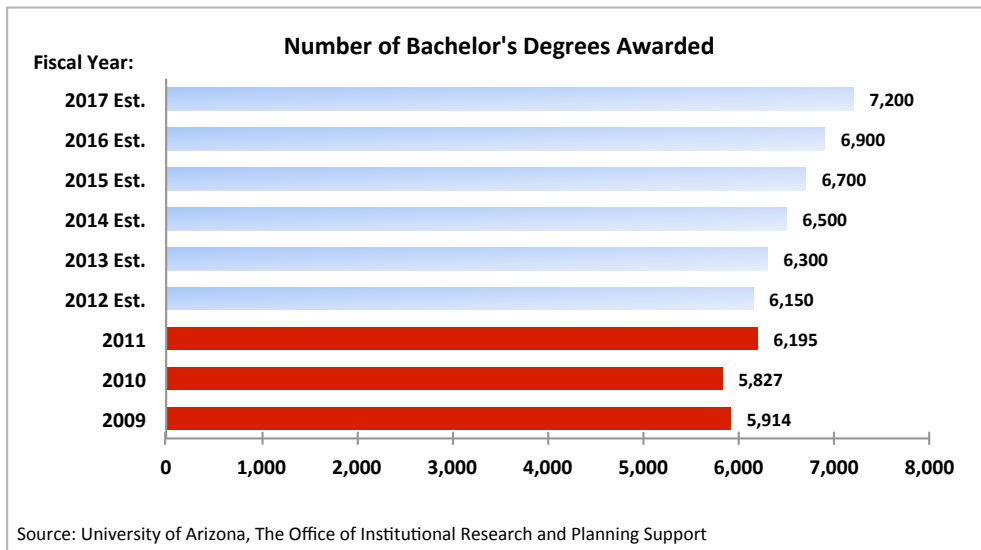
for undergraduate and graduate instruction. Through hands-on collaborations with internationally acclaimed scholars, artists, and researchers, students become creative, productive, and engaged members of society. The UA's array of undergraduate majors engages students in extending the frontiers of knowledge and creativity. At the core of our student-centered research university is the process of creative expression, critical inquiry, and rigorous research. Working with faculty involved in cutting edge research, students come to understand the power of learning at its very highest levels that only comes through direct, interactive experience with the creation of knowledge. The recent award of the Nobel Prize to Brian Schmidt, a 1989 UA graduate

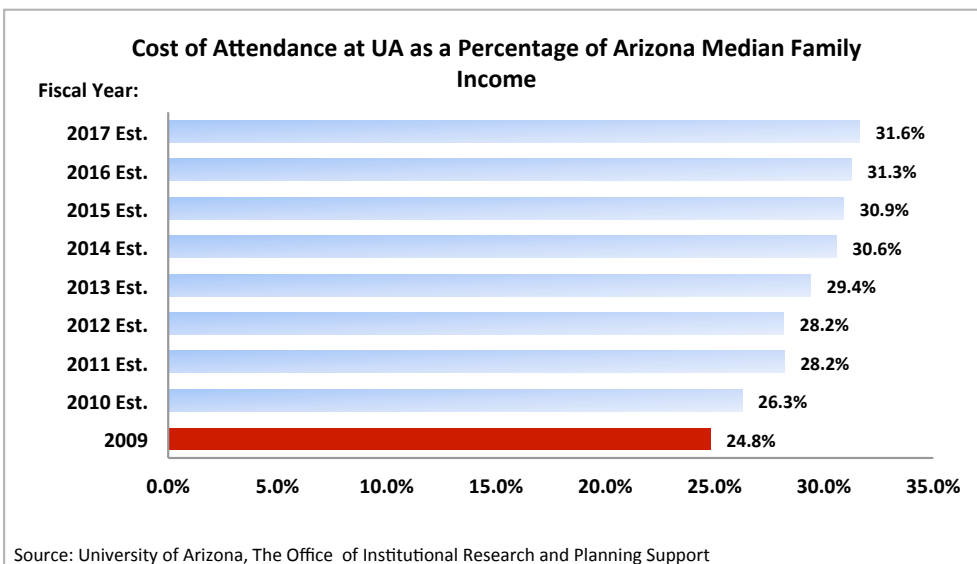
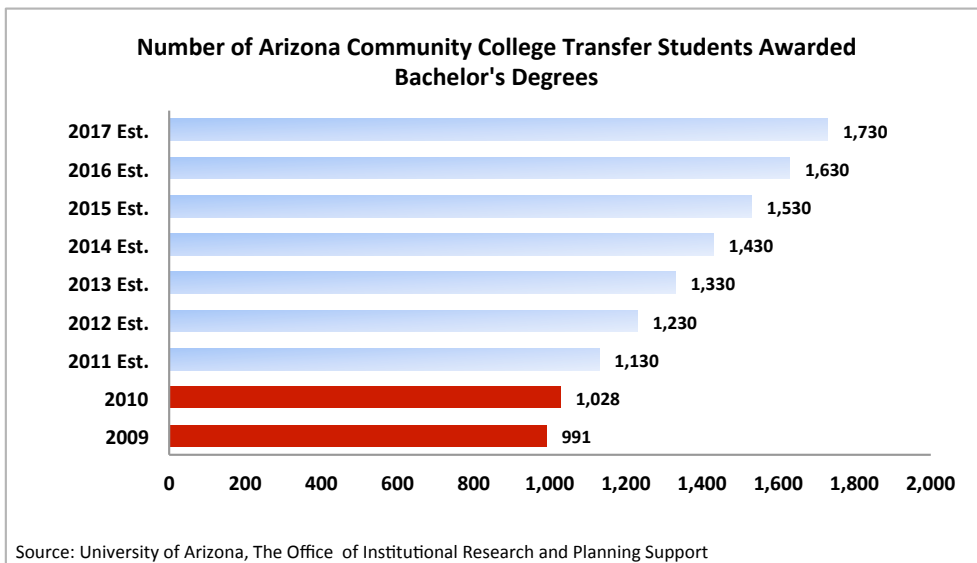
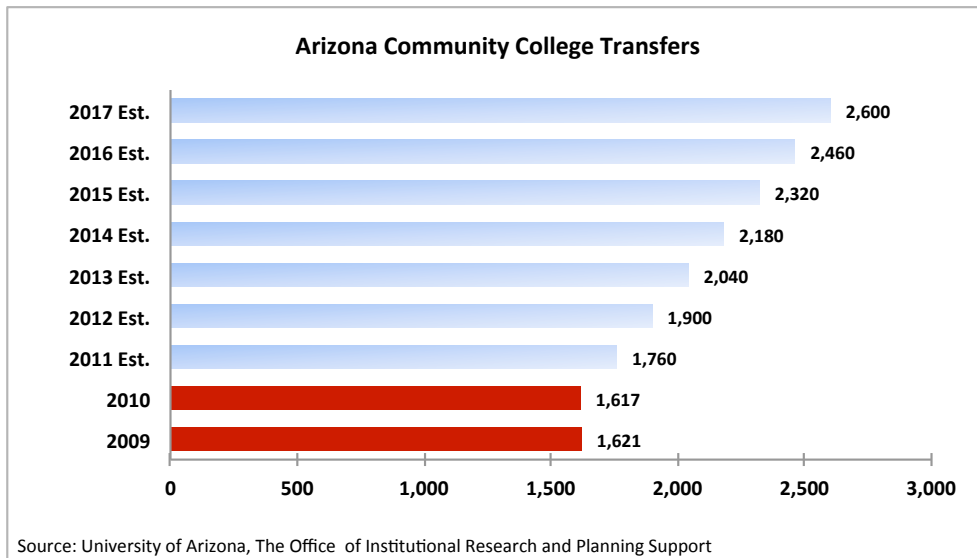
with undergraduate degrees in both Astronomy and Physics, is only one example of the lifelong impact of such learning experiences.

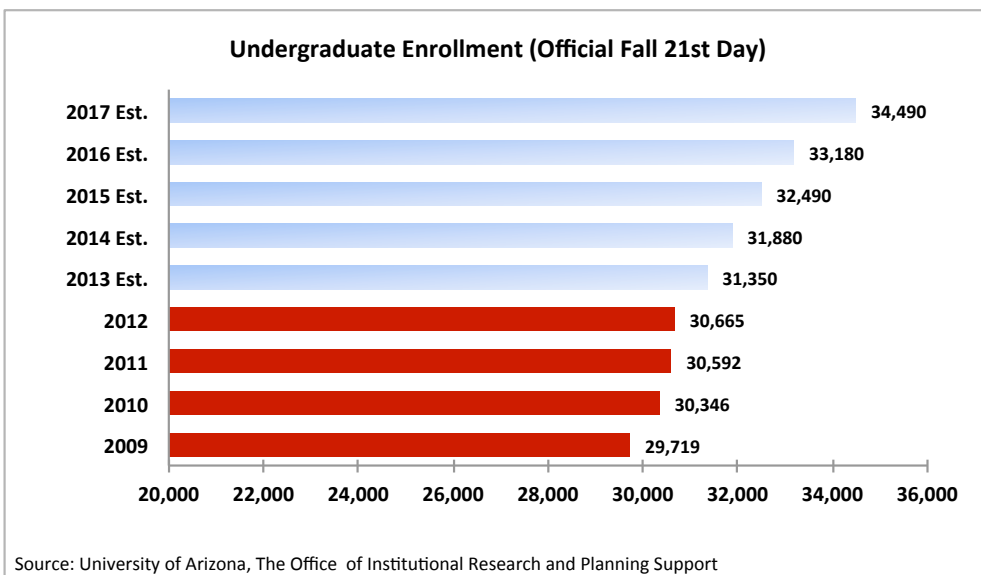
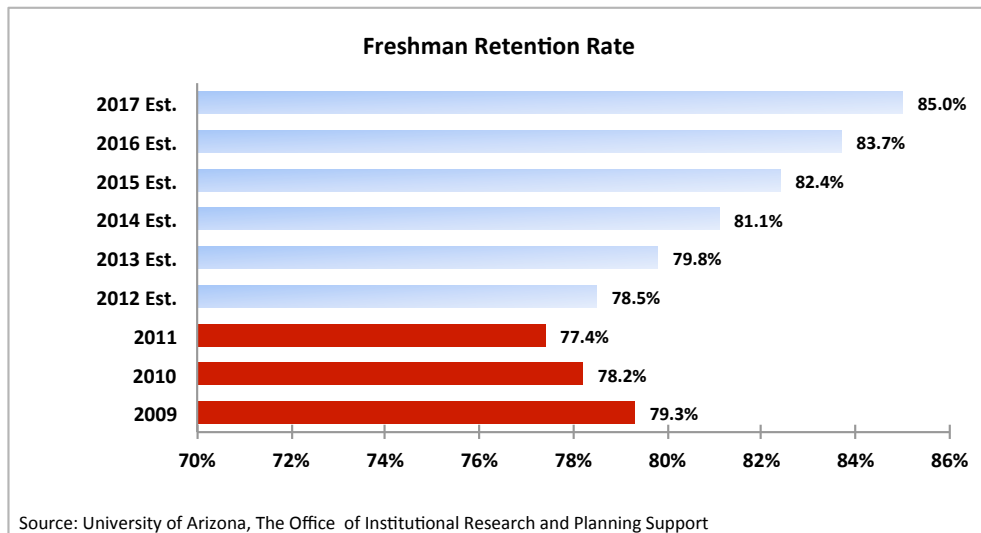
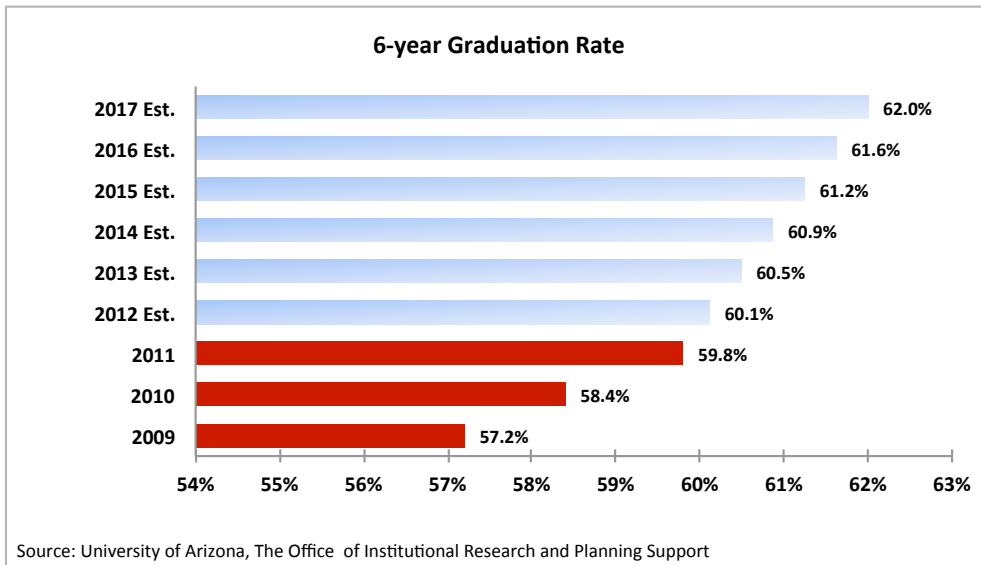
These coordinated efforts build on several of Governor Brewer's *Four Cornerstones of Reform*, namely, working to strengthen K-12 education, part of Cornerstone Two, which also makes Arizona more competitive in the economic arena, Cornerstone One. These efforts are all part of the UA's commitment to meeting the needs of Arizona's diverse community and contributing its effort to Governor Brewer's Reform Plan, helping to make Arizona an "irresistible magnet" for both business and our citizens.

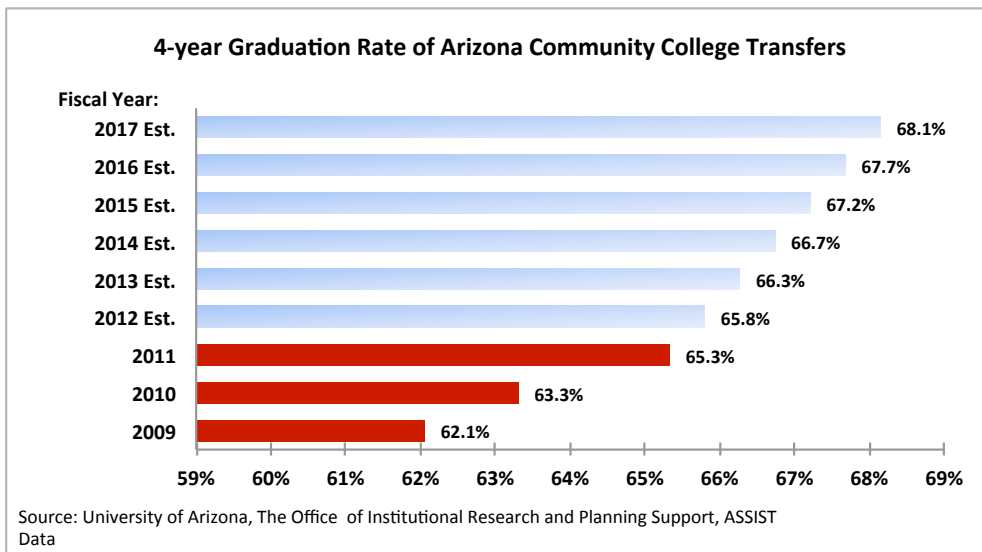
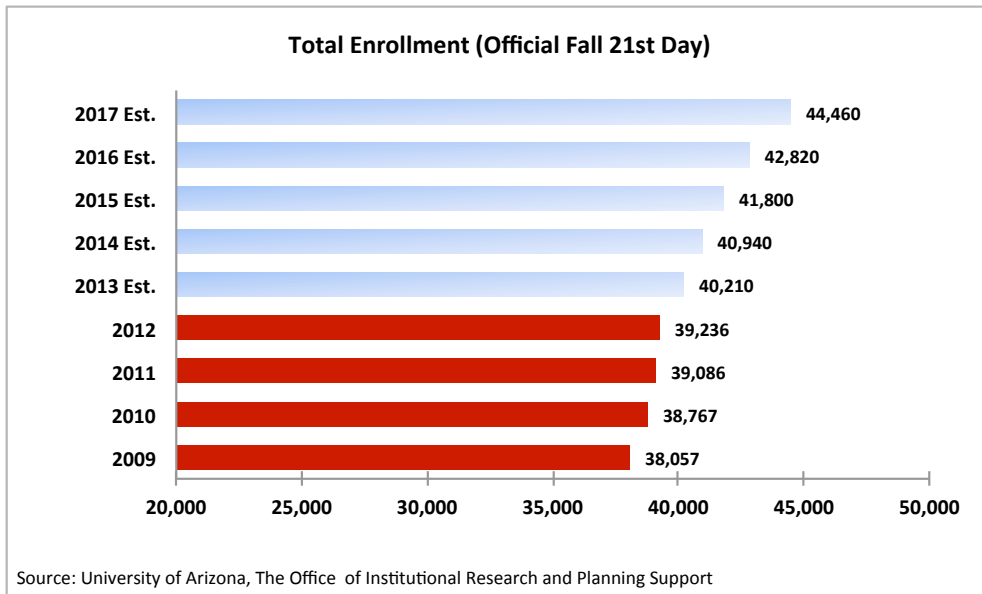
Incremental Costs; Constant/Nominal Dollars; in Thousands
(Expanding Access and Enhancing Educational Excellence)

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
General Funds	30,660.1	0.0	3,777.6	7,706.3	8,014.4
Other Appropriated Funds	0.0	12,268.0	12,881.3	13,525.4	14,201.6
Building Renewal	26,533.9	27,064.5	27,605.7	28,157.9	28,721.0
Other Non-appropriated Funds	6,233.2	9,691.1	14,827.6	15,272.4	15,730.6
Federal Funds	1,356.6	3,554.1	4,620.4	4,851.4	5,094.0
Strategic Issue Total Funds	64,783.8	52,577.7	63,712.6	69,513.4	71,761.6
Total State FTE Employees	306.0	204.1	288.9	330.8	344.3









2. Research Excellence

As part of both ABOR's 2020 Vision Goals and the system goals set out in the *Arizona Higher Education Enterprise*, the UA leverages its research funding to create new knowledge, provide research opportunities for both undergraduate and graduate students which translate into both the lab and the classroom, as well as making an economic contribution to the state which ranges into the billions of dollars when economic multiplier effects are considered.

As one of the top 20 public research universities in America, the UA is Arizona's only member of the Association of American Universities, (AAU), a group of 59 leading American universities distinguished by the breadth and quality of their programs in research and graduate education. As part of the *Higher Education Enterprise System* goals, UA's research expenditures



NGC 6960 Nebula photo credit: Adam Block, Mount Lemmon SkyCenter, University of Arizona

exceeded \$586,932,000 in FY 2010. The National Science Foundation ranked the University of Arizona 18th among U.S. public universities and 26th among all U.S. universities in research funding in FY 2009, (latest

figures available). The UA continues to be ranked number one or two in the country in research expenditures in the Physical Sciences, in competition with Caltech on an annual basis for first place. The UA is also number one in the nation in Space Sciences research expenditures.

The impact of the UA's research endeavors advances the discovery of knowledge, solves society's most pressing problems and also provides major economic impetus in the state of Arizona. The UA's award of the \$800 million OSIRIS-REx project will not only change the future of space science, but bring tens of millions of dollars in revenue and resources to Arizona over the coming decade. As only one example of our research, two UA mathematics faculty members are part of a nationwide group collectively funded at \$112.5 million to study the effects of the Deepwater Horizon oil spill of 2010, furthering scientific research as well as impacting society. The UA's

\$50 million iPlant Project, funded by the National Science Foundation, (NSF), is working on some of plant biology's grand challenge questions, researching the fundamental nature of nature. A \$3.1 million dollar grant from the U.S. Department of the Interior to establish the Southwest Climate Science Center at UA, headed by Nobel Prize winning Principal Investigator Jonathan Overpeck, places the University at the forefront of global research on climate change. The UA's Institute of the Environment now brings more than \$20 million in annual funding to the UA, which is money spent in Arizona's economy. Projects involving solar energy generation, water conservation,

and organic waste composting reflect our commitment to not only studying, but also practicing, sustainability. Such research endeavors also provide learning and professional opportunities for both undergraduate and graduate students at the UA, a hallmark of our educational brand.

The UA's leadership in interdisciplinary and collaborative research guides the nation in scholarly inquiry and outreach activities that are critical to Arizona's future, with particular emphasis on the following areas:

- Climate, Environmental, Water and Energy
- Sustainability
- Southwest, Native American, Borderlands, and Latin American Studies
- Biosciences and Biotechnology
- Optics
- Space Exploration and Observation
- Creative Arts, Languages and Language
- Law, Public Policy and Entrepreneurship
- Biomedical and Behavioral Health
- Youth Development Programs

The University's interdisciplinary strengths are evident in the nearly \$600 million in research funding brought into the state of Arizona by its research centers, which include:

- Confluence: Center for Creative Inquiry
- National Institute for Civil Discourse
- Institute of the Environment
- Environmental Research Laboratory
- Drachman Center for Land and Regional Development Studies
- BIO5 Institute for Collaborative Research
- Arizona Cancer Center
- Arizona Genomics Institute
- Arizona Lunar and Planetary Laboratory
- Native Nations Institute for Leadership, Management, and Policy
- Bureau of Applied Anthropology
- Arizona Center on Aging
- Arizona Research Institute for Solar Energy

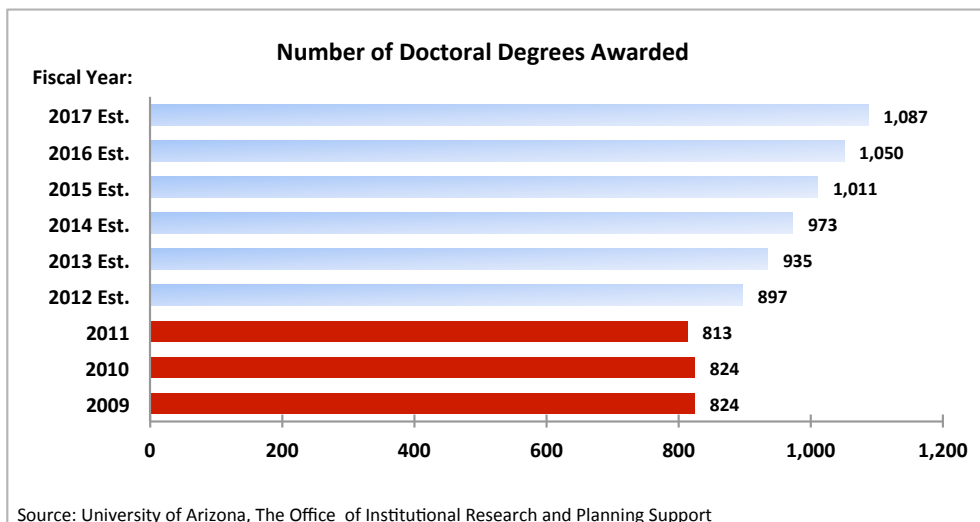
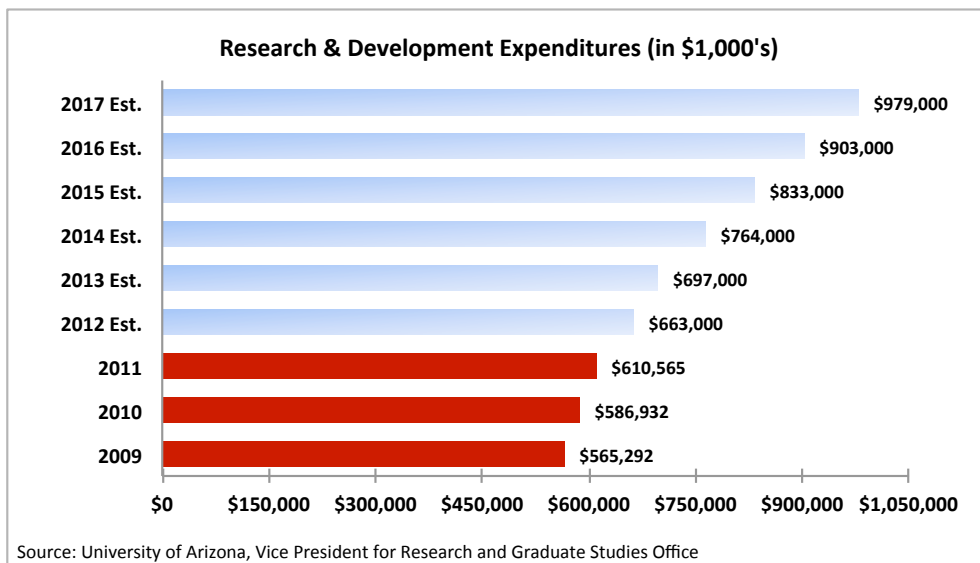
- Center for Science and Math Education
- Poetry Center
- McGuire Center for Entrepreneurship
- Udall Center for Studies in Public Policy
- Arizona Respiratory Center
- Evelyn F. McKnight Brain Institute
- Southwest Center
- Mexican American Studies and Research Center
- Canyon Ranch Center for Prevention and Health Promotion

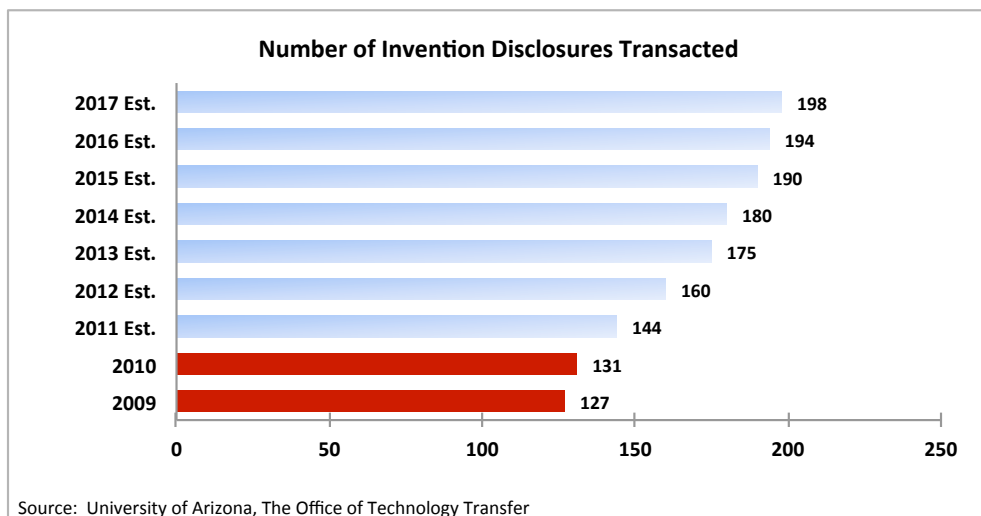
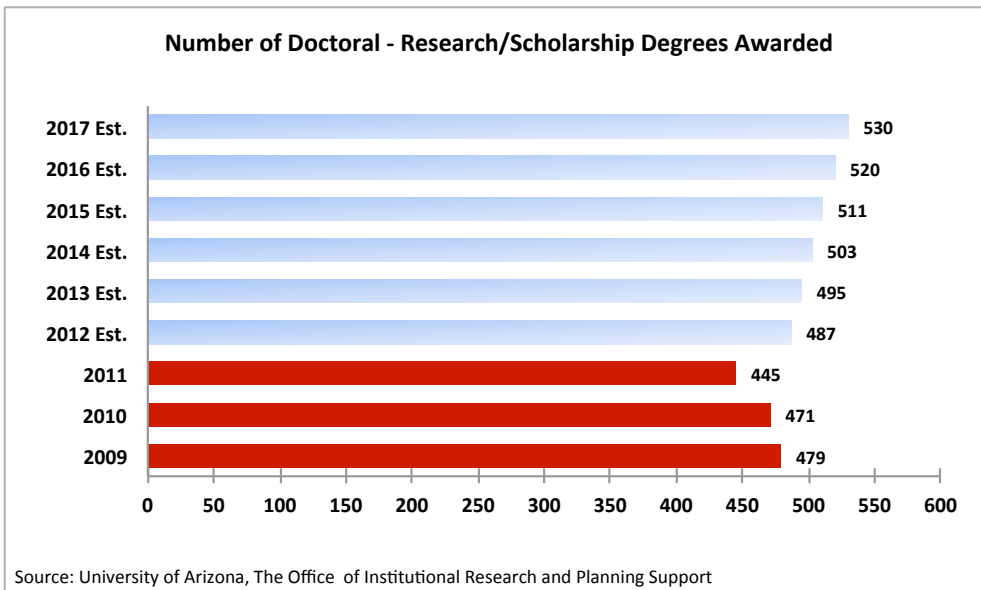
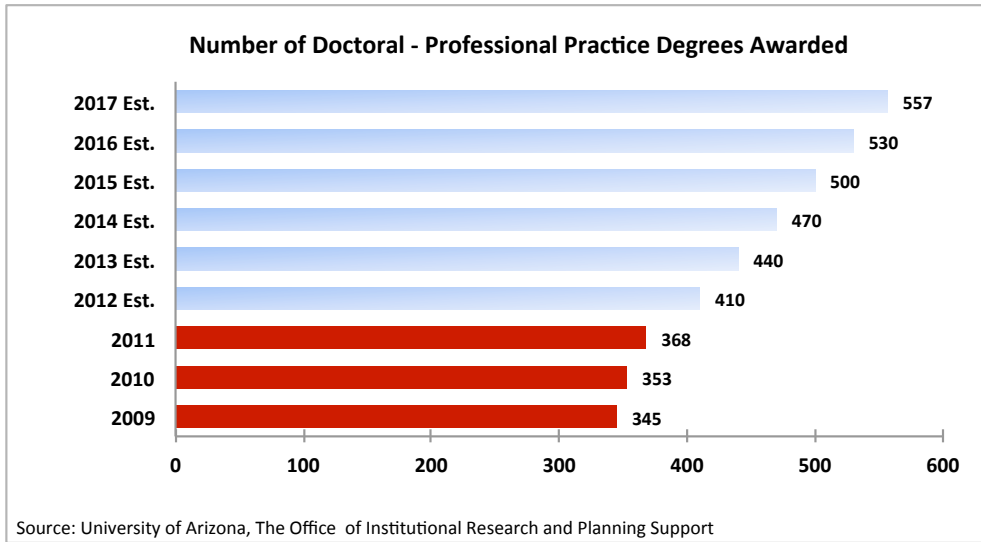
Our strengths in Mexican-American studies helped create the environment that led Hispanic Business magazine to identify the Arizona College of Medicine and the James E. Rogers College of Law as among the top ten graduate programs in the country for Hispanics. Research centers foster business and government partnerships providing internships and employment opportunities for students and serving as conduits for the transfer of technological and scientific innovations. Cultural centers such as the Center for Creative Photography and the Poetry Center enrich our community and our students' educational experience and offer cultural resources for the city, state, and nation. Services to Arizona provided by research centers in math and science have yielded millions of dollars in federal grants to prepare teachers, such as the recent award by the U.S. Department of Education of two "Transition to Teaching" grants, collectively amounting to more than \$3.2 million. Veterans are among the groups targeted by this grant.

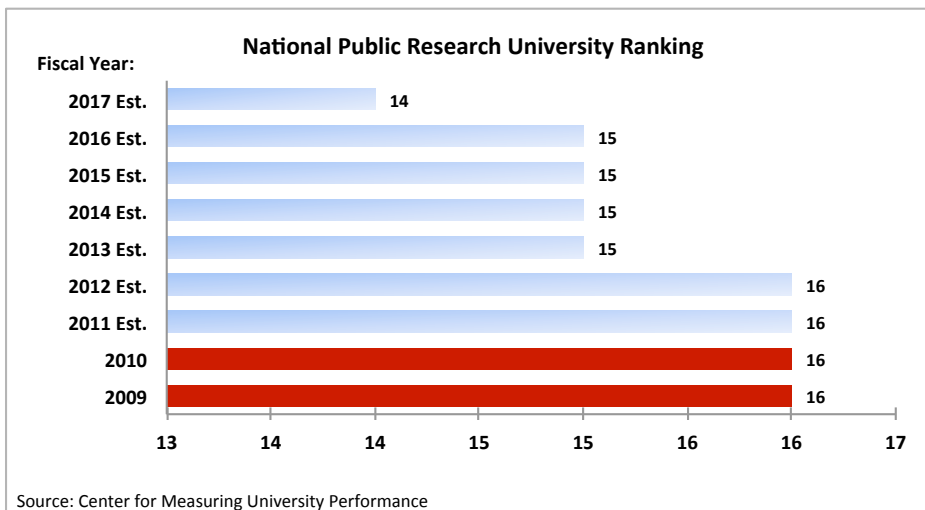
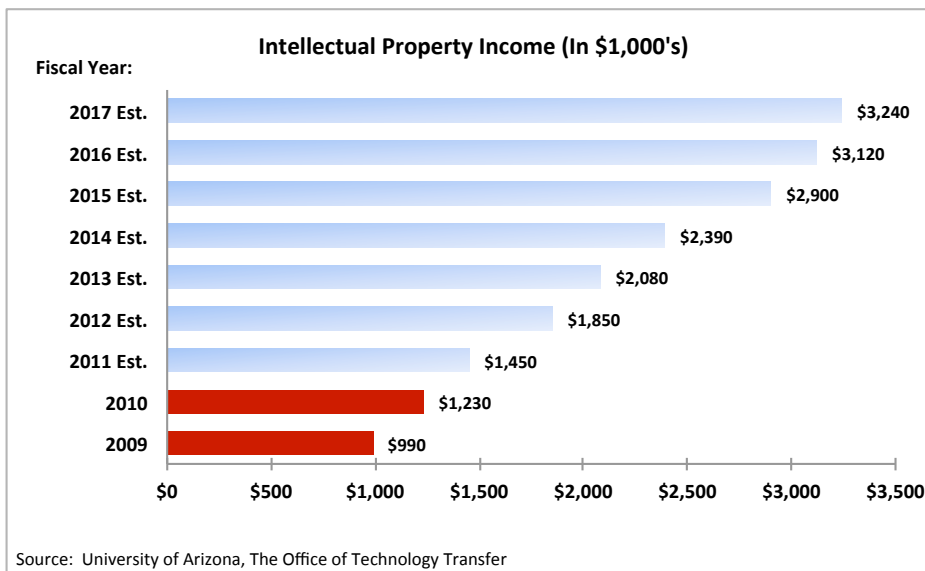
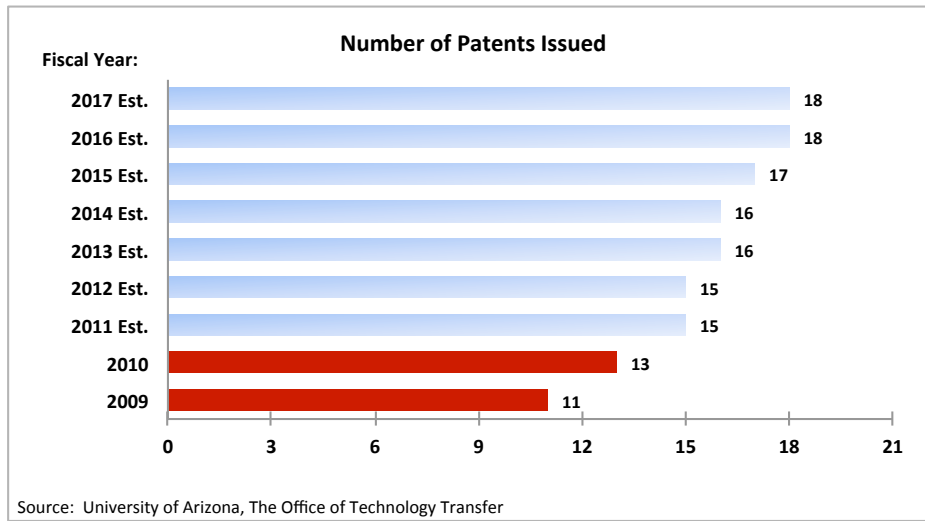
Every single dollar of research funding at the University of Arizona not only creates new knowledge and furthers our understanding of the world, but it also generates an economic impact that has a multiplier effect of six to seven times its initial dollar value as it ripples out through our state's economy.

Incremental Costs; Constant/Nominal Dollars; in Thousands
(Increasing Achievements in Research Scholarship and Creative Expressions)

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
General Funds	12,774.9	0.0	1,574.0	3,211.0	3,339.4
Other Appropriated Funds	0.0	721.6	757.7	795.6	835.4
Building Renewal	14,249.7	14,534.7	14,825.3	15,121.8	15,424.2
Other Non-appropriated Funds	4,848.1	7,537.7	11,532.5	11,878.5	12,234.9
Federal Funds	2,939.2	7,700.7	10,010.6	10,511.3	11,036.9
Strategic Issue Total Funds	34,811.9	30,494.7	38,700.1	41,518.2	42,870.8
Total State FTE Employees	164.5	127.7	191.0	211.2	219.6







3. Workforce and Community Engagement

The University of Arizona serves every single county in Arizona through an expansive network of people, programs and facilities that bring innovation to bear on vital social and economic needs. Beyond traditional transfer of technological and scientific innovation in areas central to the high tech economy, other programs disseminate research and/or operate clinical or training activities to improve public health, agriculture, and community development. Still others strengthen teacher development, school curricula, and student recruitment to expand the pipeline so fundamental to the ABOR 2020 *Vision* and *Arizona Higher Education Enterprise* as well as Governor Brewer's *Four Cornerstones of Reform*. Our distributed education programs link learners in Yuma, Nogales, Sierra Vista, Douglas, and on several Pima Community College campuses, making significant contributions to Arizona's workforce needs at a lower cost to taxpayers.

These Community Engagement and Workforce programs are supported by federal and state grants, funding from businesses and civic organizations, and partnerships with state and local agencies and schools. These collaborations channel millions of dollars into Arizona's schools, businesses and communities, serving as distributed local business incubators, as innovation hubs, and as magnets for talent. These networks follow in the tradition of the University's Cooperative Extension programs that have facilitated the distribution not only of scientific research but also of innovation capacity throughout Arizona since its territorial days.

The University's Engagement and Workforce networks disseminate research and technological innovation that stimulate new businesses based on practical applications generated by diverse research in areas including medical technology, optics, physics, and astronomy, where the University has established its international preeminence. For example, the patenting and licensing of medical technologies has led to the foundation

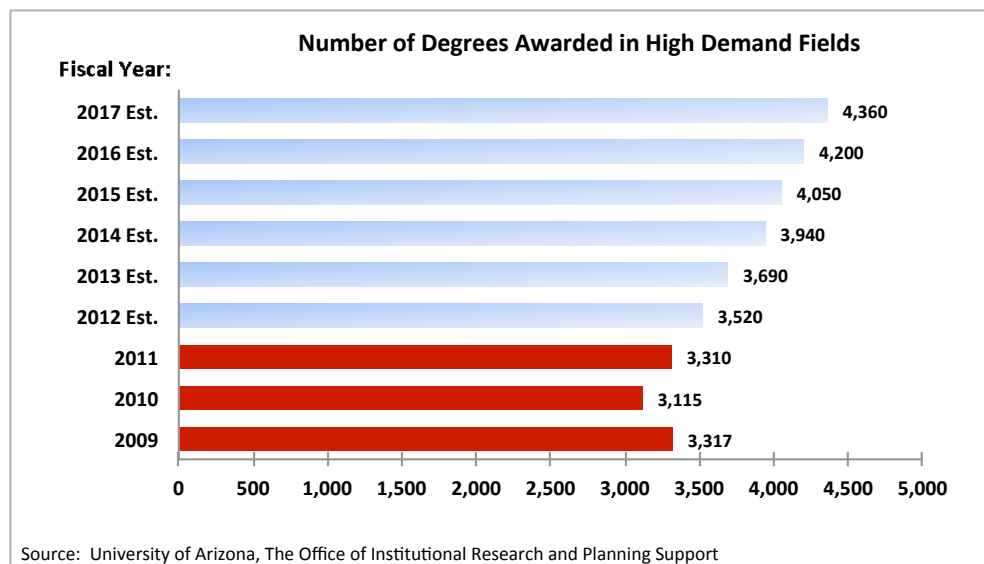
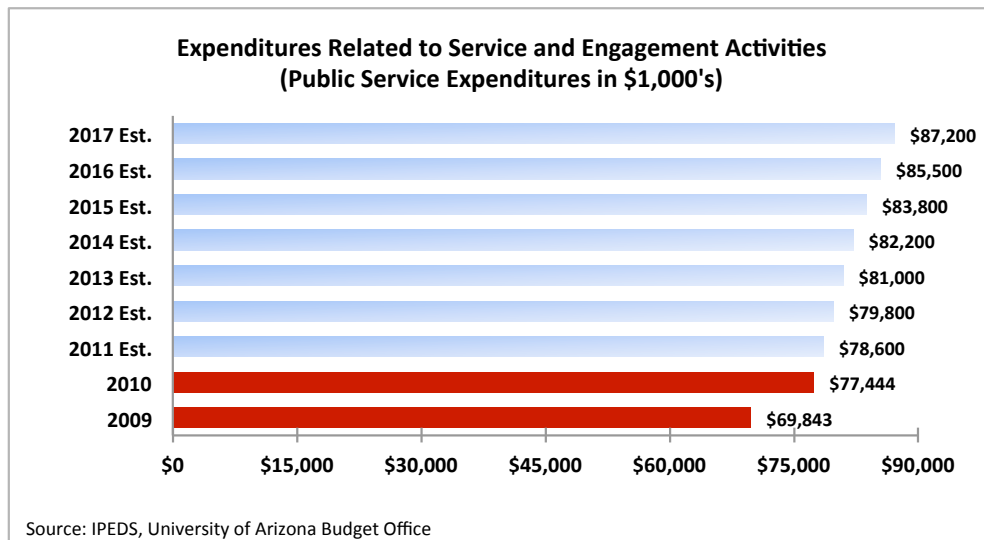


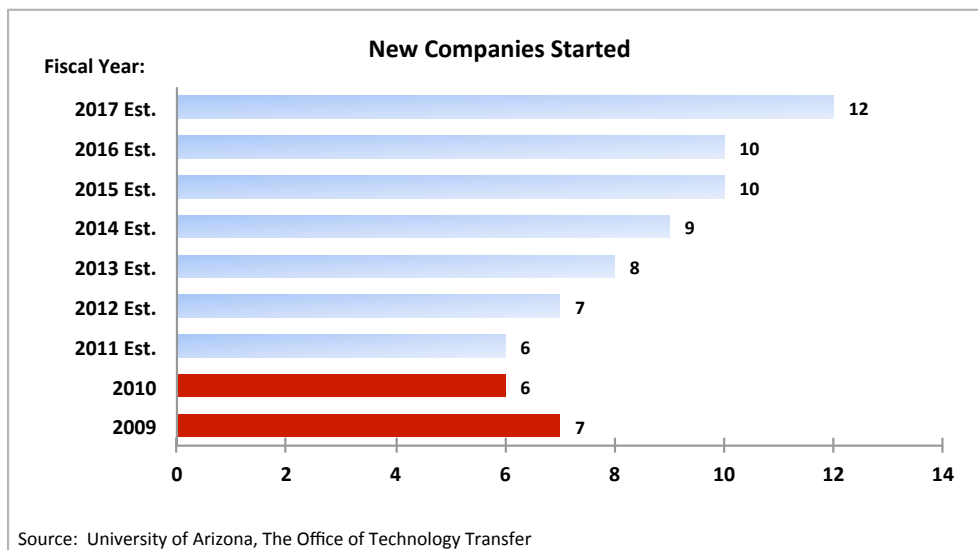
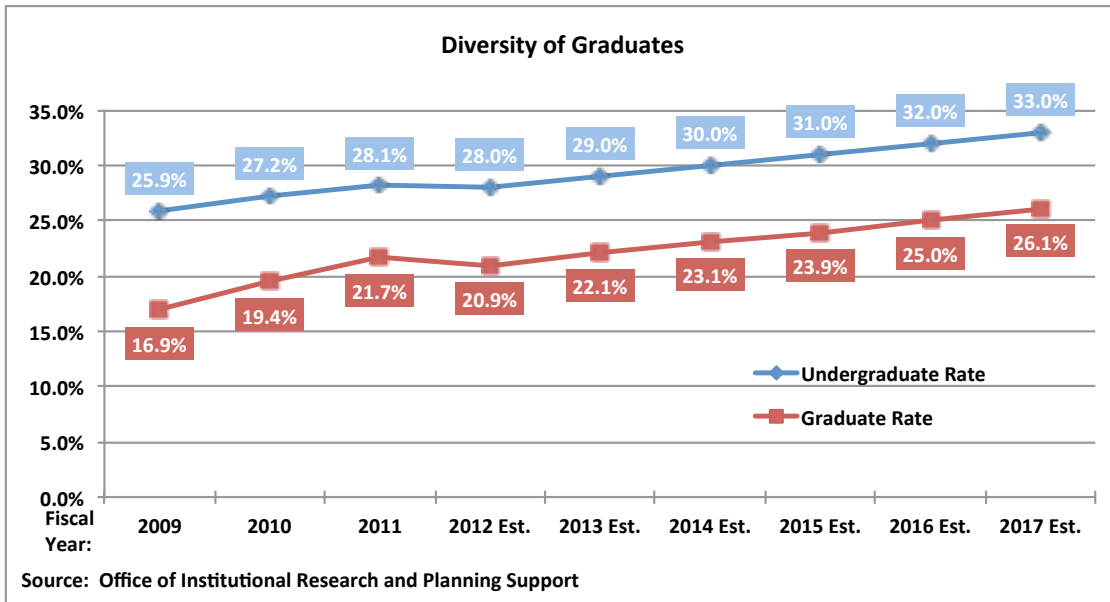
Photo by: Leslie Johnston, UA External Relations

of multiple commercial spinoffs in the Tucson area, and ultimately to the presence of two major pharmaceutical companies employing nearly 800 people. Researchers at the University investigating "space dust" discovered particles leading to an entirely new branch of carbon chemistry currently being commercialized. Interdisciplinary researchers in the UA's top-ranked business and math education programs leveraged a \$500,000 federal grant to improve math education into models for teaching math that are now being marketed internationally. Such practical applications of research discovery not only provide economic value to our state, but also have a direct impact on instruction at the University, not just on work in laboratories, but also in classrooms and more broadly in the community.

Incremental Costs; Constant/Nominal Dollars; in Thousands
(Expanding Community Engagement and Workforce Impact)

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
General Funds	5,110.0	0.0	629.6	1,284.4	1,335.9
Other Appropriated Funds	0.0	721.6	757.7	795.6	835.4
Building Renewal	5,896.4	6,014.2	6,134.5	6,257.2	6,382.4
Other Non-appropriated Funds	2,077.8	3,230.4	4,942.5	5,090.8	5,243.5
Federal Funds	1,073.9	2,813.7	3,657.8	3,840.6	4,032.7
Strategic Issue Total Funds	14,158.1	12,779.9	16,122.1	17,268.6	17,829.9
Total State FTE Employees	66.1	54.1	79.9	88.1	91.6





4. Productivity

The UA is strategically increasing the number of students enrolled at both the undergraduate and graduate levels. At a tuition price point below the average of our ABOR assigned peers, we continue to expand our online offerings and enhance our community college partnerships. Our undergraduates are taking more hours per student, per semester, than ever before as we strive to increase our retention and graduation rates.

The UA is streamlining its operations and business practices to maximize efficiencies. These investments of time and effort support a responsive, productive, and efficient organization, allowing it to more effectively focus on its core missions of education, outreach and research. The UA's "Responsibility Centered Management," (RCM), budgeting model is more efficiently and effectively distributing tuition revenues to better serve students, foster faculty innovation and encourage business efficiencies, while making budgetary planning decisions more strategic and transparent. The university is strategically reallocating research funds to invest in areas of greatest promise and possibility. Commitment to accountability and innovation in serving the changing needs of stakeholders and in meeting the challenges of tomorrow for the state and the world is a core value at the UA.

One example of this is the Mosaic Project, an enterprise level, multi-year replacement of critical foundational administrative IT systems to make UA business opera-

tions more flexible, responsive, and secure. The Mosaic project is replacing all four of the University's major administrative systems: financial, research administration, student, and human resources/payroll, with three of the four areas already operational. Substantial investment in Business Intelligence is expanding the availability of business information to managers and executives, enabling better, data-driven strategic business planning.

The University continues to consolidate and realign

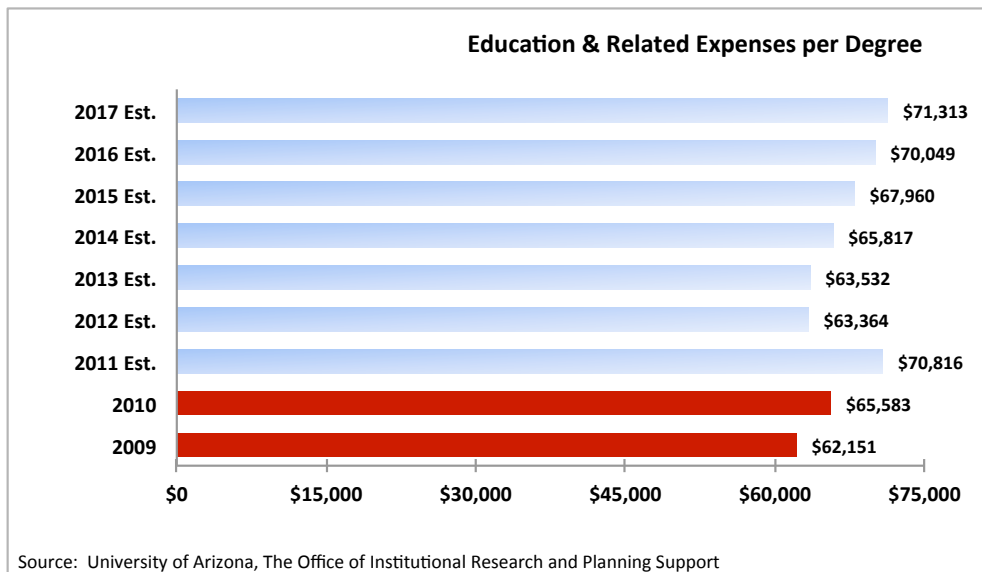
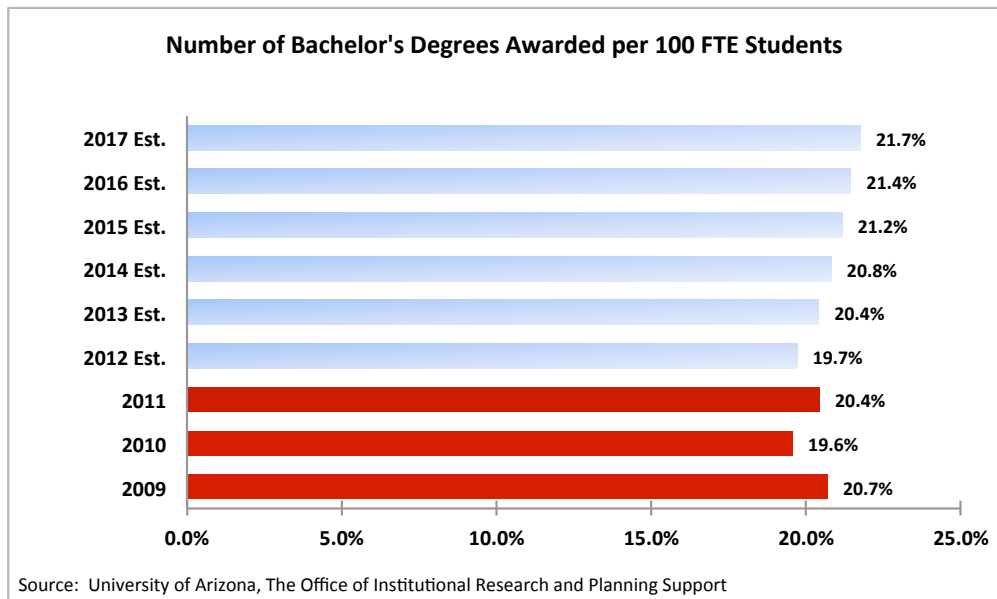


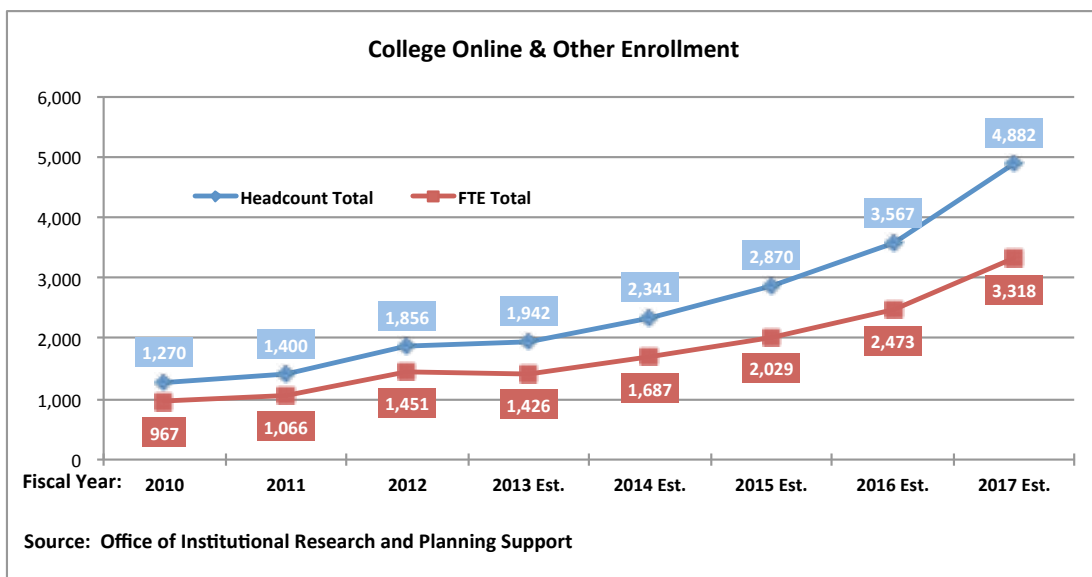
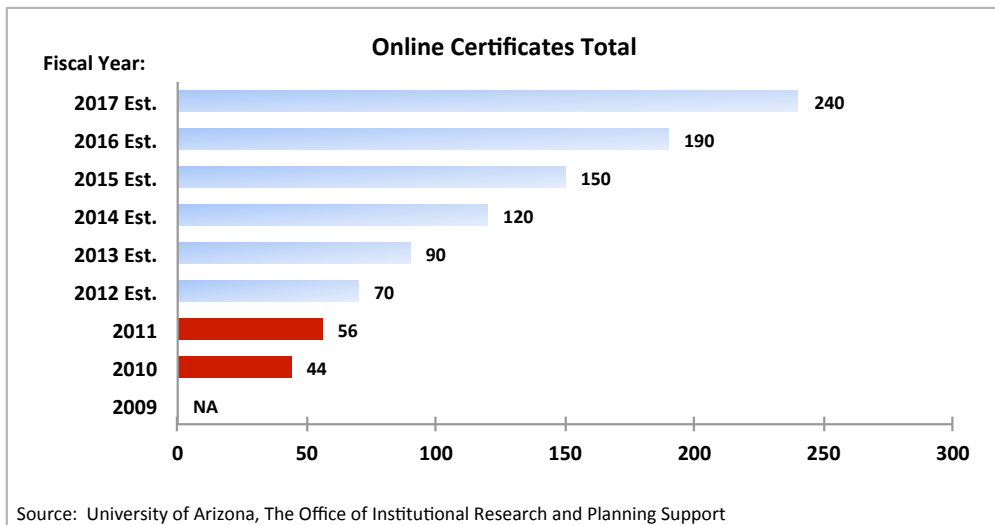
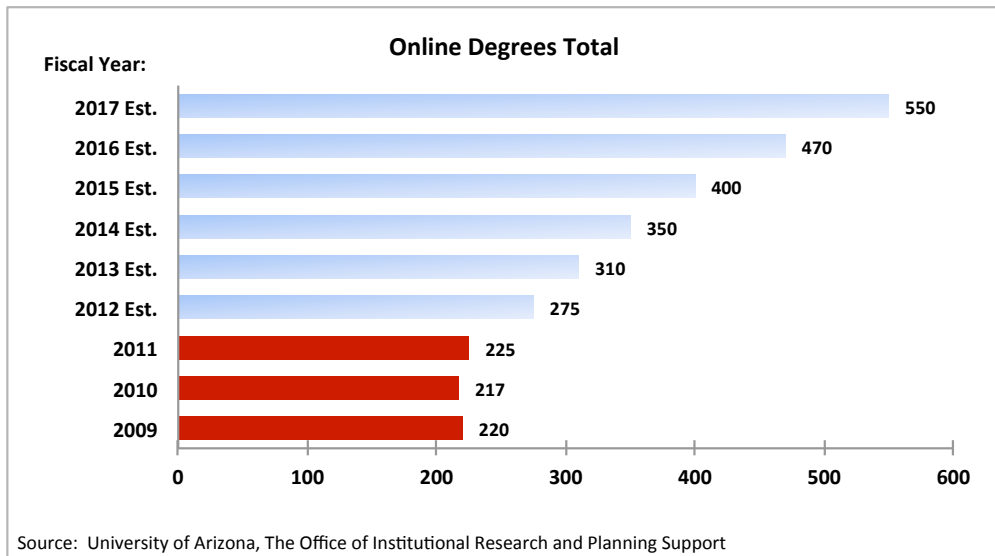
Photo by: FJ GAYLOR Photography

departments to strengthen highly ranked programs and improve the efficiency of support functions. The entire university is engaged in a collaborative effort to increase its productivity at all levels. This approach to strategic renewal builds on the faculty governance structures that are fundamental to all top-ranked research universities in America. In support of Governor Brewer's *Four Cornerstones of Reform*, the UA is consistently striving to enhance Arizona's "Economic Competitiveness," strengthen our state's Education System, and doing its part to work with State Government.

4. Incremental Costs; Constant/Nominal Dollars; in Thousands
(Improving Productivity and Efficiency)

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
General Funds	2,555.0	0.0	314.8	642.2	667.9
Other Appropriated Funds	0.0	721.7	757.8	795.6	835.4
Building Renewal	2,456.8	2,506.0	2,556.0	2,607.1	2,659.3
Other Non-appropriated Funds	692.5	1,076.8	1,647.5	1,696.9	1,747.8
Federal Funds	282.6	740.3	962.7	1,010.8	1,061.2
Strategic Issue Total Funds	5,986.9	5,044.8	6,238.8	6,752.6	6,971.6
Total State FTE Employees	28.2	20.3	29.5	33.2	34.5





Conclusion

The University of Arizona continues to advance the overall enterprise in every area. We have the largest, best-prepared, most diverse entering freshman class in our history. Our Research Expenditures are higher than ever before. We continue to expand and increase our excellence in almost every area of our operations.

The University of Arizona is committed to:

Educational Excellence and Access by increasing its freshman retention rates by 5 percentage points; increasing enrollment of students from underrepresented backgrounds; and raising six-year graduation rates by 5 percentage points.

Research Excellence by leveraging its research funding for maximum effect; providing research opportunities for both undergraduate and graduate students; and enhancing its economic contribution to the state.

Workforce and Community Engagement by using technology transfer to support the creation of new businesses; enhancing collaborations that channel millions of dollars into Arizona's schools, businesses and communities; and more effectively helping students translate academic success into career success.

Productivity and Efficiency by increasing undergraduate and graduate enrollment; expanding online offerings; enhancing community college partnerships; and streamlining operations and business practices.



Photo by: Jeff Smith

The University of Arizona Strategic Plan Measures - 2013-2017

	Fiscal Years									
	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Educational Excellence and Access										
1. Number of Bachelor's Degrees Awarded	5,914	5,827	6,195	6,150	6,300	6,500	6,700	6,900	7,200	
2. Number of Master's Degrees Awarded	1,489	1,327	1,565	1,430	1,480	1,530	1,580	1,630	1,680	
3. Arizona Community College Transfers	1,621	1,617	1,760	1,900	2,040	2,180	2,320	2,460	2,600	
4. Number of Arizona Community College Transfer Students Awarded Bachelor's Degrees	991	1,028	1,130	1,230	1,330	1,430	1,530	1,630	1,730	
5. Educational Quality as Reported in the National Survey of Student Engagement (NSSE) for UA	(NSSE is administered every 3 years with 2009 the most current year available for the UA. The measures below are effect sizes that compare UA seniors to public high research institutions. An effect size of .2 is small, .5 is moderate and .8 is large. A positive sign indicates that UA's mean is higher than its peers.)									
1. Level of academic challenge	0.10			0.15					0.20	
2. Active and collaborative learning	0.07			0.14					0.20	
3. Student-faculty interaction	0.12			0.16					0.20	
4. Enriching educational experiences	0.13			0.17					0.20	
6. Cost of Attendance at UA as a Percentage of Arizona Median Family Income	24.8%	26.3%	28.2%	28.2%	29.4%	30.6%	30.9%	31.3%	31.6%	
7. 6-year Graduation Rate	57.2%	58.4%	59.8%	60.1%	60.5%	60.9%	61.2%	61.6%	62.0%	
8. Freshman Retention Rate	79.3%	78.2%	77.4%	78.5%	79.8%	81.1%	82.4%	83.7%	85.0%	
9. Undergraduate Enrollment (Official 21st day)	29,719	30,346	30,592	30,665	31,350	31,880	32,490	33,180	34,490	
10. Total Enrollment (Official 21st day)	38,057	38,767	39,086	39,236	40,210	40,940	41,800	42,820	44,460	
11. Four Year Graduation Rate of Arizona Community College Transfers	62.1%	63.3%	65.3%	65.8%	66.3%	66.7%	67.2%	67.7%	68.1%	
12. College-going Rate (from K-12) (Statewide Only)	52.1%	52.7%	53.4%	54.1%	54.8%	55.5%	56.3%	57.0%	57.7%	
Research Excellence										
Fiscal Years										
	2009	2010	2011	2012	2013	2014	2015	2016	2017	
13. Research & Development Expenditures (In \$1,000's)	\$565,292	\$586,932	\$610,565	\$663,000	\$697,000	\$764,000	\$833,000	\$903,000	\$979,000	
14. Number of Doctoral Degrees Awarded	824	824	813	897	935	973	1,011	1,050	1,087	
Research/Scholarship Degrees Awarded	479	471	445	487	495	503	511	520	530	
Professional Practice Degrees Awarded	345	353	368	410	440	470	500	530	557	
15. Number of Invention Disclosures Transacted	127	131	144	160	175	180	190	194	198	
16. Number of Patents Issued	11	13	15	15	16	16	17	18	18	
17. Intellectual Property Income (In \$1,000's)	\$990	\$1,230	\$1,450	\$1,850	\$2,080	\$2,390	\$2,900	\$3,120	\$3,240	
18. National Public Research University Ranking	16	16	16	16	15	15	15	15	14	

**The University of Arizona
Strategic Plan Measures - 2013-2017**

Workforce and Community	Fiscal Year									
	2009	2010	2011	2012	2013	2014	2015	2016	2017	
19. Impact of Community Engagement Activities	Metric Under Review									
20. Expenditures Related to Service and Engagement Activities (Public Service Expenditures) (In \$1,000's)	\$69,843	\$77,444	\$78,600	\$79,800	\$81,000	\$82,200	\$83,800	\$85,500	\$87,200	
21. Number of Degrees Awarded in High-Demand Fields	3,317	3,115	3,310	3,520	3,690	3,940	4,050	4,200	4,360	
STEM Undergraduate	1,309	1,305	1,396	1,390	1,430	1,500	1,540	1,590	1,660	
Education Undergraduate	434	356	346	450	500	550	570	590	610	
Health Professions & Related Undergraduate	295	333	309	440	490	590	600	620	650	
STEM Graduate	633	523	604	600	610	630	650	680	700	
Education Graduate	269	263	296	270	280	280	290	300	310	
Health Professions & Related Graduate	377	335	359	370	380	390	400	420	430	
22. Diversity of Graduates										
Undergraduate Rate	25.9%	27.2%	28.1%	28.0%	29.0%	30.0%	31.0%	32.0%	33.0%	
Graduate Rate	16.9%	19.4%	21.7%	20.9%	22.1%	23.1%	23.9%	25.0%	26.1%	
23. New Companies Started	7	6	6	7	8	9	10	10	12	
24. Milken Institute State Science and Technology Ranking (Statewide Only)		15th		14th		13th		12th		
25. Adults with Bachelor's Degrees in Arizona (Statewide Only)	25.6%	25.9%	26.1%	26.4%	26.7%	26.9%	27.2%	27.5%	27.7%	

**The University of Arizona
Strategic Plan Measures - 2013-2017**

Productivity	Fiscal Year									
	2009	2010	2011	2012	2013	2014	2015	2016	2017	
26. Number of Bachelor's Degrees Awarded per 100 FTE Students	20.7%	19.6%	20.4%	19.7%	20.4%	20.8%	21.2%	21.4%	21.7%	
27. Comprehensive Financial Index	Metric Under Review									
28. Tuition at Average of Peer Institutions	\$8,408	\$8,928	\$9,830	\$10,658	\$10,939	\$11,376	\$11,831	\$12,305	\$12,797	
29. Online Degrees										
Undergraduate	3	7	7	15	20	30	50	80	110	
Graduate	217	210	218	260	290	320	350	390	440	
Total	220	217	225	275	310	350	400	470	550	
29 a. Online Certificates										
Undergraduate	NA	44	56	70	90	120	150	190	240	
Graduate	NA	44	56	70	90	120	150	190	240	
30. Employment of Graduates who Stay in Arizona (Statewide Only)	65%									
31. Education and Related Expenses per Degree	\$62,151	\$65,583	\$70,816	\$63,364	\$63,532	\$65,817	\$67,960	\$70,049	\$71,313	
32. College, Online & Other Enrollment										
Undergraduate Headcount	NA	513	565	671	816	1,030	1,320	1,748	2,587	
Graduate Headcount	NA	757	835	1,185	1,126	1,311	1,550	1,819	2,295	
Headcount Total	NA	1,270	1,400	1,856	1,942	2,341	2,870	3,567	4,882	
Undergraduate FTE	NA	440	485	580	665	815	1,014	1,298	1,852	
Graduate FTE	NA	527	581	871	760	871	1,014	1,175	1,465	
FTE Total	NA	967	1,066	1,451	1,426	1,687	2,029	2,473	3,318	

The University of Arizona - Strategic Plan Scorecard								
Measure (Benchmark Fiscal Year)	UA	Peers' Median	1 Year Change		2 Year Change		Target 2017	
	UA	Peers' Median	UA	Peers'	UA	Peers'		
1. Educational Excellence & Access								
Number of Bachelor's Degrees Awarded (2010)	5,827	7,543	-1%	4%	4%	6%	7,200	
Number of Master's Degrees Awarded (2010)	1,327	2,303	-11%	7%	-5%	12%	1,680	
Cost of Attendance as a Percentage of Statewide Median Family Income (2009)	25%	31%	11%	7%	8%	10%	32%	
6-year Graduation Rate (2011)	Cohort Entering		Fall '04	Fall '04	3%	0%	5%	0%
	Total		60%	81%				
Freshman Retention Rate (2011)	Cohort Entering		Fall '09	Fall '09	-2%	n/a	-2%	n/a
	Resident		79%	n/a				
	Non-resident		75%	n/a				
	Total		77%	93%				
Undergraduate Enrollment (Official 21 st Day) (2011)	30,592	31,540	1%	-4%	3%	0%	34,490	
Total Enrollment (Official 21 st Day) (2011)	39,086	43,862	1%	-3%	3%	1%	44,460	
2. Research Excellence								
Research & Development Expenditures (in \$1,000s) (2009)	\$565,292	\$646,011	4%	11%	6%	9%	\$979,000	
Total Number of Doctoral Degrees Awarded (2010)	824	1,155	0%	5%	6%	-1%	1,087	
Number of Research/Scholarship Doctoral Degrees Awarded (2010)	471	701	-2%	3%	4%	7%	530	
Number of Professional Practice Doctoral Degrees Awarded (2010)	353	523	2%	-2%	8%	2%	557	
Number of Invention Disclosures Transacted (2008)	101	181	-3%	10%	12%	16%	198	
Number of Patents Issued (2008)	19	37	6%	-8%	27%	16%	18	
Intellectual Property Income (in \$1,000's) (2008)	\$690	\$11,554	-42%	51%	-59%	37%	\$3,240	
National Public Research University Ranking ¹ (2010)	16	11	0	0	1	1	14	
3. Workforce and Community								
Expenditures Related to Service and Engagement Activities (in \$1,000s) (2010)	\$77,444	\$129,744	11%	3%	8%	20%	\$87,200	
Number of Degrees Awarded in High-Demand Fields (2010)								
STEM Undergraduate	1,305	2,041	0%	10%	8%	14%	1,660	
Education Undergraduate	356	256	-18%	7%	-17%	8%	610	
Health Professions & Related Undergraduate	333	332	13%	2%	24%	12%	650	
STEM Graduate	523	942	-17%	7%	-8%	10%	700	
Education Graduate	263	281	-2%	7%	40%	-13%	310	
Health Professions & Related Graduate	335	647	-11%	3%	4%	18%	430	
Total	3,115	4,421	-6%	8%	4%	9%	4,360	
Diversity of Graduates (2010)								
Undergraduate Rate	27%	21%	5%	-1%	8%	7%	33%	
Graduate Rate	19%	14%	15%	-2%	16%	12%	26%	
New Companies Started (2008)	6	5	100%	67%	100%	25%	12	
4. Productivity								
Number of Bachelor's Degrees Awarded per 100 FTE Students (2010)	19.6%	24.1%	-5%	-1%	-3%	0%	21.7%	
Average Tuition (2012)	\$9,286	\$10,658	13%	8%	35%	19%	\$12,797	
Education and Related Expenses per Degree (2010)	\$65,583	\$75,120	6%	6%	2%	11%	\$71,313	

¹ National Public Research University Ranking one and two-year changes are the difference in rankings rather than a percentage change.

Note: Arizona Board of Regents (ABOR) peers include: Michigan State Univ, Ohio State Univ, Pennsylvania State Univ, Texas A&M Univ, Univ California-Davis, Univ California-Los Angeles, Univ Florida, Univ Illinois-Urbana Champaign, Univ Iowa, Univ Maryland-College Park, Univ Minnesota-Twin Cities, Univ North Carolina-Chapel Hill, Univ Texas-Austin, Univ Washington, Univ Wisconsin-Madison

FACILITY CODE INDEX MAP

The University of Arizona August 2011

Facility Code Index

- <5% (Good)
- 5-10% (Fair)
- >10% (Poor)
- Demolish

Note: Map background shows an illustrative build-out concept of campus development (the Comprehensive Campus Plan - ABOR 2009).

Facility Code Index is the deferred maintenance dollars divided by the total building replacement cost. These percentages are based on the most current available data.

