

Amended: November 16, 2015
11:30 a.m.

ARIZONA BOARD OF REGENTS
UNIVERSITY OF ARIZONA
STUDENT UNION MEMORIAL CENTER
November 18, 19 and 20, 2015

Schedule of Events and Meetings

Wednesday, November 18, 2015

- 9:30 a.m. – 11:30 a.m. **Audit Committee – Tucson Room**
- 11:00 a.m. – 1:00 p.m. **Lunch Available – Rincon Room**
- 11:30 a.m. – 1:30 p.m. **Business and Finance Committee – North Ballroom**
- 1:45 p.m. – 3:15 p.m. **Academic and Student Affairs Committee – North Ballroom**
- 3:30 p.m. -- 7:30 p.m. **Executive Session (EEC Review of Assignments) -- Old Main Boardroom**

Thursday, November 19, 2015

- 8:30 a.m. – 9:00 a.m. **Executive Session – Tucson Room**
(8:30-9:00 a.m. – President Cheng Review of Assignments)
- 9:00 a.m. – 12:00 p.m. **ABOR Meeting – North Ballroom**
- 12:00 p.m. – 1:30 p.m. **Executive Session – Tucson Room**
- 1:30 p.m. – 3:45 p.m. **ABOR Meeting – North Ballroom**
- 3:45 p.m. – 4:00 p.m. **Regent Photograph – North Ballroom**
- 4:00 p.m. – 4:30 p.m. **Executive Session – Tucson Room**
(4:00-4:30 p.m. – President Crow Review of Assignments)
- 5:30 p.m. – 6:00 p.m. **Reception – South Ballroom**
6:00 p.m. **Regents Award Dinner – South Ballroom**
(Invitation Only)

Friday, November 20, 2015

- 7:45 a.m. – 9:00 a.m. **Faculty Breakfast – Ventana Room**
- 9:15 a.m. – 11:40 a.m. **ABOR Meeting – North Ballroom**
- 11:40 a.m. – 2:10 p.m. **Executive Session – Tucson Room**
(11:40 – 12:10 p.m. – President Klein Review of Assignments)
(12:10 – 2:10 p.m. -- President Hart Review of Assignments)

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**ARIZONA BOARD OF REGENTS
UNIVERSITY OF ARIZONA
STUDENT UNION MEMORIAL CENTER
Wednesday, November 18, Thursday, November 19
and Friday, November 20**

Wednesday, November 18, 2015

3:30 p.m. CALL TO ORDER

3:35 p.m. RECESS INTO EXECUTIVE SESSION

Thursday, November 19, 2015

9:00 a.m. GREETINGS AND ANNOUNCEMENTS FROM THE BOARD CHAIR

9:15 a.m. ABOR PRESIDENT'S REPORT

1. ABOR President's Report

ABOR President Eileen Klein will provide her report to the board.

9:45 a.m. UNIVERSITY OF ARIZONA PRESIDENT'S WELCOME AND UPDATE ON THE OPERATIONAL AND FINANCIAL REVIEW

2. Operational and Financial Review Update for the University of Arizona

President Hart will report on selected elements of the University of Arizona's (UA's) Operational and Financial Review. President Hart and UA leaders will also report on the University of Arizona Health Sciences and the UA's partnership with Banner Health.

11:00 a.m. 15-MINUTE BREAK

11:15 a.m. AUDIT COMMITTEE

3. Report on the Audit Committee Meeting

Regent Ridenour will report on the November 18, 2015 Audit Committee meeting.

11:30 a.m. BUSINESS AND FINANCE COMMITTEE

4. Report on the Business and Finance Committee Meeting

Regent Myers will report on the November 18, 2015 Business and Finance Committee meeting.

11:45 a.m. ACADEMIC AND STUDENT AFFAIRS COMMITTEE

5. Report on the Academic and Student Affairs Committee Meeting

Regent Patterson will report on the November 18, 2015 Academic and Student Affairs Committee meeting.

12:00 p.m. RECESS

1:00 p.m. REGENTS EXECUTIVE COMMITTEE

6. Item Withdrawn

1:30 p.m. 2025 METRIC TARGETS AND MEASURING UNIVERSITY QUALITY

7. 2025 Enterprise and University Metric Targets

The board office and the universities ask the board to adopt the 2025 metric targets.

2:30 p.m. 15-MINUTE BREAK

2:45 p.m. 2025 METRIC TARGETS AND MEASURING UNIVERSITY QUALITY (Cont'd)

8. Educational Quality and Proper Board Oversight of Educational Success and Learning

The board will discuss with the university presidents and provosts educational quality and the various measures and indicators that may be used to assess educational quality at each university. Discussion outcomes and insights will be used to further develop the board's oversight concerning educational quality.

3:45 p.m. RECESS

Friday, November 20, 2015**9:15 a.m. CALL TO THE AUDIENCE**

Per board policy 1-114, time has been set aside for Call to the Audience, an opportunity for people to express their views or concerns on matters of board governance to the entire board in a public setting.

9:45 a.m. ADOPTION OF ALL CONSENT AGENDA ACTION ITEMS AND ACCEPTANCE OF CONSENT INFORMATION ITEMS

All items on the Consent Agenda are listed at the end of this agenda, underlined and marked with an asterisk. These items will be considered by a single motion with no discussion. All other items will be considered individually.

9:50 a.m. LEGISLATIVE AFFAIRS COMMITTEE**9. Report on Legislative Affairs**

ABOR Director of Government Affairs Kody Kelleher will report on legislative affairs.

10:15 a.m. ECONOMIC AND STATE REVENUE OUTLOOK UPDATE**10. Economic and State Revenue Outlook Update**

The board will receive a report on the Economic and State Revenue Outlook from lead university economists.

11:15 a.m. STUDENT REGENT REPORT**11:25 a.m. REPORT FROM THE ARIZONA FACULTIES COUNCIL****11:35 a.m. INQUIRIES, REQUESTS, REPORTS, AND COMMENTS FROM REGENTS AND MEMBERS OF THE ENTERPRISE EXECUTIVE COUNCIL****11:40 a.m. RECESS**

CONSENT AGENDA

These items were considered by a single motion with no discussion and approved earlier in the meeting.

***Minutes**

- a. March 11, 2015 Regular Executive Session
- b. March 17, 2015 Special Executive Session
- c. April 8-9, 2015 Regular Executive Session
- d. April 27, 2015 Special Executive Session
- e. May 4, 2015 Regular Executive Session
- f. May 7, 2015 Special Executive Session
- g. June 3-5, 2015 Regular Executive Session
- h. September 24-25, 2015 Regular Board Meeting

ACADEMIC AND STUDENT AFFAIRS COMMITTEE

11. *** Proposed Revision to ABOR Policy 4-323 “Tuition Waiver Scholarships and Institutionally Supported Financial Aid Programs – Student Financial Aid” (Second Reading)**

The board office asks the board to approve the proposed revision to ABOR Policy 4-323(B)(5)(a)(3). The revision aligns the policy with recent statutory amendments by increasing the foster care tuition waiver scholarship age requirement from “under 21 years of age” to “under 23 years of age.”

12. *** Addendum to the 2015-2016 Academic Strategic Plan for Northern Arizona University (NAU)**

Northern Arizona University asks the board to approve an addendum to its 2015-2016 Academic Strategic Plan.

13. *** Addendum to the 2015-2016 Academic Strategic Plan for the University of Arizona (UA)**

The University of Arizona asks the board to approve an addendum to its 2015-2016 Academic Strategic Plan.

14. *** 2016-2017 Academic Strategic Plan for Arizona State University (ASU)**

Arizona State University asks the board to approve its 2016-2017 Academic Strategic Plan.

15. *** FY 2015 Financial Aid Report and FY 2016 and FY 2017 Financial Aid Plans (ASU, NAU, UA)**

The board office asks the board to approve the universities' FY 2015 Student Financial Aid Report and FY 2016 and FY 2017 Financial Aid Plans.

16. *** 2015 Progress Report on Articulation and Transfer for Arizona Postsecondary Education**

The board office asks the board to approve the annual progress report on articulation and transfer, to be submitted to the Joint Legislative Budget Committee (JLBC) by December 15, 2015.

17. *** 2015 Enrollment Report**

The board office asks the board to approve the 2015 Fall Enrollment Report of headcount and full-time equivalent (FTE) enrollment for universities in the Arizona University System.

18. *** 2014-2015 High School Report Card**

The board office asks the board to approve the 2014-15 High School Report Card.

19. *** High School Students Taking University Courses in 2014-15 (Under 18 Report)**

The board office asks the board to approve the report on High School Students Taking University Courses in 2014-15.

20. *** Appointment of Regents' Professors (ASU)**

Arizona State University asks the board to approve appointment of three Regents' Professors effective December 31, 2015: **Petra Fromme** (School of Molecular Sciences), **Robert Page** (School of Life Sciences), and **Billie Lee Turner II** (School of Geographical Science and Urban Planning).

AUDIT COMMITTEE

21. *** System-Wide Audit Redesign Policy (Second Reading)**

The board office asks the board to approve the proposed new board policy 3-104 pertaining to the Audit Committee.

REGENTS EXECUTIVE COMMITTEE**22. * Proposed Revisions to Board Policy 6-101(C) and (H) (Second Reading)**

The board office asks the board to approve the proposed revisions to board policy 6-101(C)(1)(a) and (H)(1). The proposed revisions eliminate the requirement that the board approve appointments to administrative positions, eliminate the provision that allows the board to consider the termination appeals of administrative employees and align the policy with current practice.

23. Assignment of Annual Performance Incentives for Presidents

The board office asks the board to assign annual performance incentives to Presidents Cheng, Crow, Hart and Klein and to the Enterprise Executive Committee, to recognize achievement of an additional performance incentive by President Crow for 2014-2015, and to authorize the board chair to execute contracts or addenda on behalf of the board to reflect the new incentive assignments.

24. Assignment of Multiple-Year Performance Incentives for Presidents Crow and Hart

The board office asks the board to assign multiple-year performance incentives to Presidents Crow and Hart and to authorize the board chair to execute contracts or addenda on behalf of the board to reflect the new incentive assignments.

BUSINESS AND FINANCE COMMITTEE**25. * Revised FY 2016 Capital Development Plan (ASU)**

Arizona State University asks the board to approve its FY 2016 Revised Capital Development Plan, which includes two new projects and two previously-approved projects. The CDP totals \$252.2 million.

26. * Student Pavillion Project Approval (ASU)

Arizona State University requests the board to provide project approval for the Student Pavilion project.

27. *** Authorization for Issuance of System Revenue Bonds for Student Pavillion (ASU)**

Arizona State University (ASU) asks the board to approve the authorization: 1) to sell one or more series of System Revenue Bonds (Bonds) to finance (a) the Student Pavillion facility, (b) costs of issuance, and (c) payments to a bond insurer or other credit enhancer, provided such payments result in a benefit that exceeds the amount of such payments; 2) to sell such Bonds at a price at, above or below par, on a tax-exempt or taxable basis, in one or more series, at a fixed rate of interest; and 3) to enter into necessary agreements, including those related to bond insurance or other credit enhancement agreements.

28. *** Roy Place Building Lease Agreement (UA)**

The University of Arizona asks for the board's authorization to enter into a 25-year lease agreement for the Roy Place Building in downtown Tucson, commencing on or about January 1, 2016.

29. *** Revised FY 2016 Capital Development Plan (UA)**

The University of Arizona requests ABOR approval of the Revised FY 2016 Capital Development Plan (CDP) which includes one new project (Simulation, Inter-Professional Healthcare Education and Research Building (SIPHER)) and four previously approved projects. The revised CDP total project budget is \$339.7 million.

32. *** Acknowledgment and Approval for Component Unit to Issue Lease Revenue Refunding Bonds (NAU)**

Northern Arizona University asks the board to acknowledge and approve the existence of North Campus Facilities L.L.C. (Company) and the issuance by the Company of Lease Revenue Refunding Bonds in an amount not to exceed the amount necessary to refinance the Company's existing Lease Revenue Bonds, Series 2006 and related agreements, and pay costs of issuing the new refunding bonds. The Series 2006 Bonds were issued by the Company to finance a portion of the High Country Conference Facility and related parking structure at NAU.

33. *** Tech Park at the Bridges Master Land Use Plan (UA)**

The University of Arizona asks the board to approve a revised Master Land Use Plan ("MLUP") for the UA Tech Park at The Bridges.

34. *** Science and Technology Park Master Land Use Plan (UA)**

The University of Arizona asks the board to approve a revised Master Land Use Plan (“MLUP”) for the UA Tech Park at Rita Road.

ADMINISTRATIVE BUSINESS

30. *** Fifth Amendment and Restatement of the Arizona Board of Regents Optional Retirement Plan (ABOR)**

The board office asks the board to approve the Fifth Amendment and Restatement of the Arizona Board of Regents Optional Retirement Plan (ORP) to be submitted to the Internal Revenue Service (IRS) by January 31, 2016.

31. *** Second Restatement of the Cash Balance Pension Plan (ABOR)**

The board office asks the board to approve the Second Restatement of the Cash Balance Pension Plan to be submitted to the Internal Revenue Service by January 31, 2016.

35. *** Ratification of Amendment to Academic Affiliation Agreement between the University of Arizona and Banner Health (UA)**

UA asks the board to ratify the First Amendment to Academic Affiliation Agreement, entered into as of October 14, 2015, between UA and Banner Health. UA further asks the board to delegate to the UA president authority to amend the Academic Affiliation Agreement in the future related to the composition of the AMC, technical corrections and clarifications, conforming changes, and other issues that do not and will not have a material adverse financial or strategic effect on UA or the board and are in the best interests of UA as determined by the UA President, subject to providing any such amendments to the board promptly through the board’s legal counsel or the board president.

36. *** Authorization for the University of Arizona to Participate in FCC Reverse Spectrum Auction**

UA asks the board to authorize the UA President to take the necessary steps to participate in the Federal Communications Commission (FCC) reverse spectrum auction.

37. *** Appointment of Executive Vice President and University Provost for Arizona State University (ASU)**

Arizona State University asks the board to approve the appointment of Mark Searle to serve as Executive Vice President and University Provost of Arizona State University.

ADJOURNMENT

Approximately 2:10 p.m. Meeting adjourns at the end of executive session.

PLEASE NOTE: This agenda may be amended at any time prior to 24 hours before the board meeting. Estimated starting times for the agenda items are indicated; however, discussions may commence, or action may be taken, before or after the suggested times. Any item on the agenda may be considered at any time out of order at the discretion of the board chair. The board may discuss, consider, or take action regarding any item on the agenda. During the public meeting, pursuant to A.R.S. §38-431.03 (A)(3), the board may convene in executive session for legal advice regarding any item on the agenda.

The following board meeting schedule also reflects Wednesday committee meetings:

Meeting Schedule for 2015-2016

February 3-5, 2016	ASU	April 6-8, 2016	UA
June 8-10, 2016	NAU		

Meeting Schedule for 2016-2017

September 21-23, 2016	NAU	November 16-18, 2016	UA
February 1-3, 2017	ASU	April 5-7, 2017	UA
June 7-9, 2017	NAU		

Meeting Schedule for 2017-2018

September 27-29, 2017	NAU	November 15-17, 2017	UA
February 7-9, 2018	ASU	April 4-6, 2017	UA
June 13-15, 2018	NAU		

Meeting Schedule for 2018-2019

September 26-28, 2018	NAU	November 14-16, 2018	UA
February 6-8, 2019	ASU	April 10-12, 2019	UA
June 12-14, 2019	NAU		

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EXECUTIVE SESSION AGENDA
November 18-20, 2015

NOTE: This agenda may be amended at any time prior to 24 hours before the Board meeting. The executive session is scheduled for 3:30 p.m. on Wednesday, November 18, 2015; 8:30 a.m., 12:00 p.m. and 4:00 p.m. on Thursday, November 19, 2015; and 11:40 a.m. on Friday, November 20, 2015. The executive session may be recessed and continued as necessary.

Statutory Authorization
A.R.S. § 38-431.03

Items to be Discussed

- | | | |
|-------------|------|---|
| (A.2) | I. | Review of minutes of previous Executive Session(s) |
| | II. | From the Board, Board Office Staff or Counsel to the Board |
| (A.3 & 4) | A. | Report on pending or contemplated litigation |
| (A.1, 3, 4) | B. | Review of Assignments – Presidents |
| (A.3) | C. | Receive legal advice and discussion on governance and operations issues |
| (A.3, 4) | D. | Legal advice and update regarding ASU v. ASRS decision. |
| | III. | University of Arizona |
| (A.3) | A. | Legal advice and discussion regarding Spectrum reverse auction |

Instruction re: Confidentiality

Pursuant to A.R.S. §38-431.03(B) & (C) all are reminded that minutes of and discussions that occur in executive sessions are confidential by law and that violations of that confidentiality may subject the individuals involved to such penalties as are prescribed by law, including fines, costs, attorneys' fees, and removal from office.

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EXECUTIVE SUMMARY

Item Name: **ABOR President's Report**

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: ABOR President Eileen Klein will provide her report to the board.

Enterprise or University Strategic Plan

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other: Board President report to the board

There are no written materials for this item.

Requested Action

This item is provided for discussion only. No action is required by the board.

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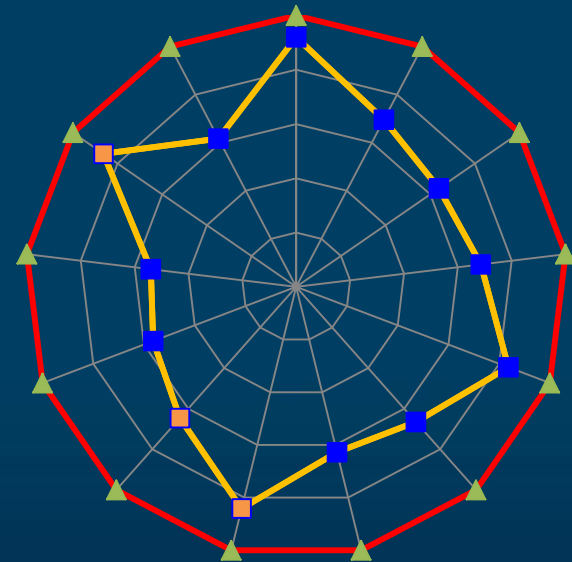
President's Report

Presenter: **Eileen Klein**
President

Date: **November 19, 2015**

2025 Metric Targets and Quality Markers

- Process began last September
- Collaboration of Enterprise
- Intrinsic relationship between metrics and state growth and economy



2025 Metrics: Key Take-aways

- Metrics developed from ground up
- The new 2025 metrics are a continuation of our aggressive initiatives to achieve critical goals for the state
- Need to partner with state to develop other higher education marketplace to provide other postsecondary opportunities
- OFRs are critically important to enhance/track accomplishments during growth
- Numbers don't tell the whole story

Necessary Continued and Strategic Growth

- We will grow and we must grow strategically, recognizing mission differentiation
 - Arizona is still a growing state
 - Growth of college-educated workforce has changed from principally in-migration in '70's and '80's to locally educated as the principal source in late 2000.
 - Significant need with retirees and educational attainment lags
- Among 4-year public institutions, Arizona undergraduate student enrollments grew more quickly in 2013 over 2012 than all but three states. Many states with flat or declining enrollment.

Key Questions to Consider Today

- Are we selecting the right primary metrics?
- Are targets achievable and aspirational?
- Is this where we want to be in 2025?

Amplifying Support for the ABOR Updated Strategic Framework and Funding Model



THE ARIZONA REPUBLIC



Arizona Daily Star



Economic and State Revenue Outlook – What's on the Horizon

- Economists Lee McPheters and George Hammond will share annual economic forecast
- Cautiously optimistic for 2016, long-term outlook is showing signs of recovery with emergence of knowledge-based jobs
- General revenue outlook supports legislative agenda

High School Report Card Indicates Positive Trend

- Record increase of 9.4 percent in Arizona high school graduates who enrolled in our public universities the fall semester following graduation
- Academic preparation increased, following a positive trend over the past five years

Increases and mix in degrees support workforce demand

- Increase of 3.3 percent in bachelor's degrees and 8.5 percent in graduate degrees
- From 2007-14, degree increases in:
 - Business, Management and Marketing
 - Biological and Biomedical Sciences
 - Social Sciences
 - Engineering
 - Psychology
- Declines in history, education and construction trades degrees

Agenda Items and Reminders

- Business intelligence platform enhances data research
- Begin quality markers discussion
- Regents photograph
- Regents awards dinner

EXECUTIVE SUMMARY

Item Name: **Operational and Financial Review Update for the University of Arizona (UA)**

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: President Hart will report on selected elements of the University of Arizona's (UA's) Operational and Financial Review. President Hart and UA leaders will also report on the University of Arizona Health Sciences and the UA's partnership with Banner Health.

Enterprise or University Strategic Plan

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other: Operational and Financial Review

There are no written materials for this item.

Requested Action

This item is provided for discussion only. No action is required by the board.

Contact Information:

Jon Dudas

jondudas@email.arizona.edu

(520) 621-0574

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BOUNDLES

A PROGRESS REPORT FOR THE NEVER SETTLE PLAN
THE UNIVERSITY OF ARIZONA

S

PRESIDENT ANN WEAVER HART
November 2015



ENGAGING INNOVATING PARTNERING SYNERGY





TODA

Y

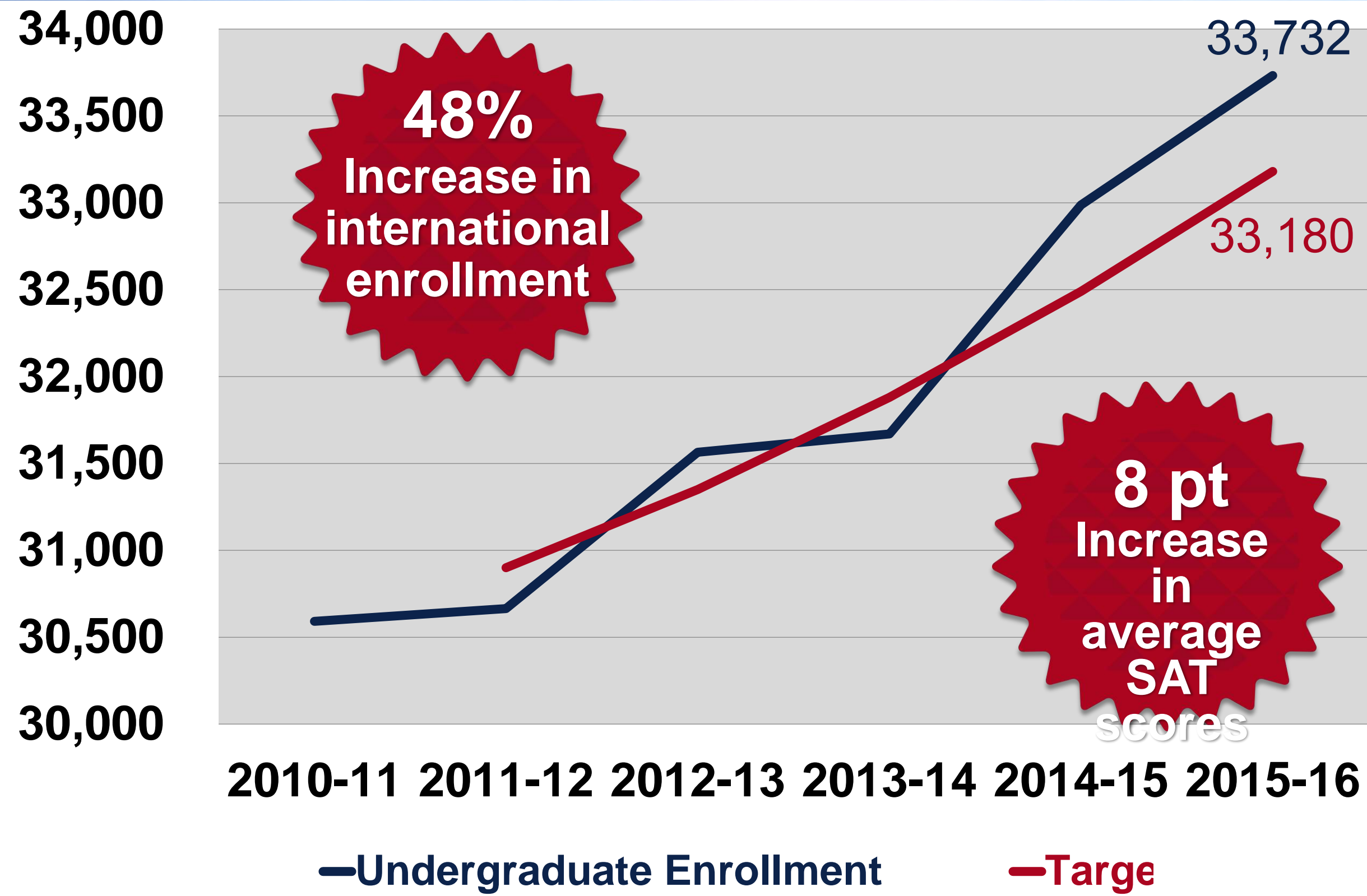
1. Operational and Financial Review
2. University of Arizona Health Sciences
3. Academic Affiliation Banner Health:
Academic Management Council
(AMC)



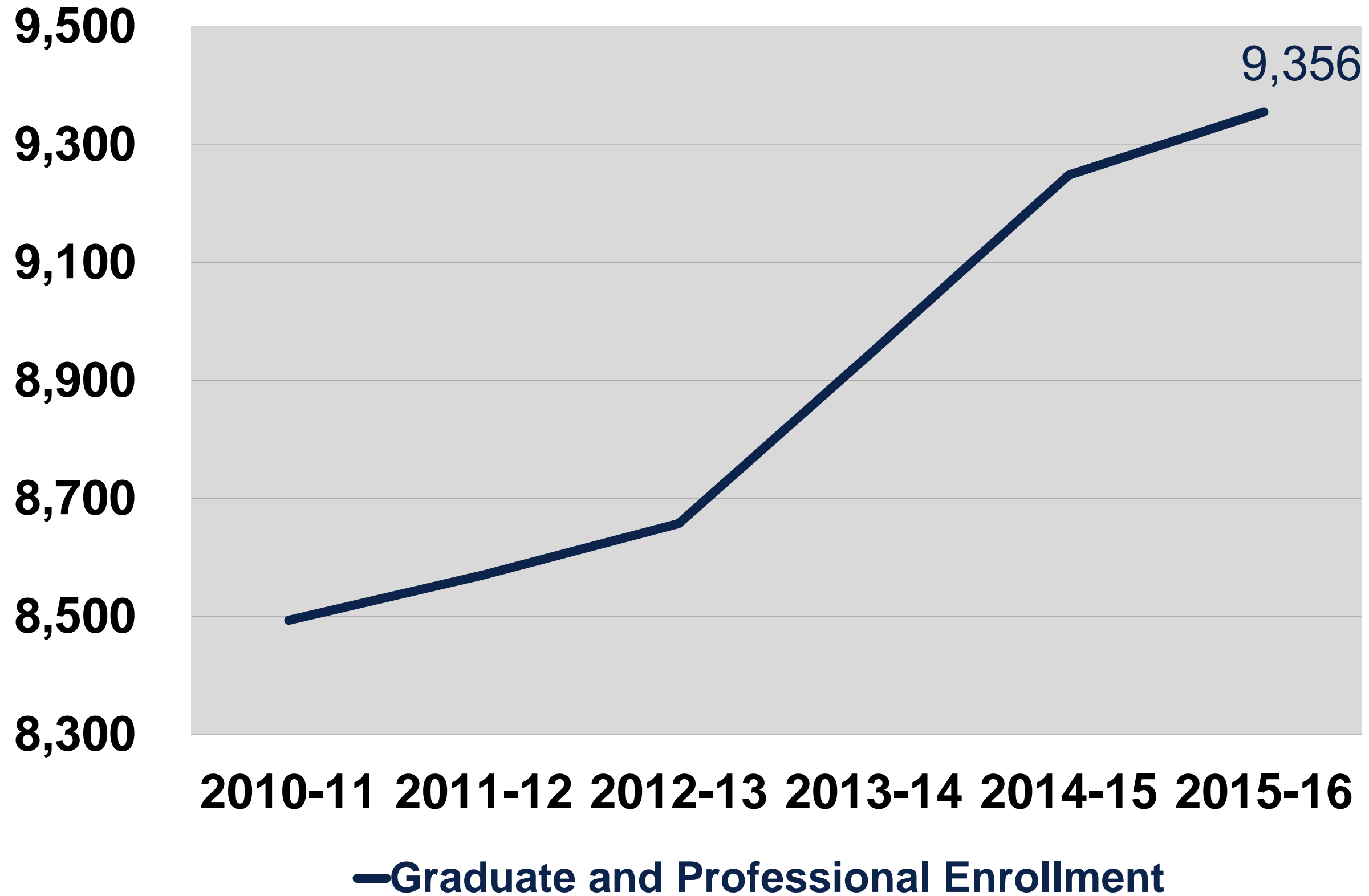
**PROGRESS REPORT ON
ENROLLMENT,
PERSISTENCE, AND
DEGREES**



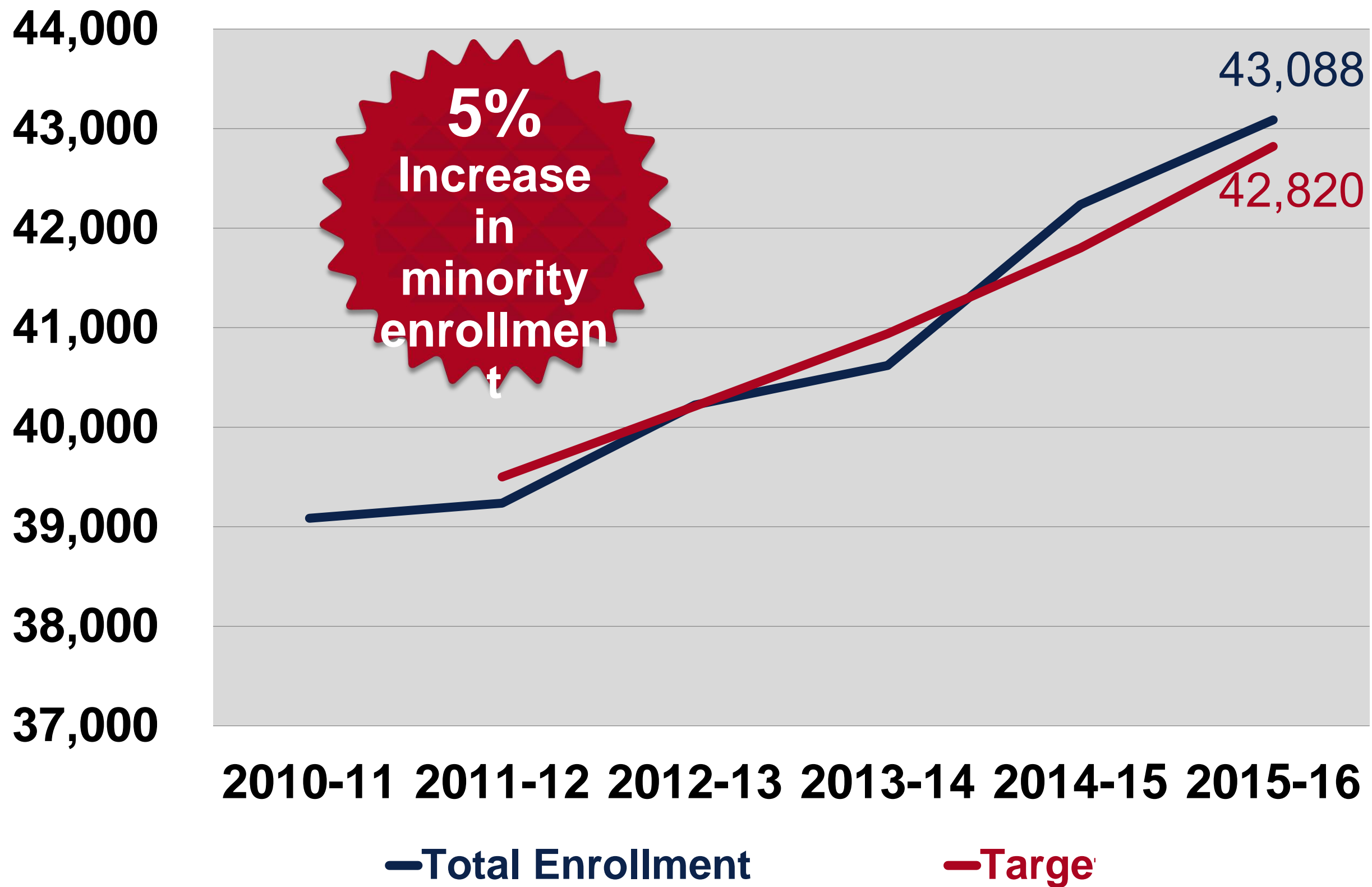
UNDERGRADUATE ENROLLMENT



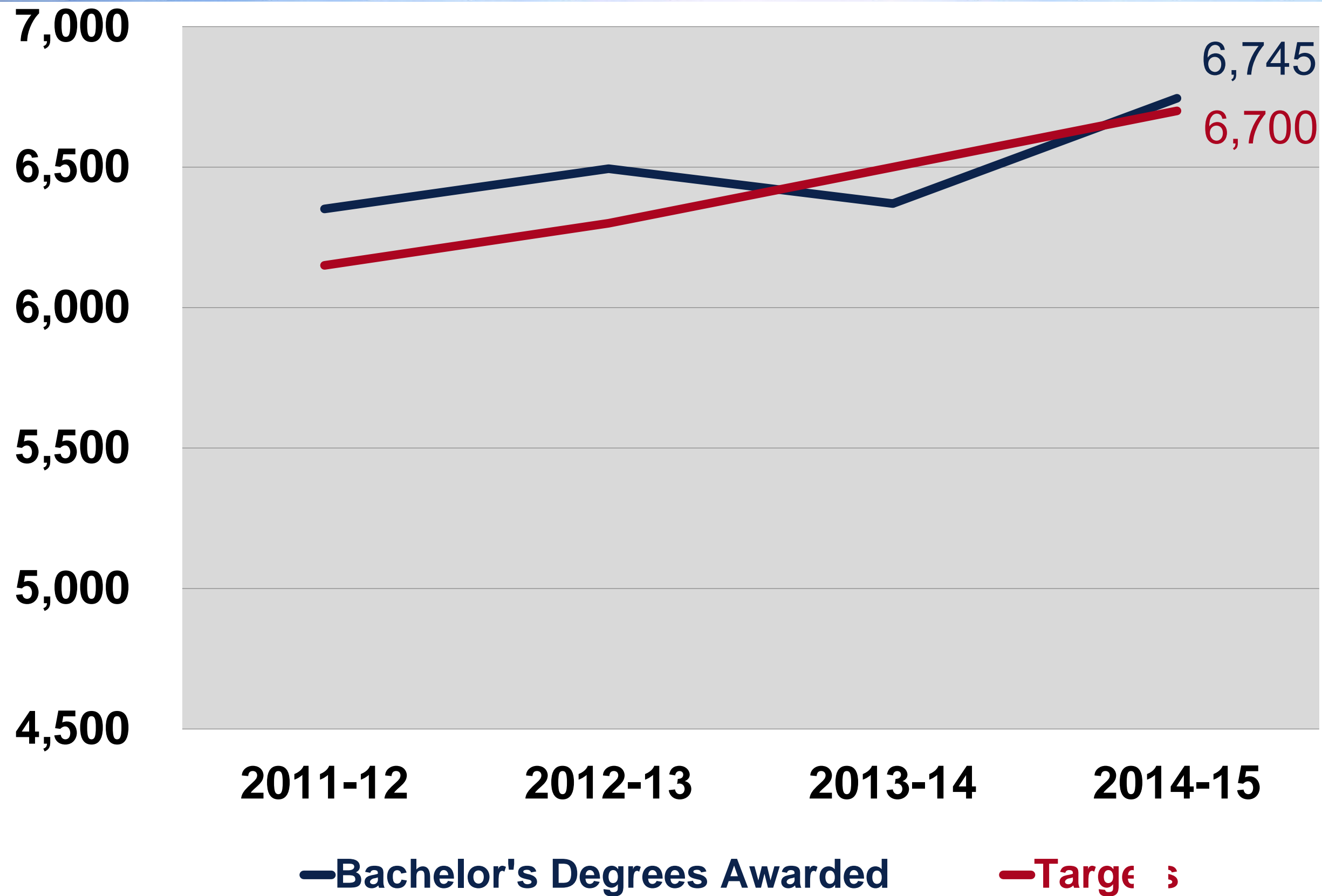
GRADUATE AND PROFESSIONAL ENROLLMENT



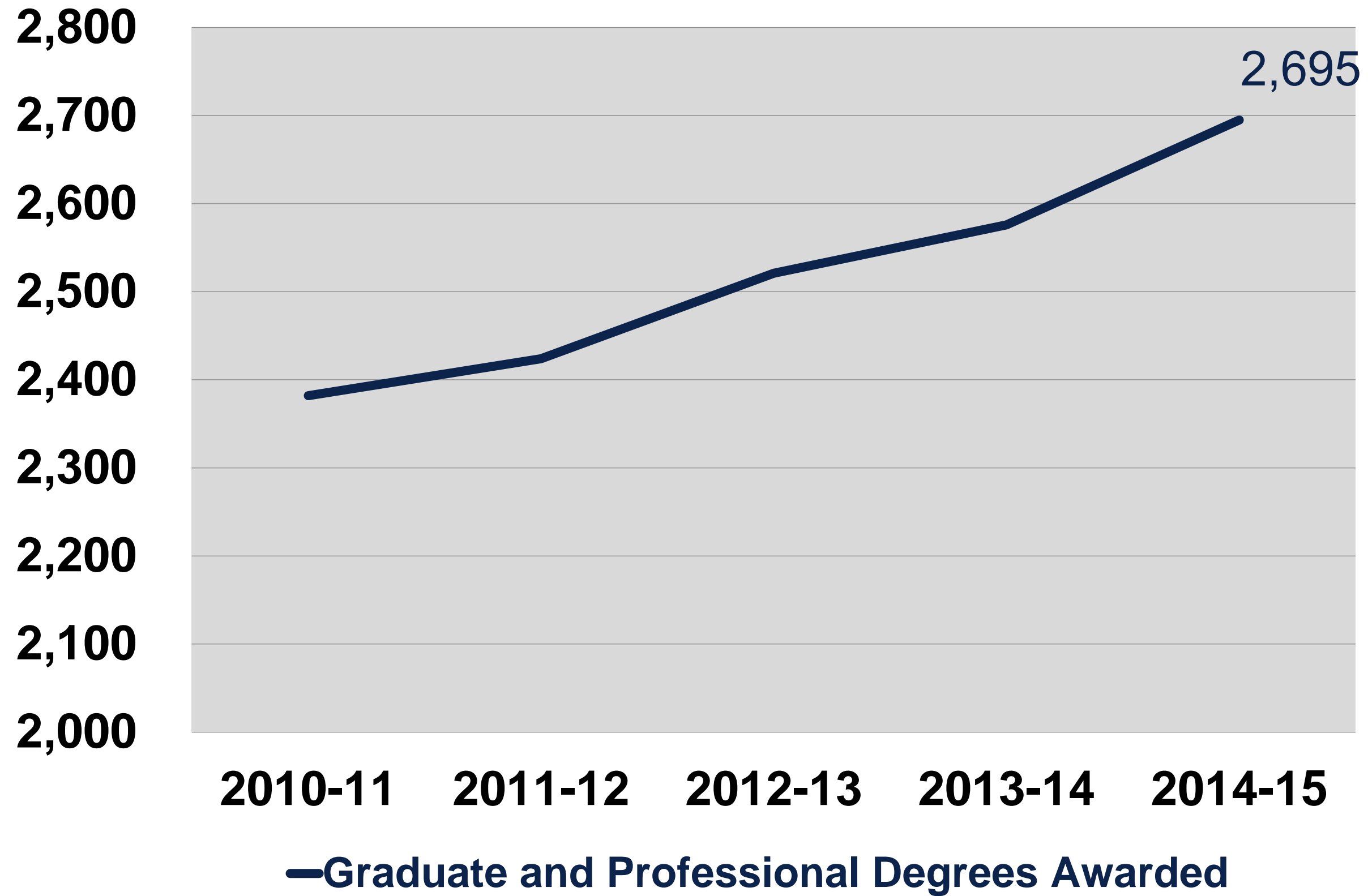
TOTAL ENROLLMENT



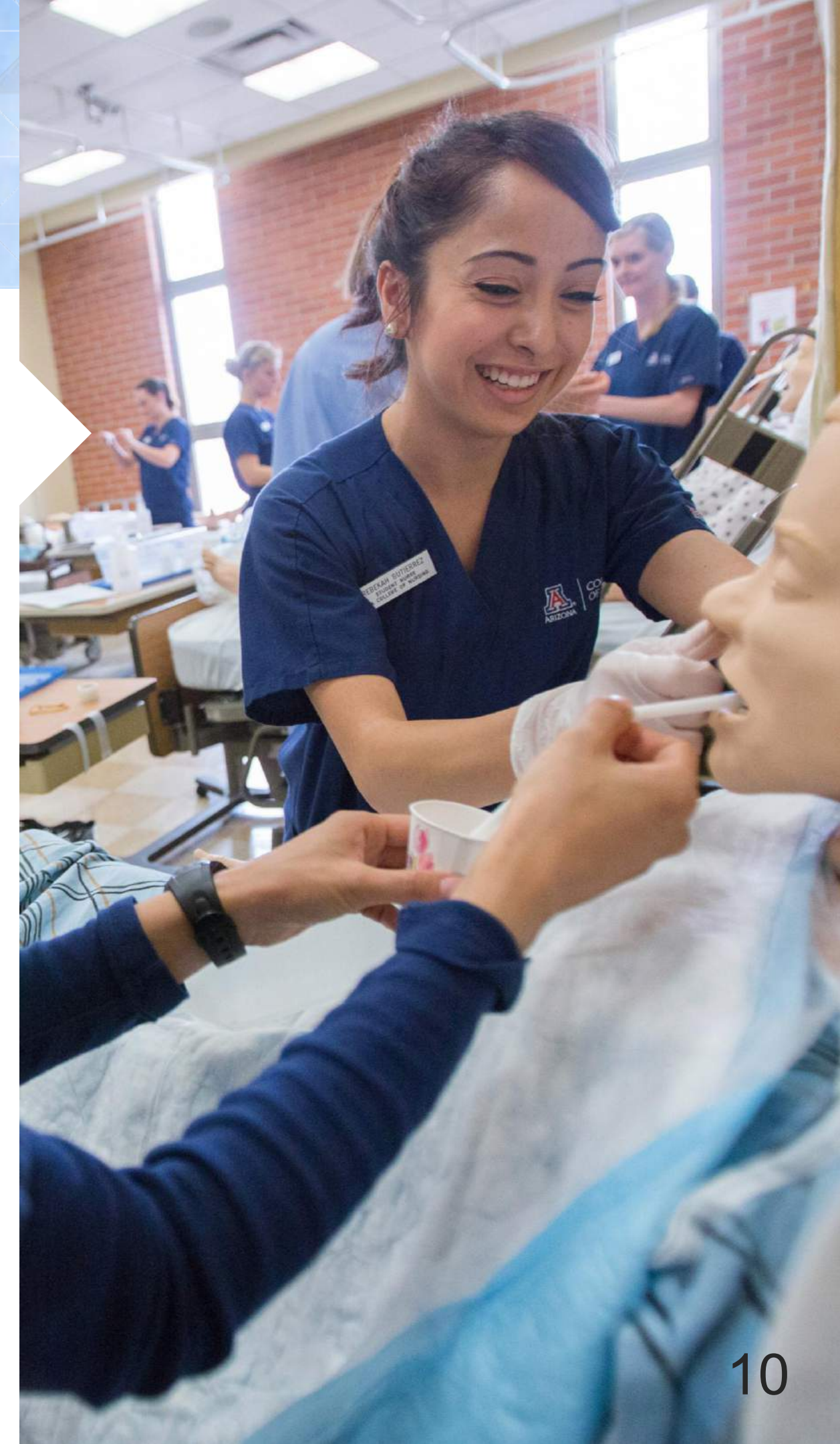
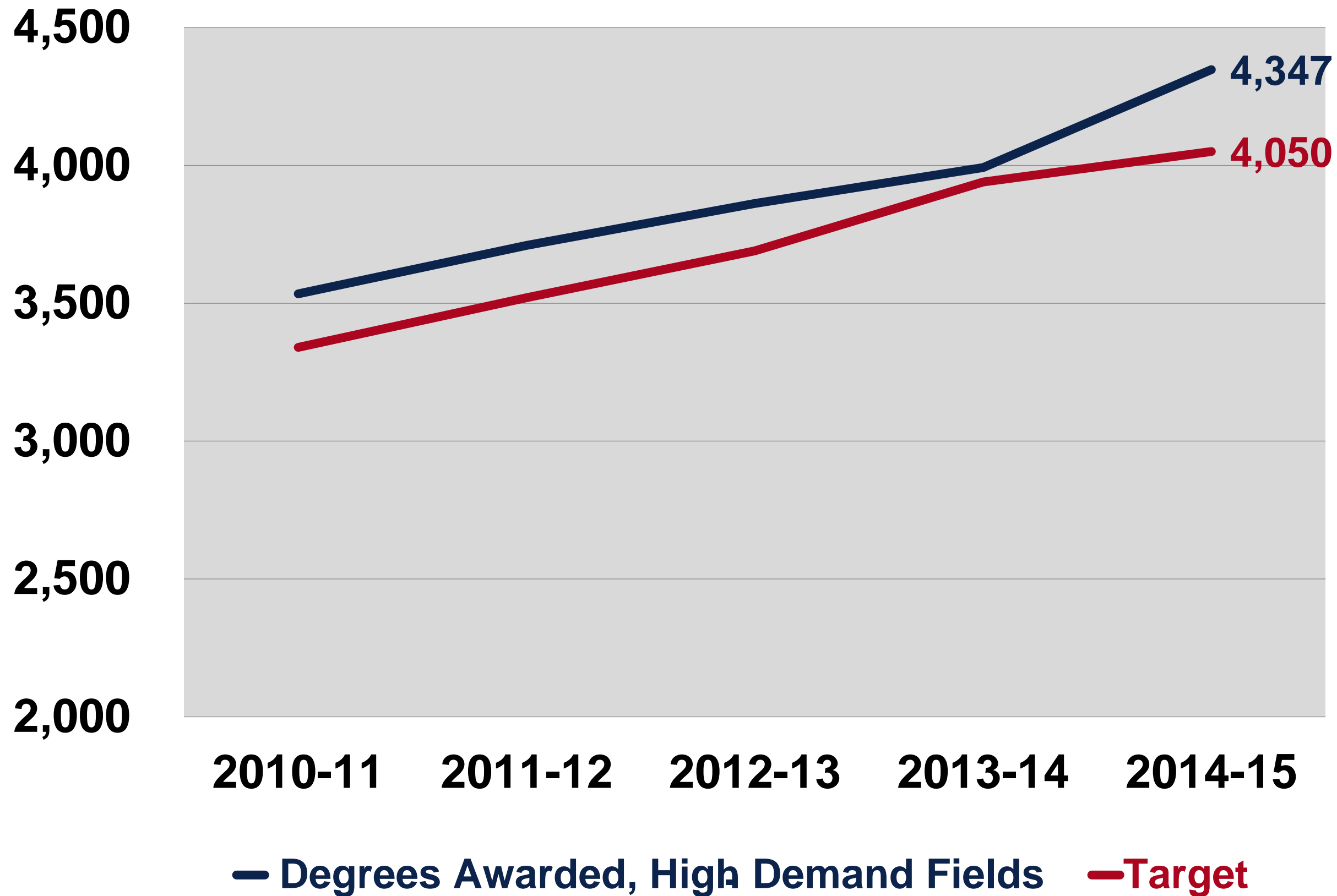
BACHELOR'S DEGREES AWARDED



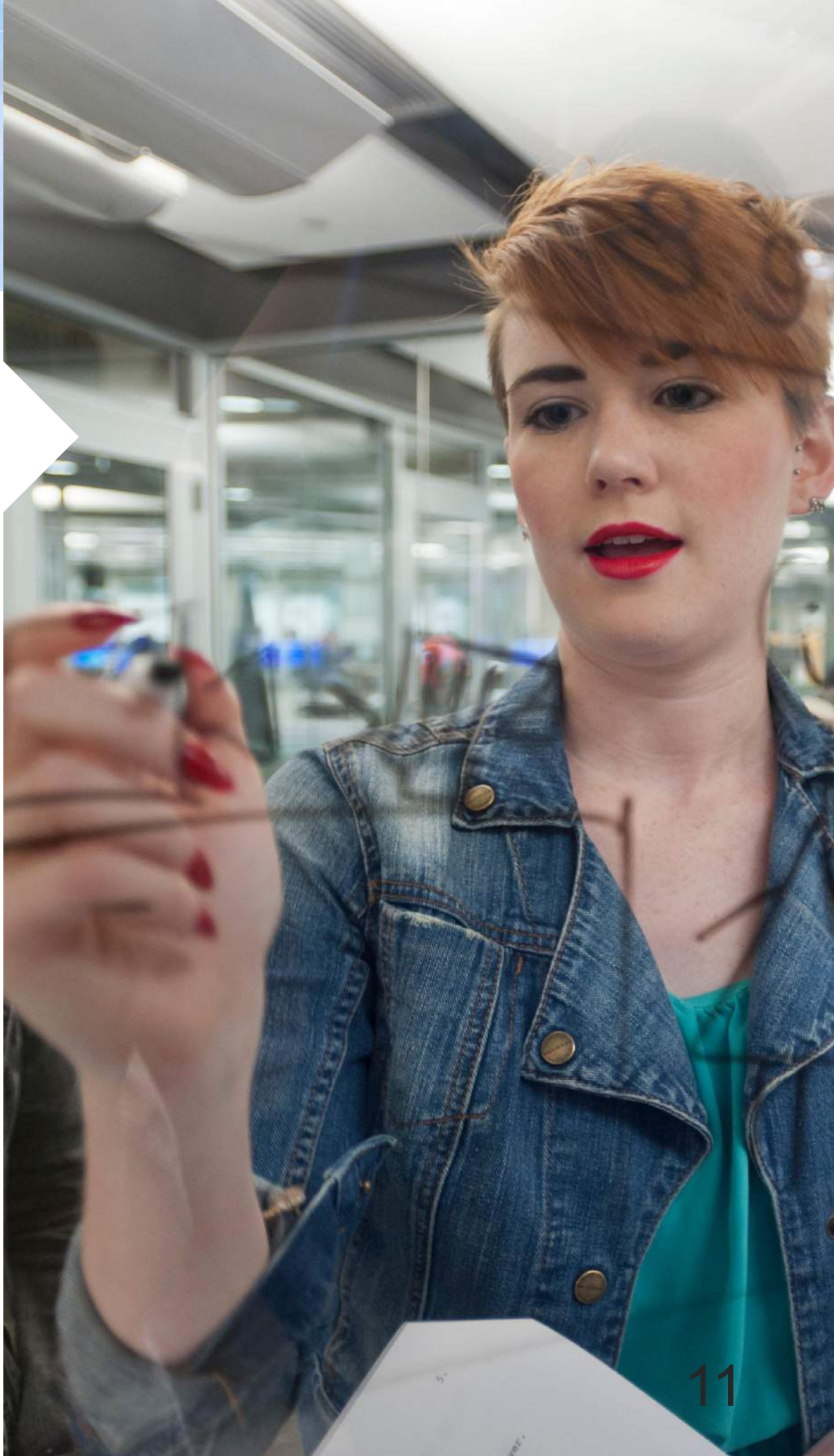
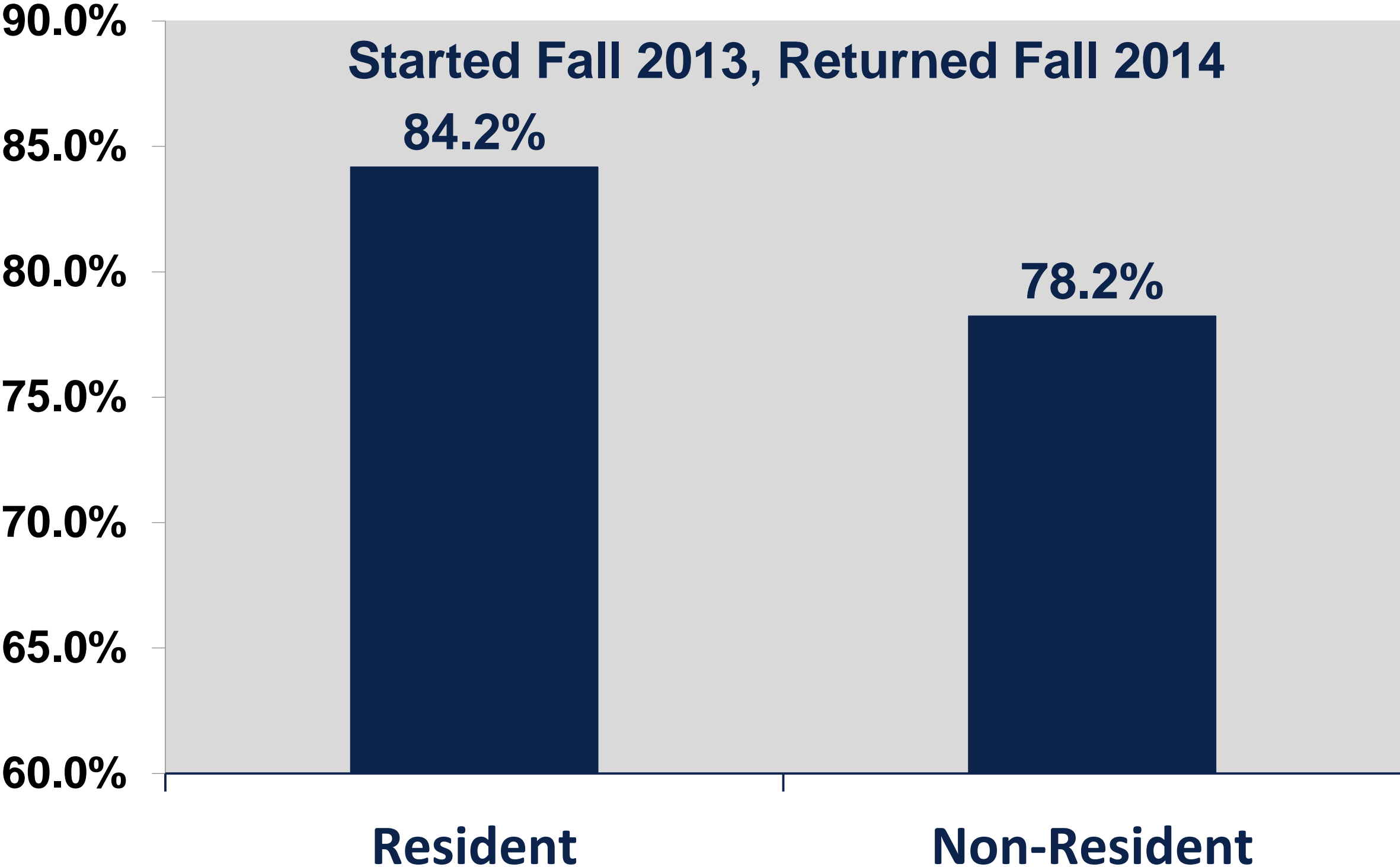
GRADUATE AND PROFESSIONAL DEGREES AWARDED



DEGREES AWARDED IN HIGH-DEMAND FIELDS



FRESHMAN RETENTION



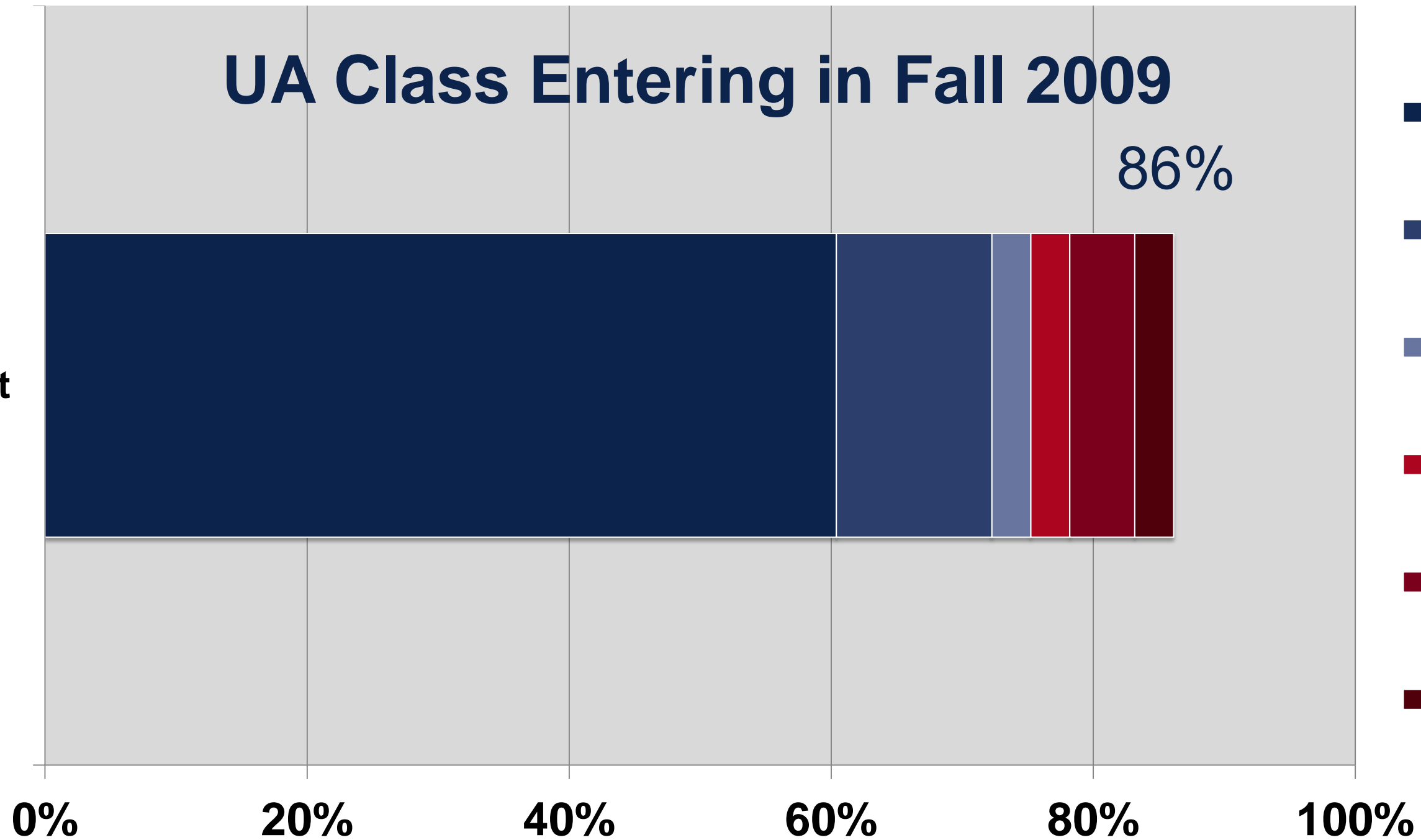
STUDENT ACHIEVEMENT MEASURES



UA Class Entering in Fall 2009

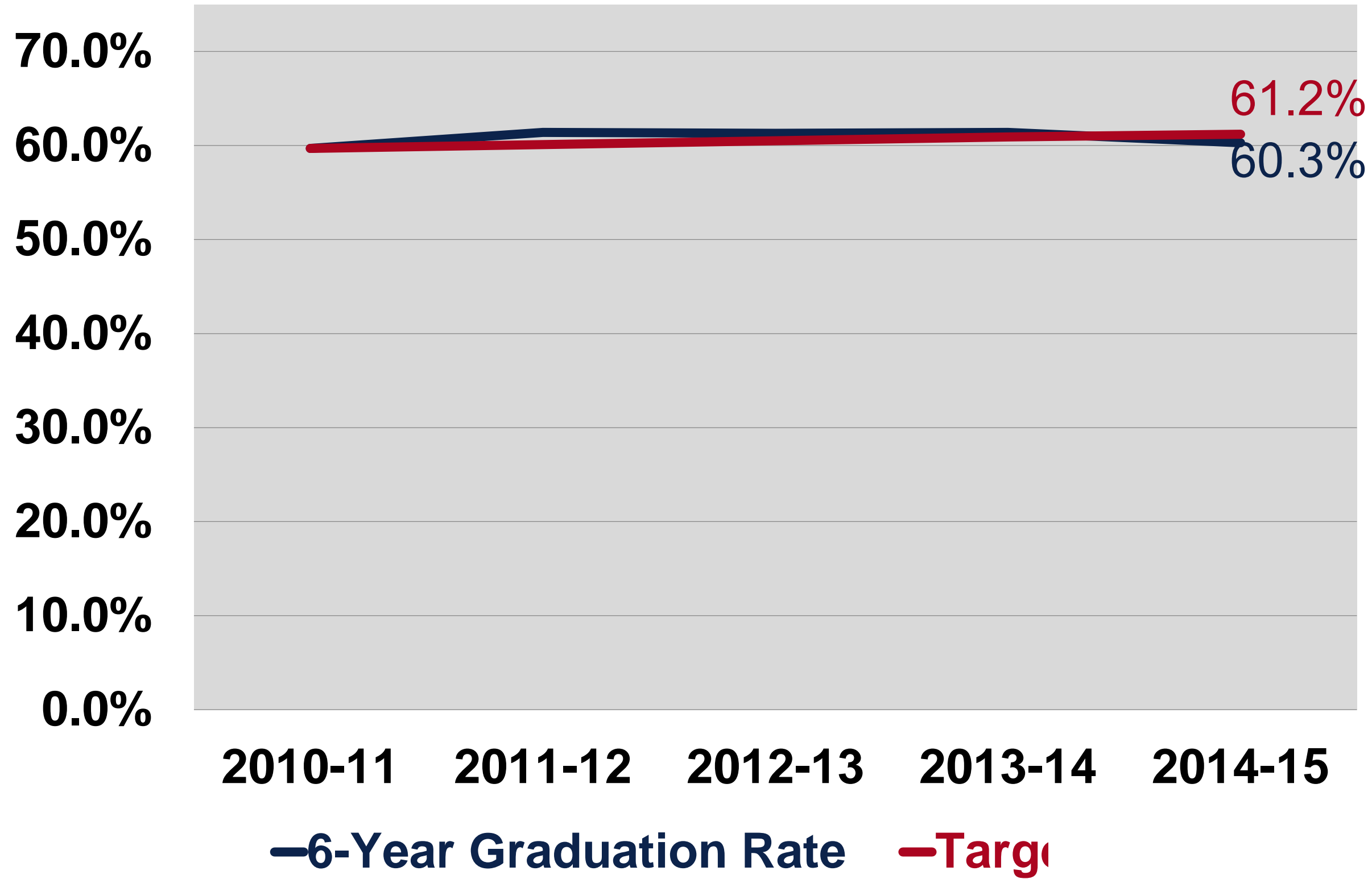
86%

Freshman
6-Year Snapshot



- 4-year degree from UA
- 4-year degree from other institution
- 2-year degree from other institution
- Retained at UA
- Retained at other 4-year institution
- Retained at other 2-year institution

SIX-YEAR GRADUATION RATES

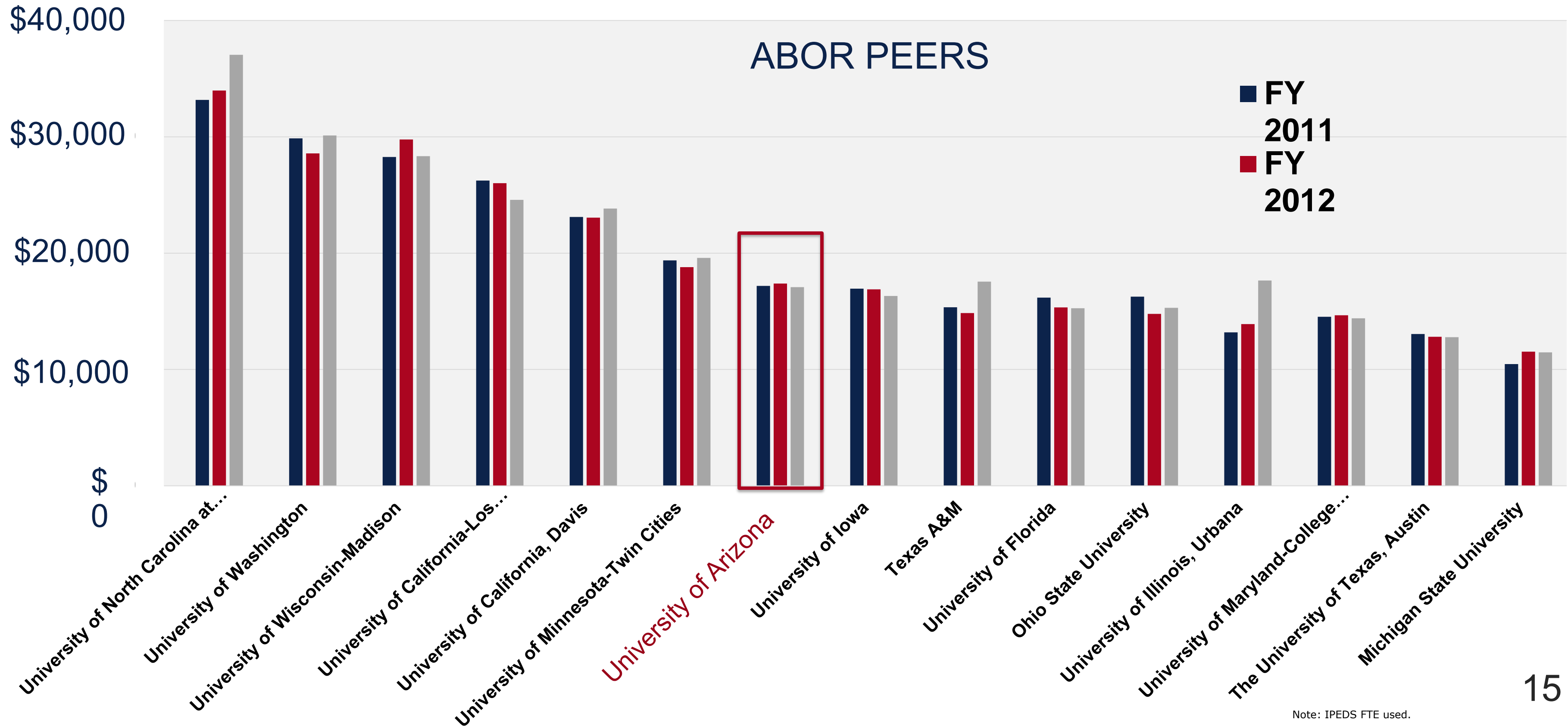


INITIATIVES FOR STUDENT SUCCESS

- New Office of Student Engagement opened
 - Almost 400 new credit- and non-credit Engaged Learning Courses
 - Notation on student's transcript
 - 180% increase in Blue Chip Leadership with capacity for 700 new student participants
 - Online version of Blue Chip Leadership for UA Online students
 - 1,000 freshmen targeted for first-time, signature, four-year engagement experience
- Career Services
 - 10% increase in jobs offered to graduates by

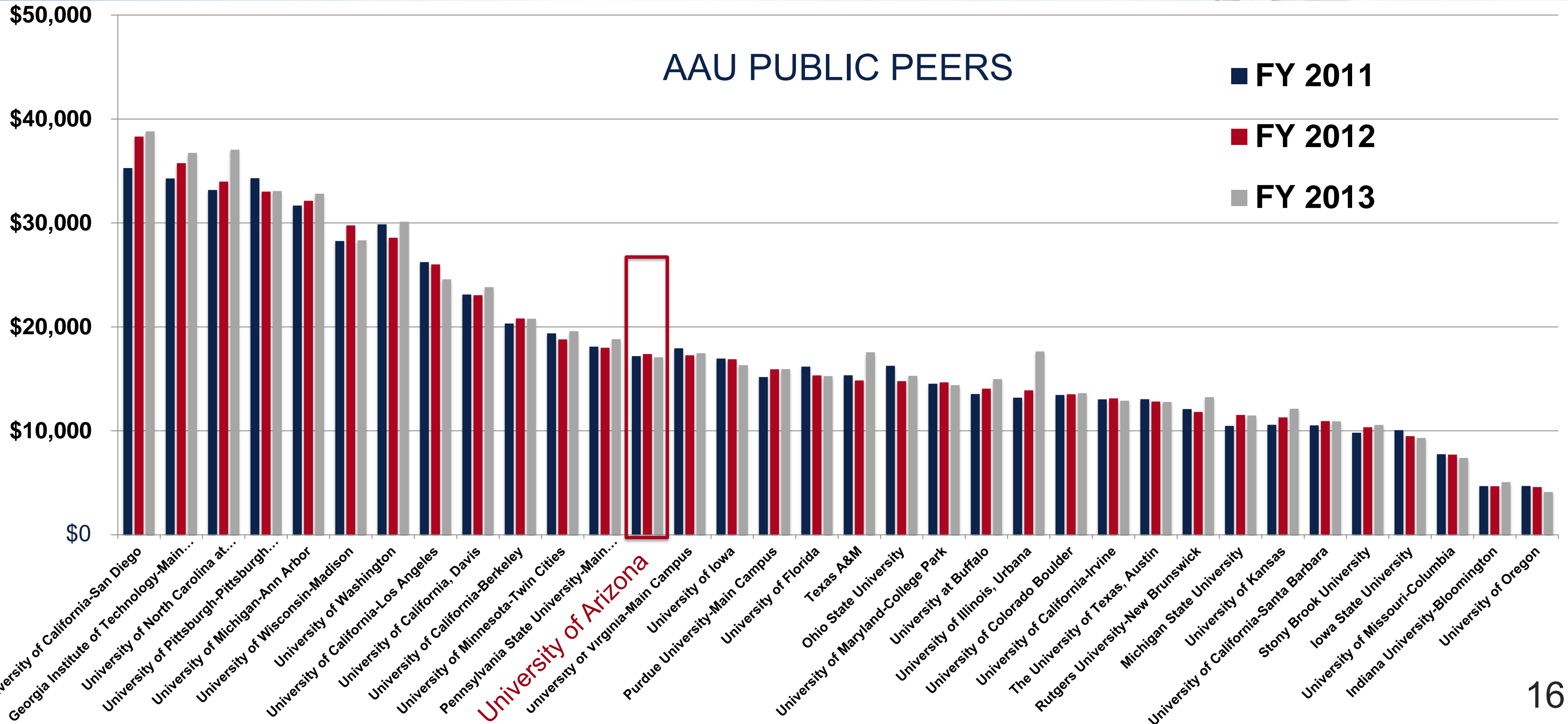


QUALITY STUDENT EXPERIENCE: TOTAL RESEARCH AND DEVELOPMENT EXPENDITURES/STUDENT FTE



Note: IPEDS FTE used.

QUALITY STUDENT EXPERIENCE: TOTAL RESEARCH AND DEVELOPMENT EXPENDITURES/STUDENT FTE



PROGRESS REPORT ON BUSINESS PLAN



BUSINESS PLAN: FISCAL PRINCIPLES

- Revenues exceed expenditures
- Adds to year-end fund balances
- Stays within mandated debt ratios
- Increases days cash on hand



ENGAGING



INNOVATING



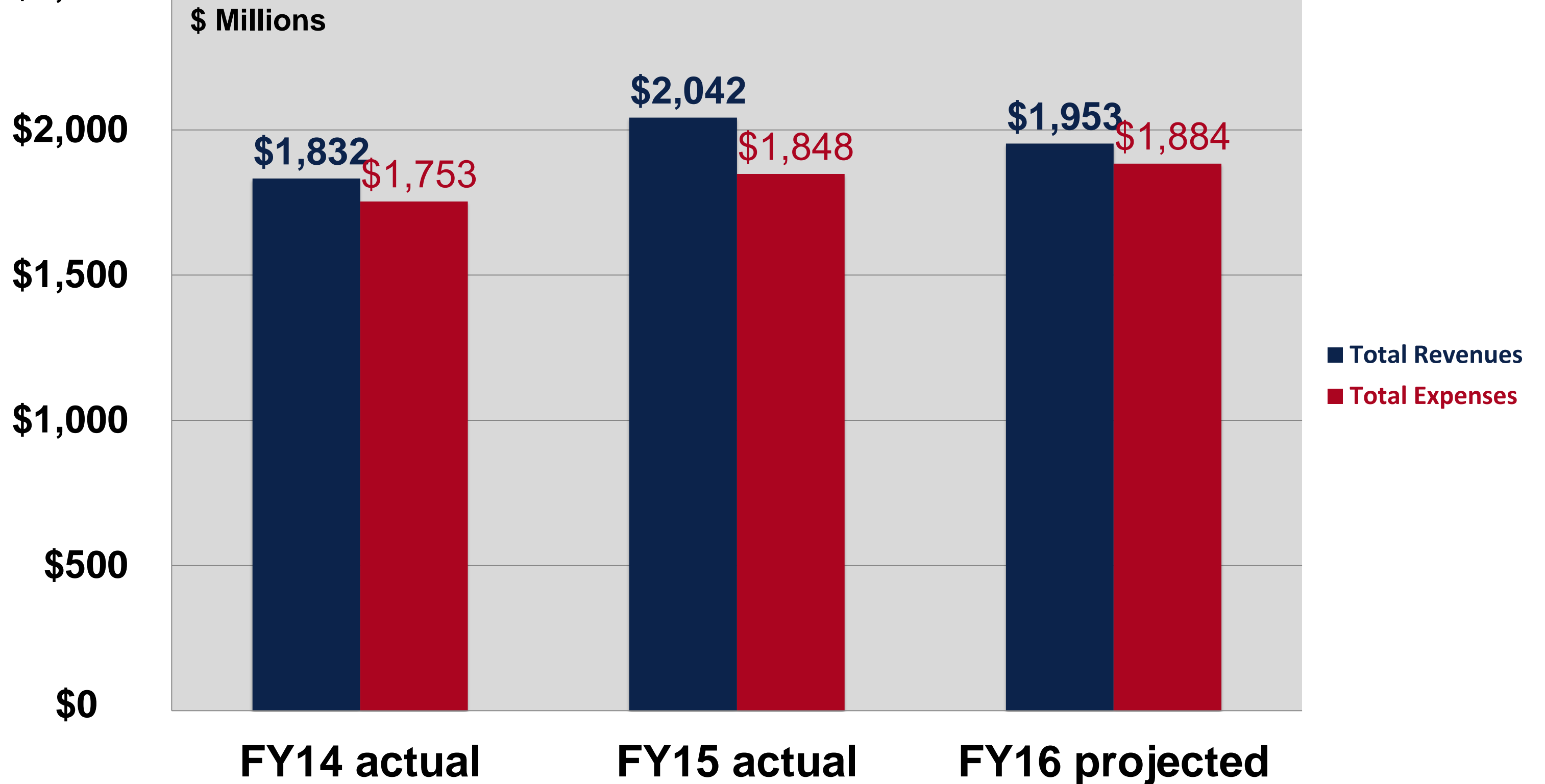
PARTNERING



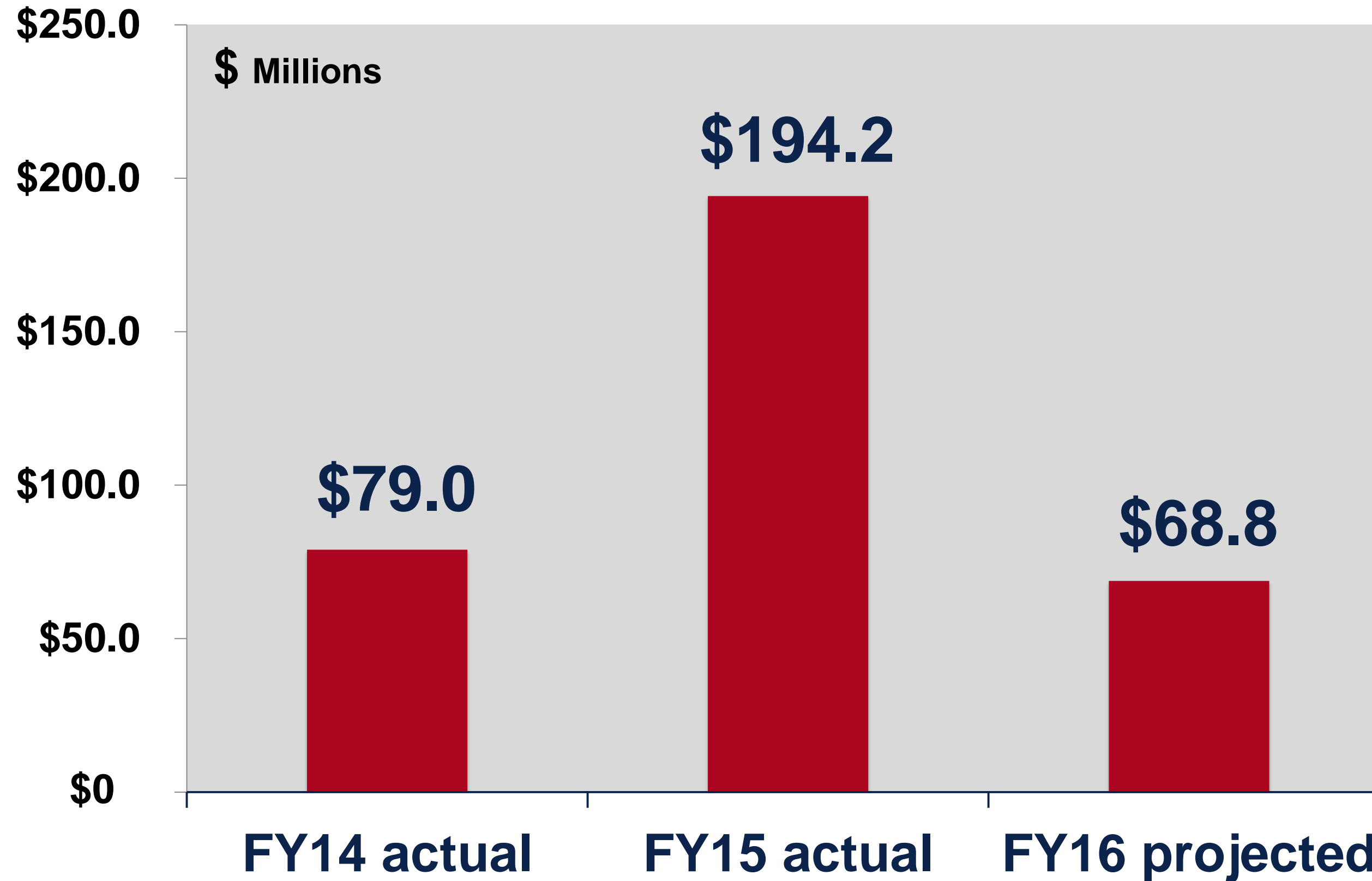
SYNERGY

REVENUES EXCEED EXPENDITURES

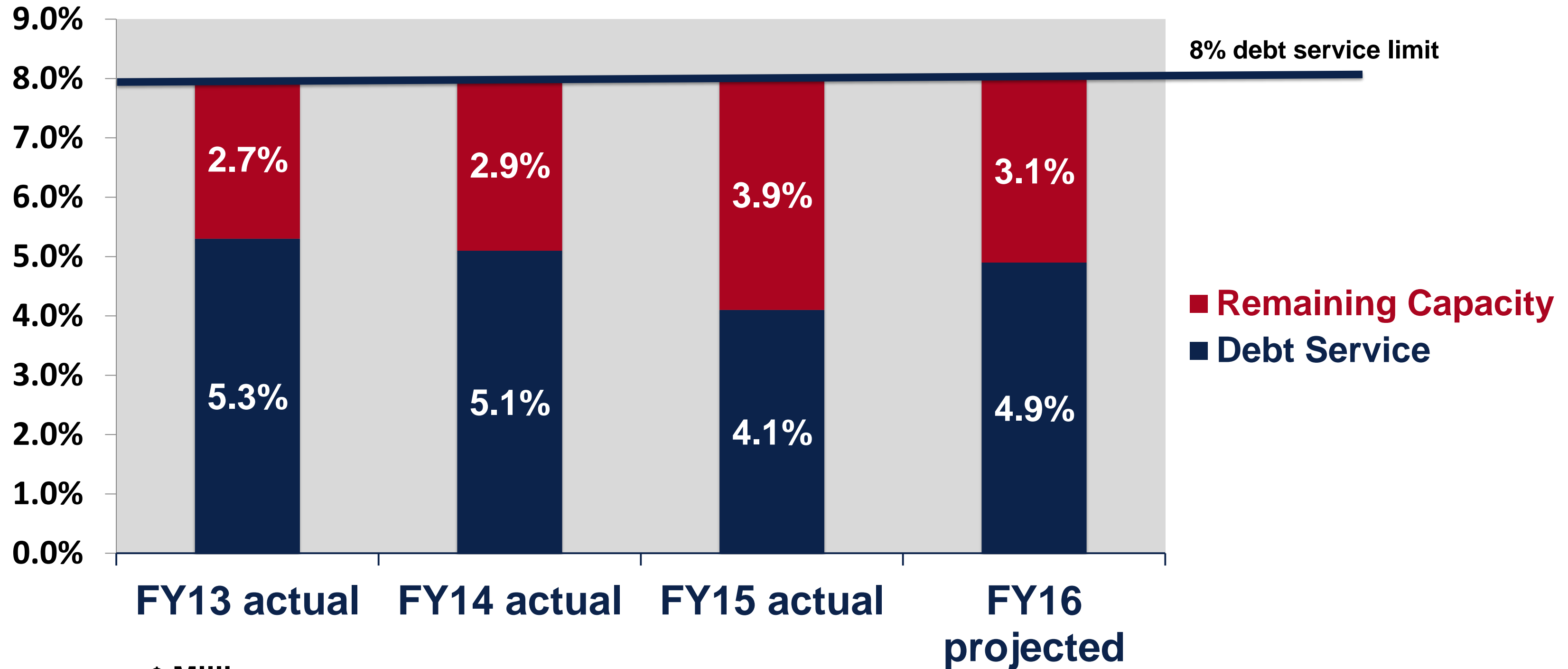
\$2,500



ADDING TO YEAR-END FUND BALANCES

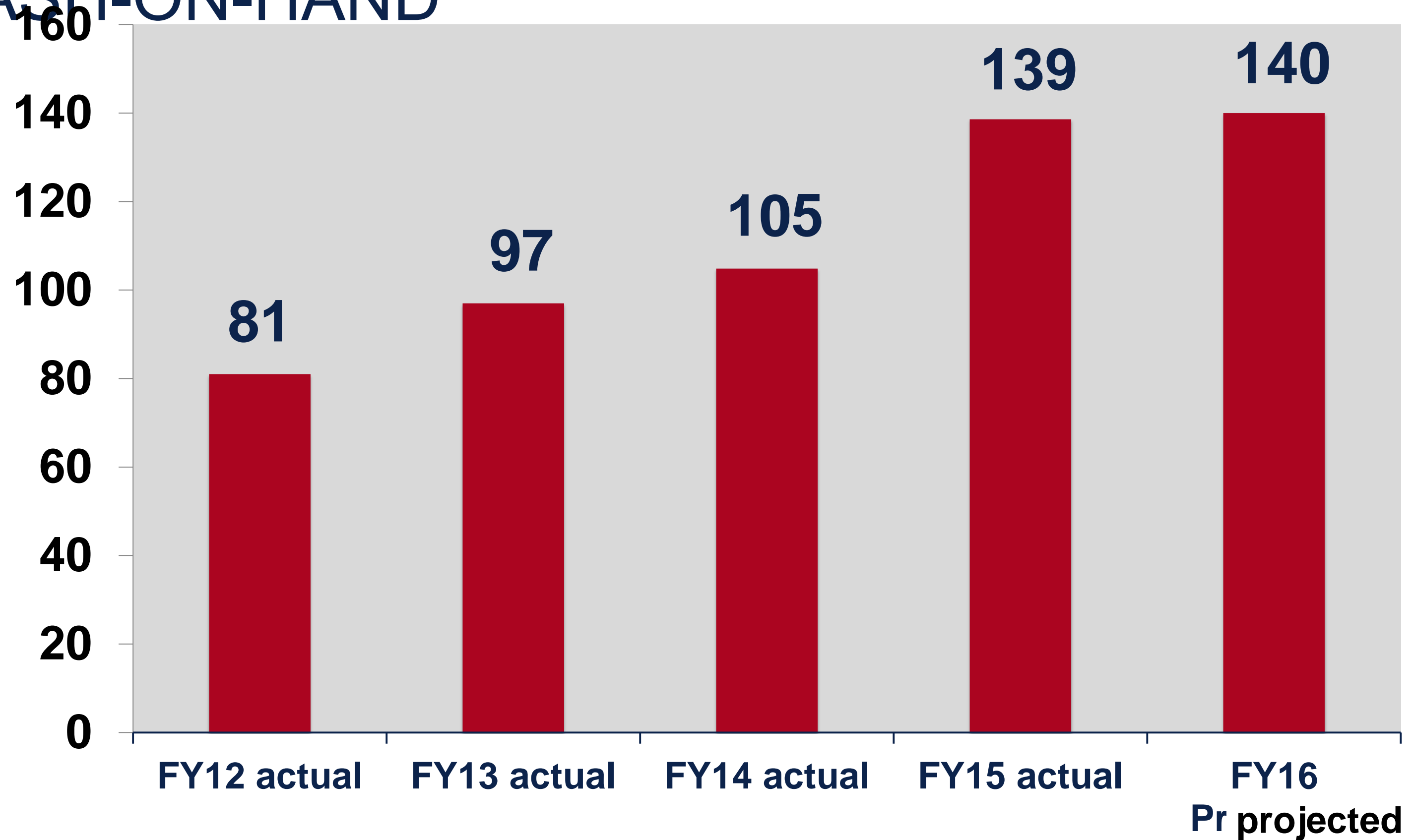


STAYING WITHIN MANDATED DEBT RATIOS

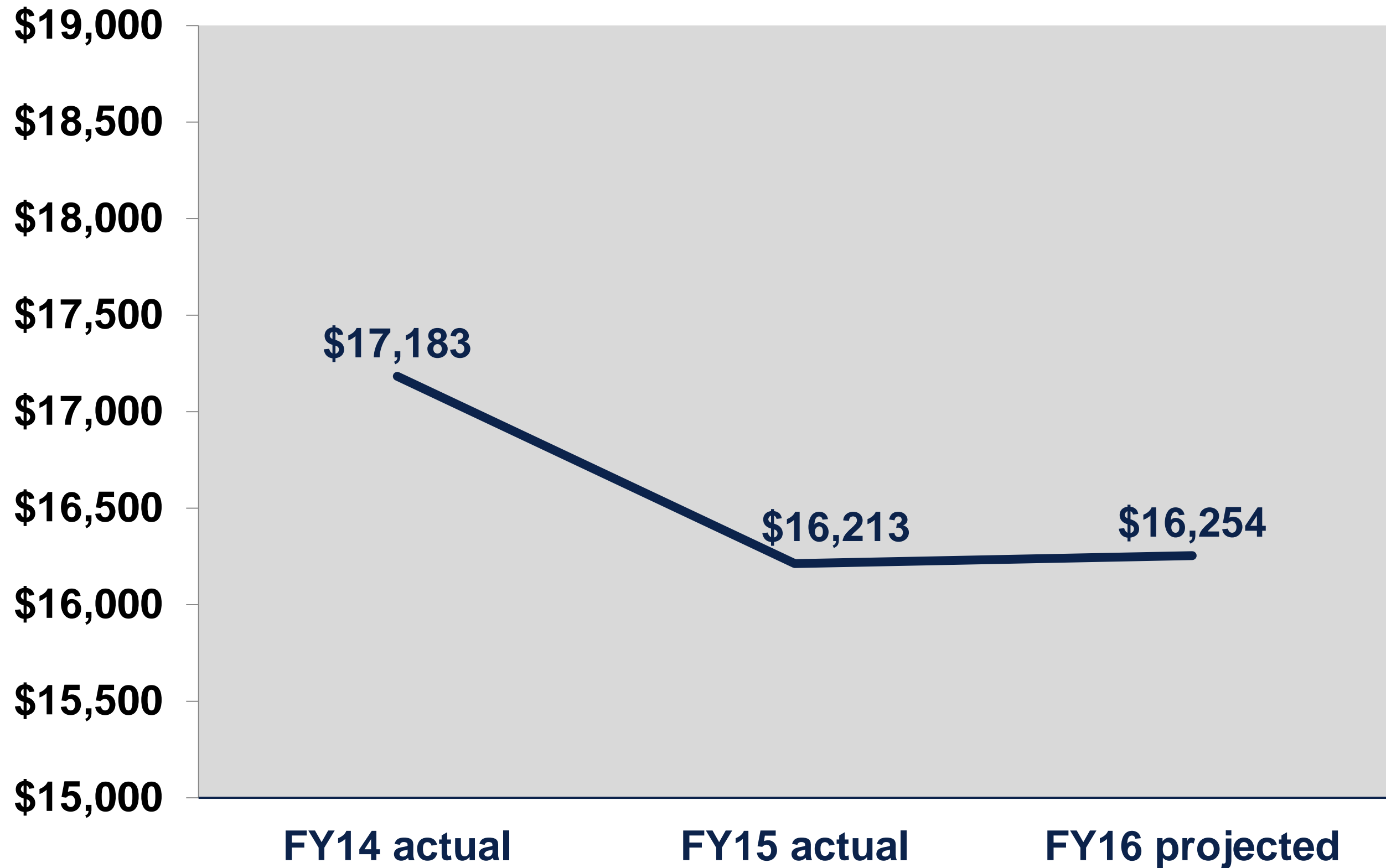


	\$ Millions			
Annual Debt Service	\$89.2	\$88.7	\$76.1	\$91.3
Remaining Borrowing Capacity	\$704.1	\$843.7	\$1,162.0	\$991.8

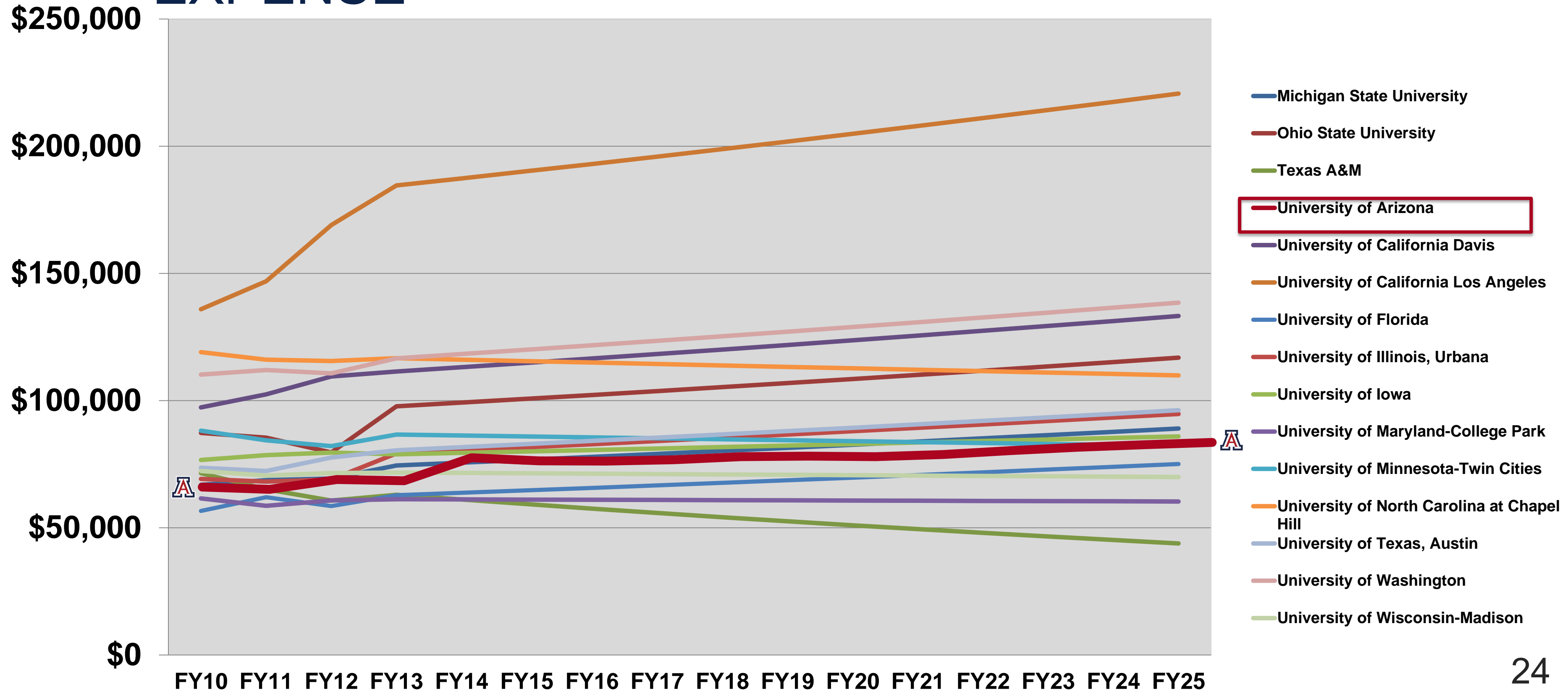
INCREASING DAYS CASH-ON-HAND



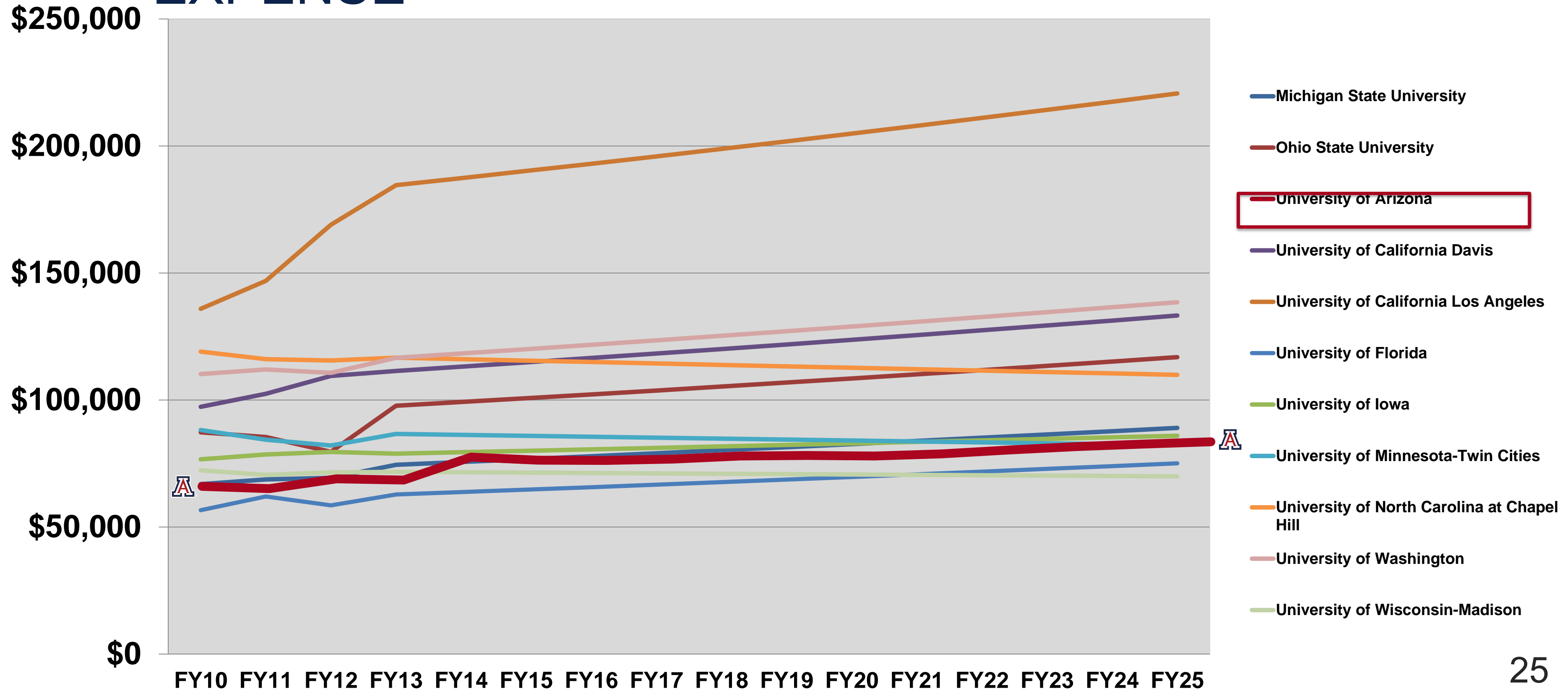
EDUCATION & GENERAL EXPENSES PER RESIDENT STUDENT FTE



PEER COMPARISON DELTA EDUCATION AND RELATED EXPENSE



PEER COMPARISON DELTA EDUCATION AND RELATED EXPENSE





THE UNIVERSITY
OF ARIZONA
HEALTH SCIENCES

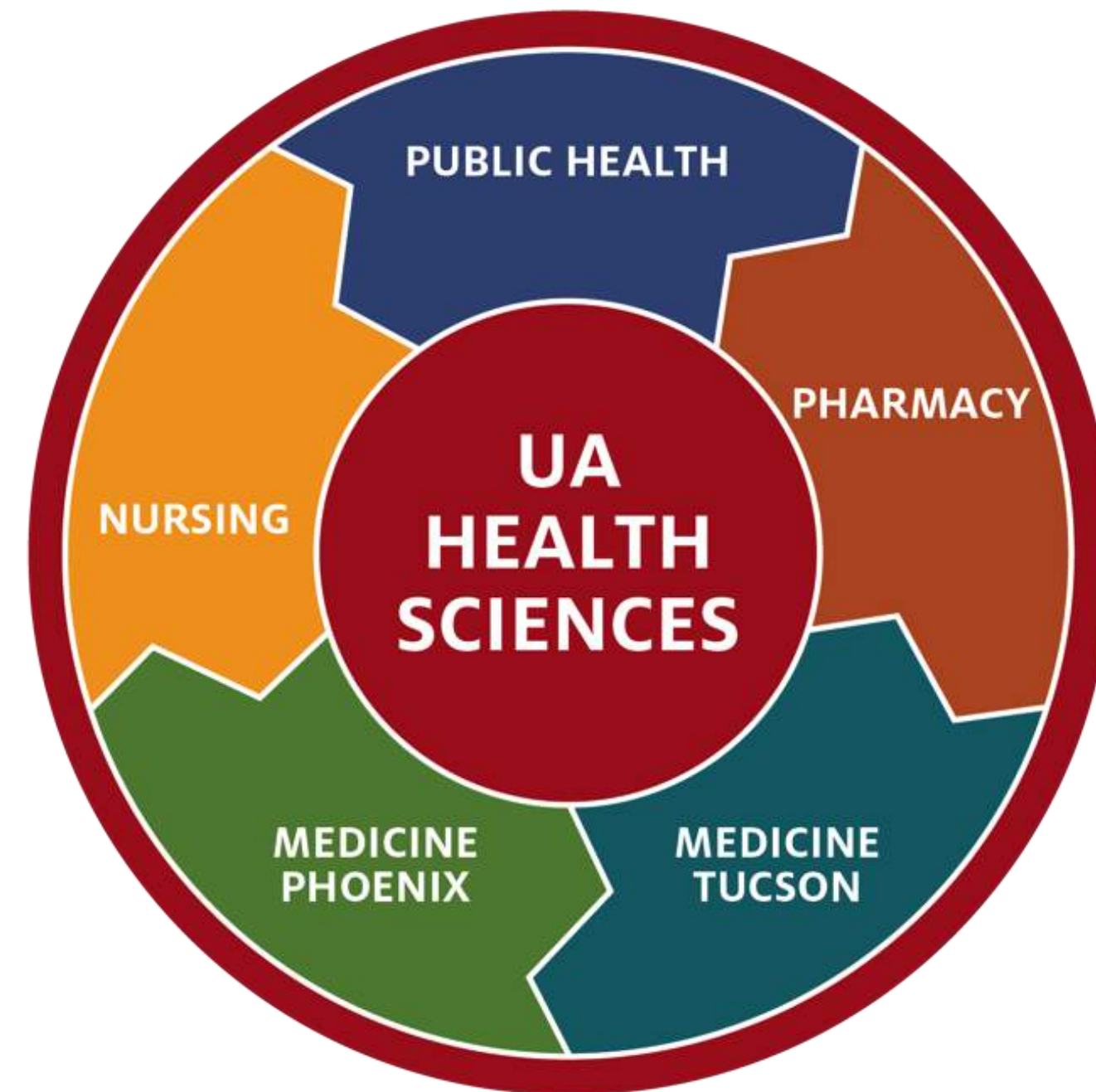
A STRENGTHENED FINANCIAL POSITION

- Academic Enhancement Fund
- Guaranteed annual minimum \$6M funds flow to the Colleges of Medicine for the Alternative Dean's Tax
- Additional Funds Flow will be realized by the Colleges of Medicine
- Banner eliminated UAHN debt (nearly \$146M) mitigating risk concerns in the financial markets of potential negative impact to UA
- Banner's \$500M capital investment in new buildings and facilities in Tucson
- Expanded UA's medical research and teaching opportunities in Phoenix by establishing a bona fide academic medical center

ENHANCING
ARIZONA'S
HEALTH
THROUGH
ACADEMIC
EXCELLENCE

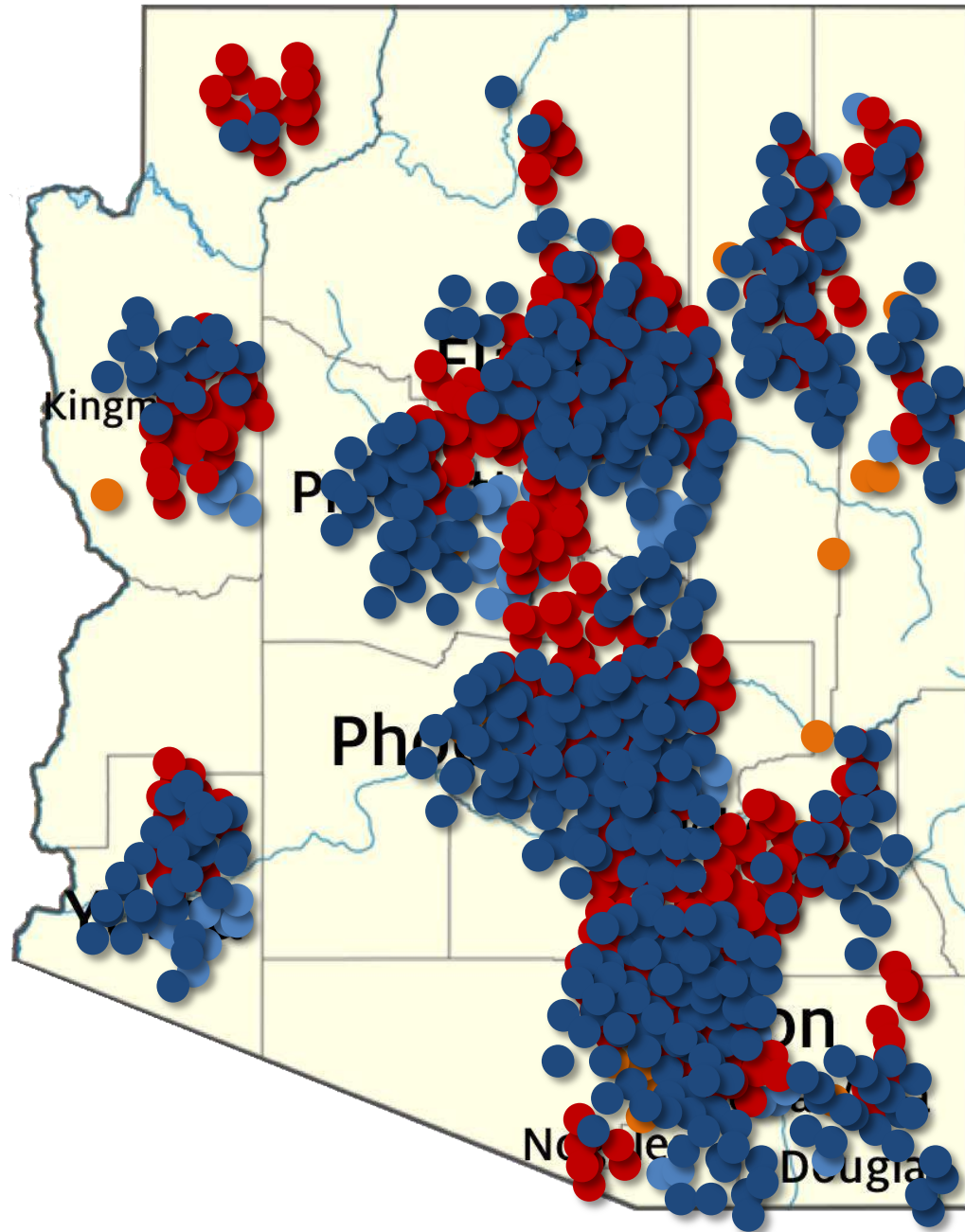


The University of Arizona
Health Sciences





UAHS EDUCATING ARIZONA'S HEALTH CARE PROVIDERS



- 791 MPHs
 - 1,631 PharmDs
 - 3,428 MDs
 - 4,497 RNs, DPNs
-
- 10,347 TOTAL**

Current location UAHS graduates

EDUCATED OR TRAINED

ONLY

25%

of Arizona Physicians

MD-Granting Medical Schools in Arizona

EDUCATED

20%

of Arizona PharmDs and Pharmacists

>50%

of UAHS-Trained Physicians Stay in Arizona

EDUCATED

10%

of Arizona Nurses & Nurse Practitioners



INCREASINGLY UAHS HEALTH PROFESSIONAL DIVERSITY



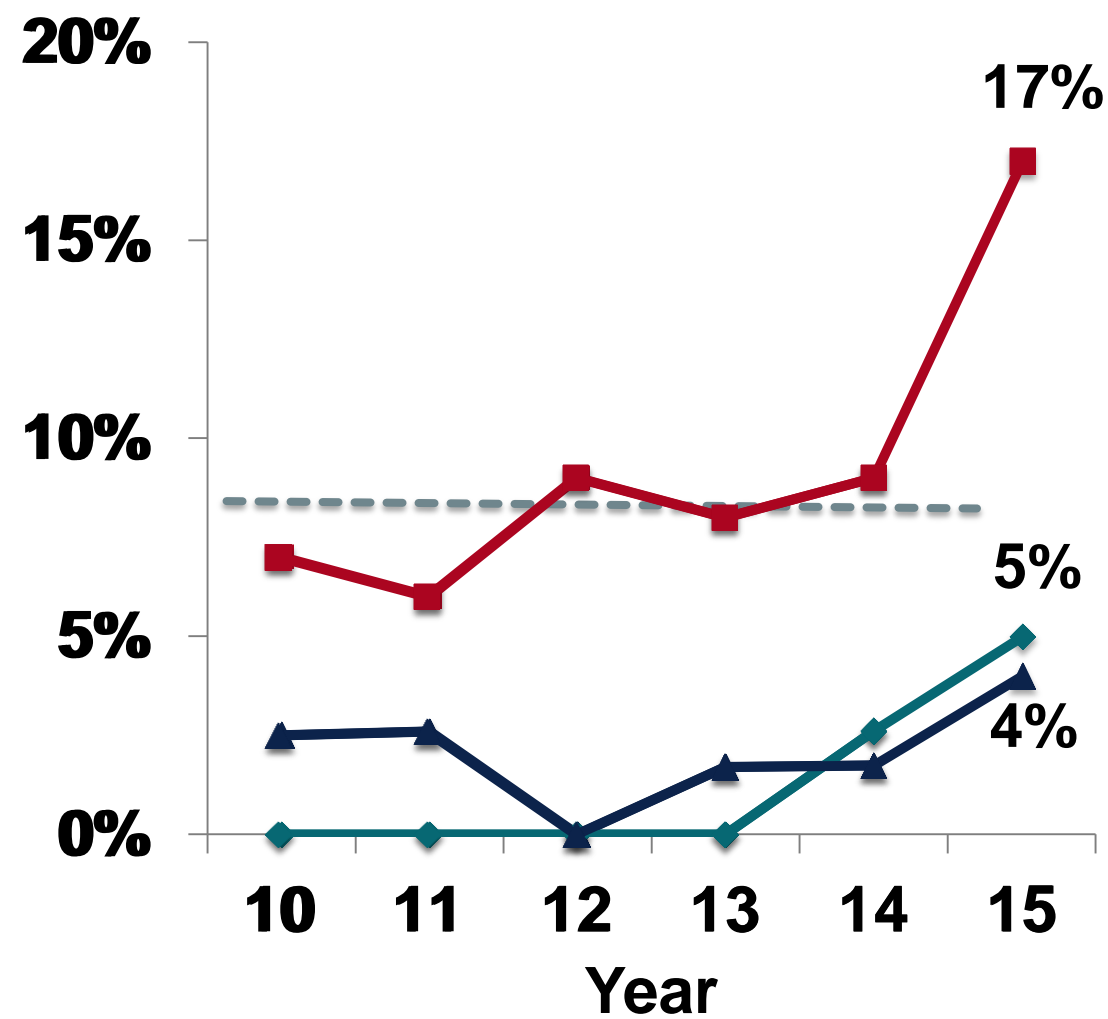
INCOMING STUDENTS

■ Hispanics

◆ American Indian/Alaska Native

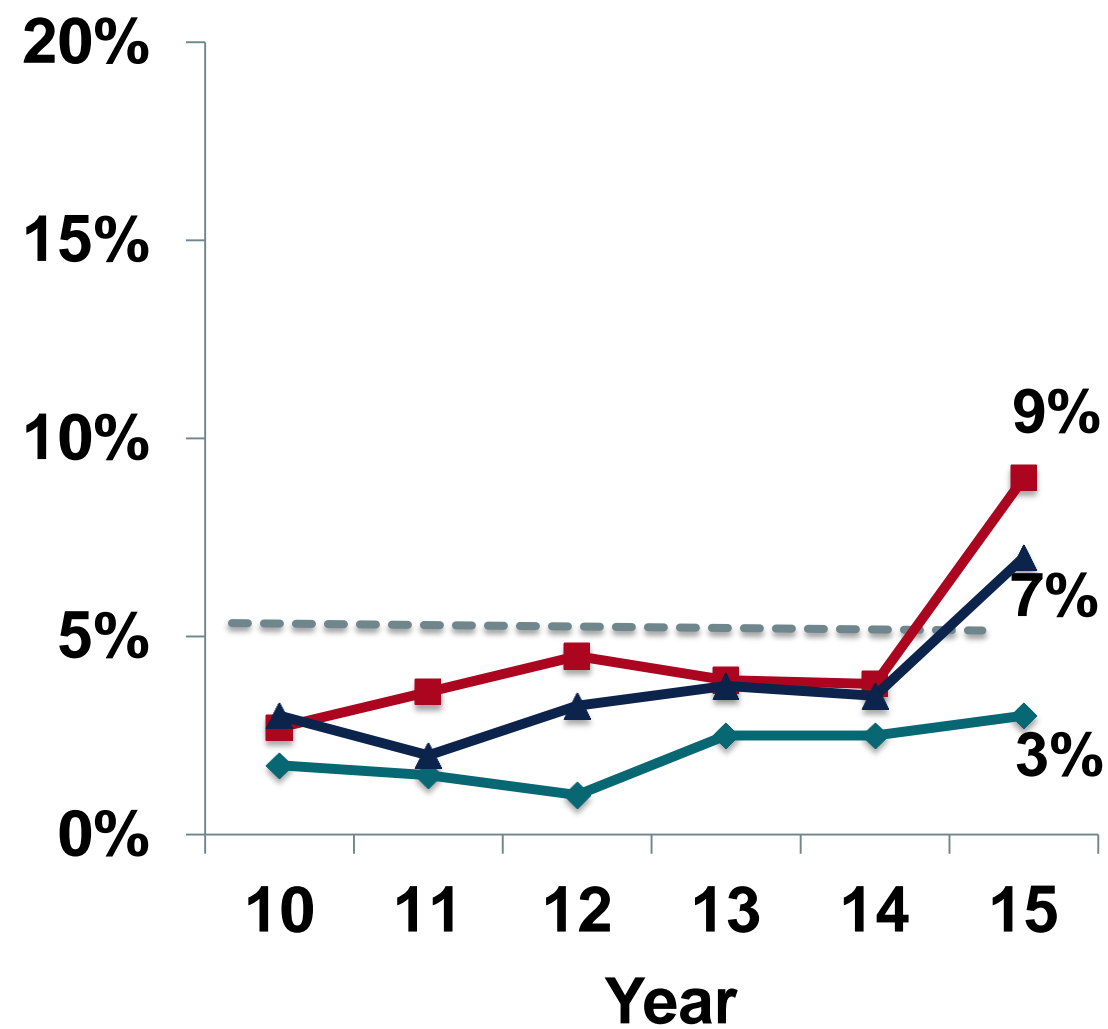
▲ E Black/African American

Colleges of Medicine (Tucson & Phoenix)



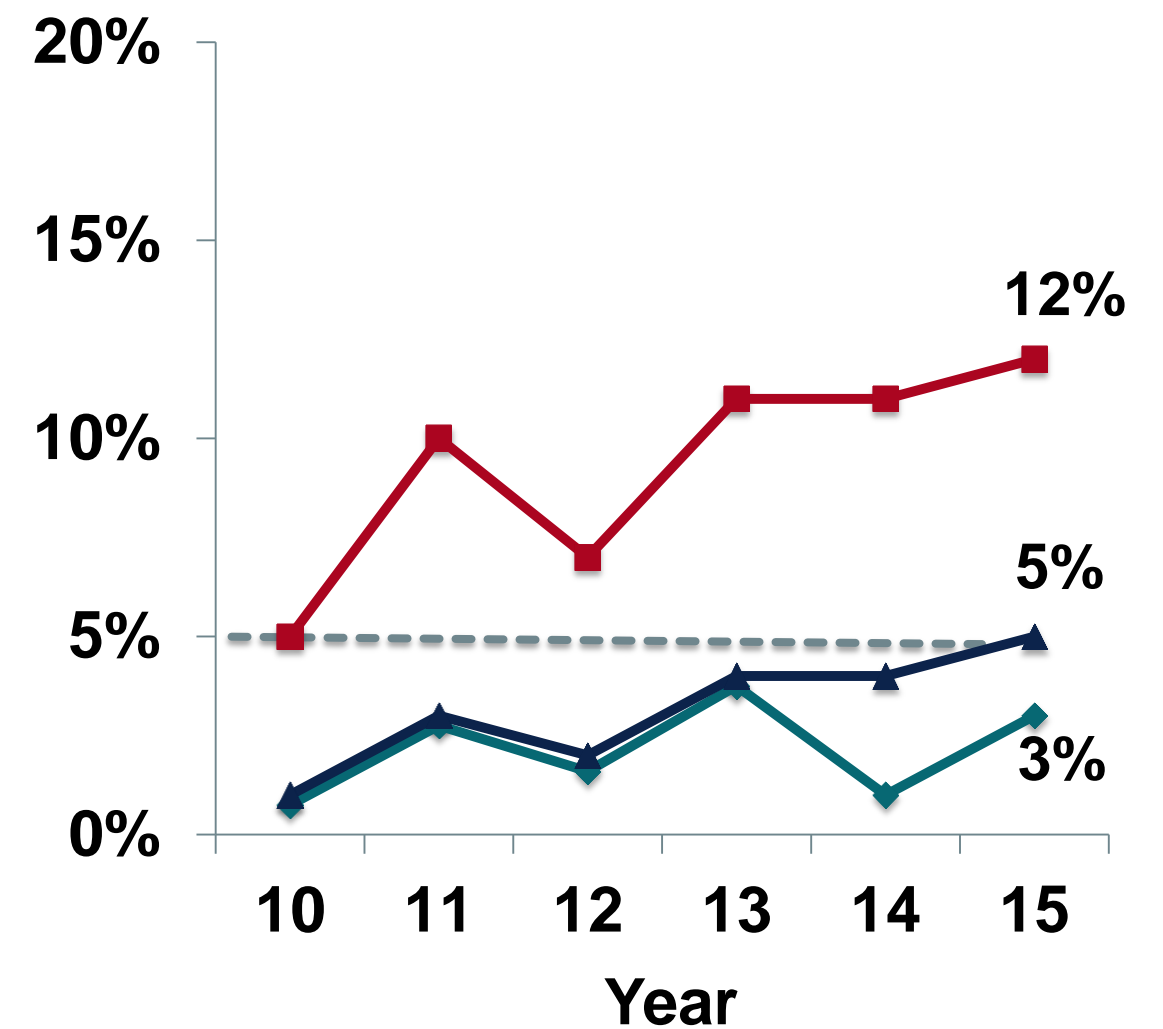
Hispanic National Average (8.6%)

College of Nursing



Hispanic National Average (5.2%)

College of Pharmacy



Hispanic National Average (5.1%)



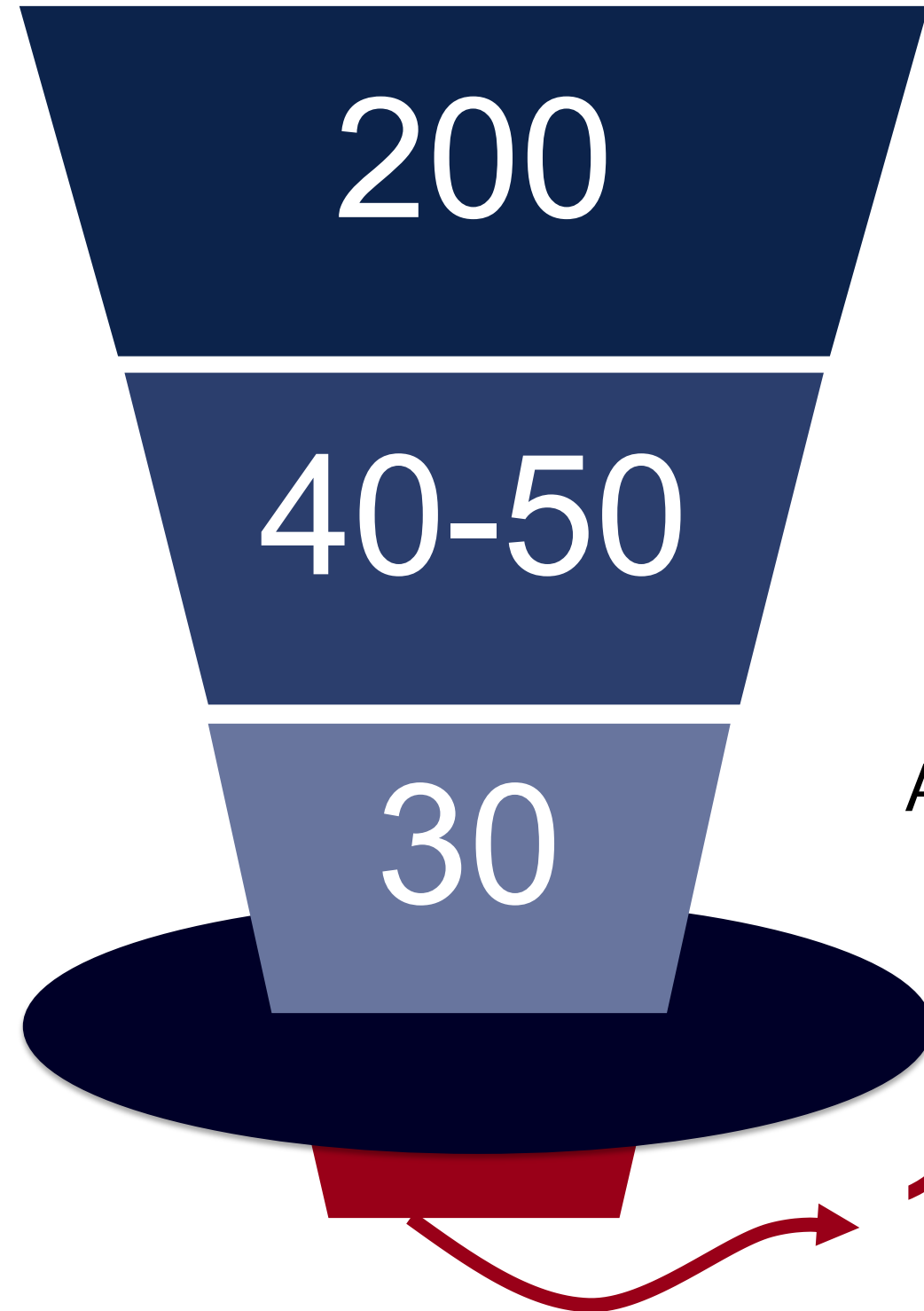
DIVERSITY IN ARIZONA'S HEALTH CARE WORKFORCE



- A diverse health care workforce is critical to addressing Arizona's significant state-wide health disparities.
- Minority physicians are much more likely to treat minority patients and to serve in rural and underserved areas.
- Minority patients prefer physicians of their own race or ethnicity and exhibit improved **health outcomes** when they have minority health providers.
- In the US, the gap between the % of minority physicians and the % US minority population has 31 widened



CRISIS IN GRADUATE MEDICAL EDUCATION – RESIDENTS



UA Colleges of Medicine
4th Year Students

UA COM Grads in a Surgery
Residency (20-25%)

Available AZ Surgery Residency Slots
(2/3 UA programs)

10-20 UA COM Grads **Leaving Arizona**
(unlikely to return)

(This assumes that all residency slots went to UA grads)



CRISIS IN GRADUATE MEDICAL EDUCATION – FELLOWSHIPS



AZ Residents Seeking a Cardiology Subspecialty Fellowship

Available AZ Cardiology Fellowship Slots (3/4 UA programs)

AZ Residents Leaving Arizona for Cardiology Fellowships (unlikely to return)

(This assumes that all cardiology fellowship slots went to AZ residents)



INNOVATING

UAHS DISCOVERIES: IMPROVE HEALTH



Clinical Trials

- Asthma
- COPD
- Lung cancer
- Sleep disorders
- Breast cancer
- Chronic kidney disease
- Pulmonary hypertension

Cell-Based Therapies

- Alzheimer's
- Parkinson's
- Ischemic heart disease
- Heart failure

Genetic & Genomic Insights

- Colon cancer
- Acute lung injury
- Pulmonary fibrosis
- Lymphoma

Medical Devices

- Ovarian cancer—early detection
- Diabetes—to improve islet cell transplants
- Ischemic heart disease—“stretchable electronics” in catheters for rapid diagnosis

Novel Precision Therapies

- Analgesics for cancer patients
- Disease-reducing drugs for lung fibrosis
- Antibody-based therapies for Ventilator-Induced Lung Injury
- Peptide inhibitors for breast cancer



INNOVATING

STATE-OF-THE-ART UAHS RESEARCH FACILITIES



Biomedical Science Laboratory 2

- 100,000 sq ft building situated next to the BIO5 Keating building
- Dry and wet laboratory space for new recruits
- Strong focus on biomedical imaging, CLIA genetics core facility, informatics, and neuroscience
- To be completed in 2017



INNOVATING

STATE-OF-THE-ART UAHS RESEARCH FACILITIES



UAHS Innovation Building

- UAHS State of the Art learning facilities and Inter-Professional educational facilities
- State-of-the-Art Simulation Center
- Will house newly UAHS research centers
- Early 2018 completion date



INNOVATING

NEVER SETTLE: UA'S STRATEGIC ACADEMIC & BUSINESS PLAN

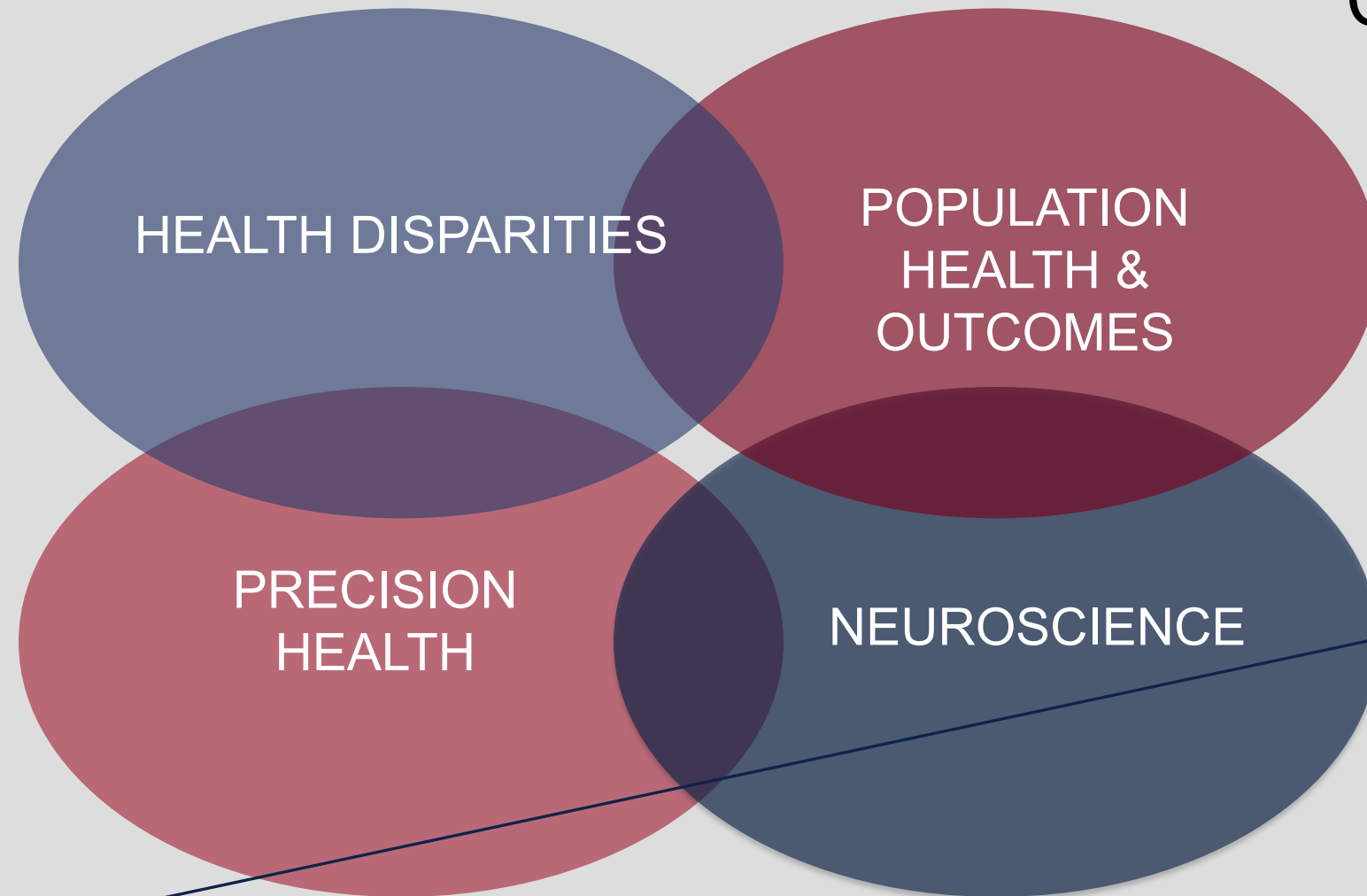


INFORMATICS

Center for Elimination of Border Disparities

Center for Disparities in Diabetes, Obesity and Metabolism

Center for Applied Genetic and Genomic Medicine



Ken Ramos MD, PhD

Director

Newly Elected Member
National Academy of
Medicine

IMAGING



INNOVATING

SUCCESS ATTRACTING NATIONAL THOUGHT LEADER SCIENTISTS



Usha Menon, PhD, RN, FAAN
Associate Dean for Research
and Global Advances
UA College of Nursing



Elizabeth Calhoun, PhD
Director, Center for Population
Science and Discovery
Professor of Public Health



Rick Kittles, PhD
Director of Division of
Population Genetics
Professor of Medicine



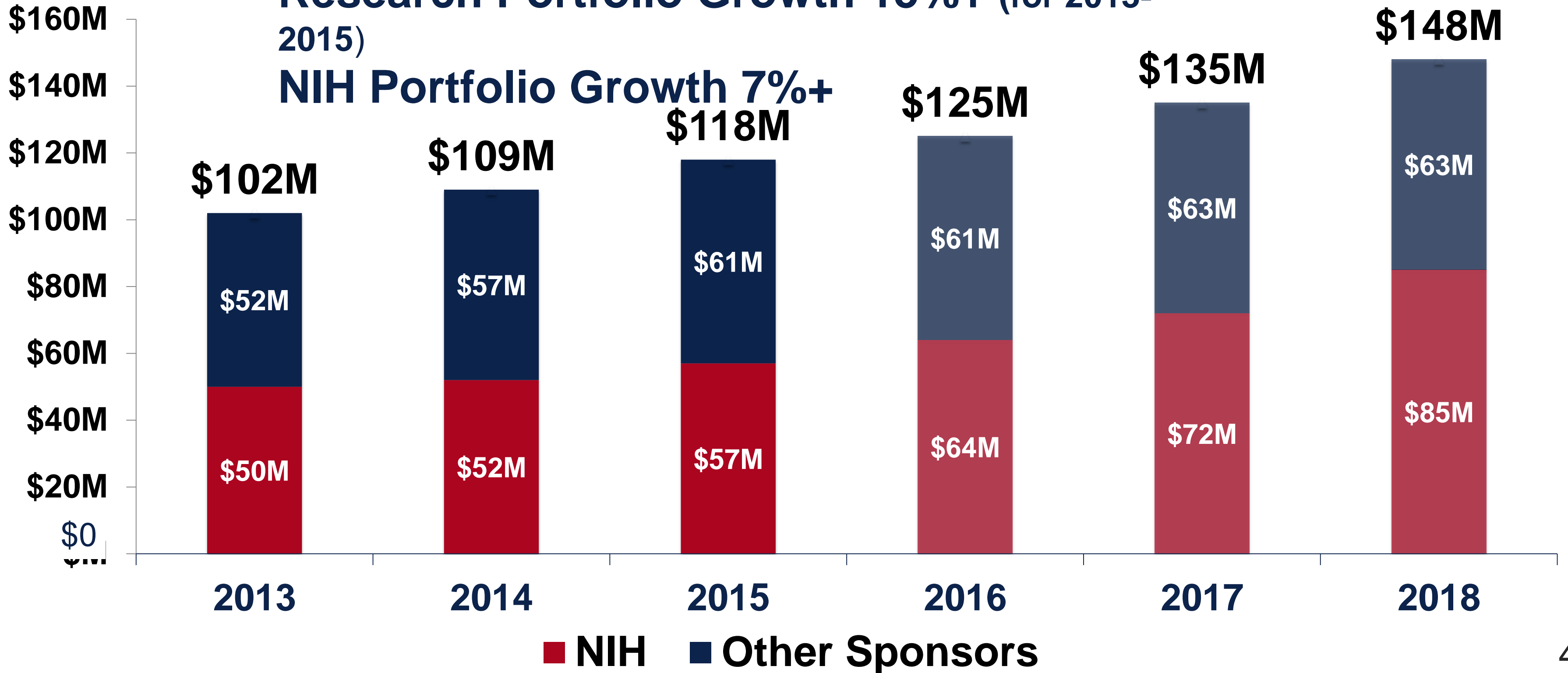


UAHS-SPONSORED RESEARCH AWARDS



Research Portfolio Growth 15%+ (for 2013-2015)

NIH Portfolio Growth 7%+



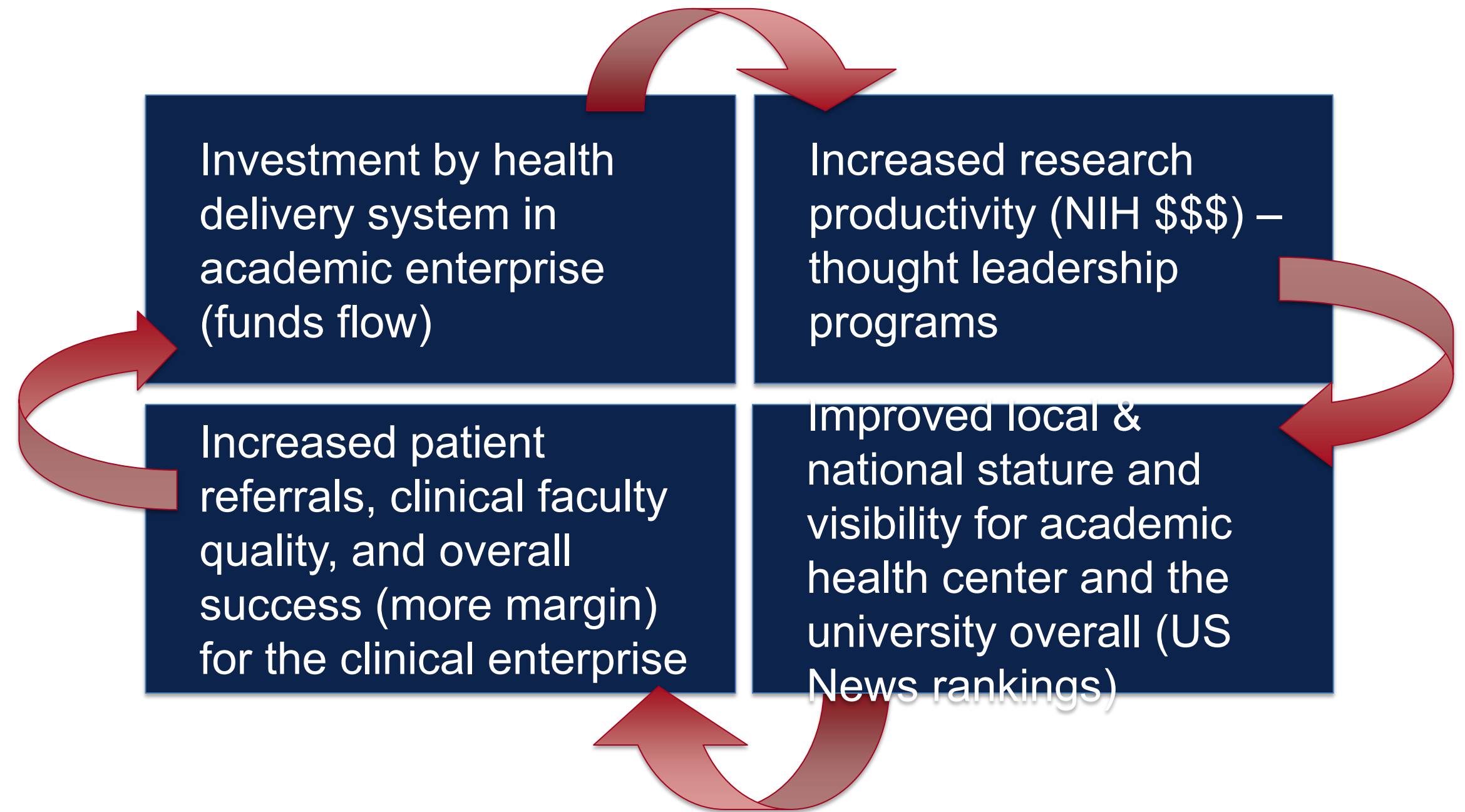


PARTNERING

ACADEMIC HEALTH CENTERS AND THE HEALTH SYSTEM



2012-2015



All academic health centers depend upon an annual flow of funds from their health care delivery system partners to sustain and enhance the academic mission.



UAHN (2012-2015) was a severely challenged health system—financially and infra-structurally.

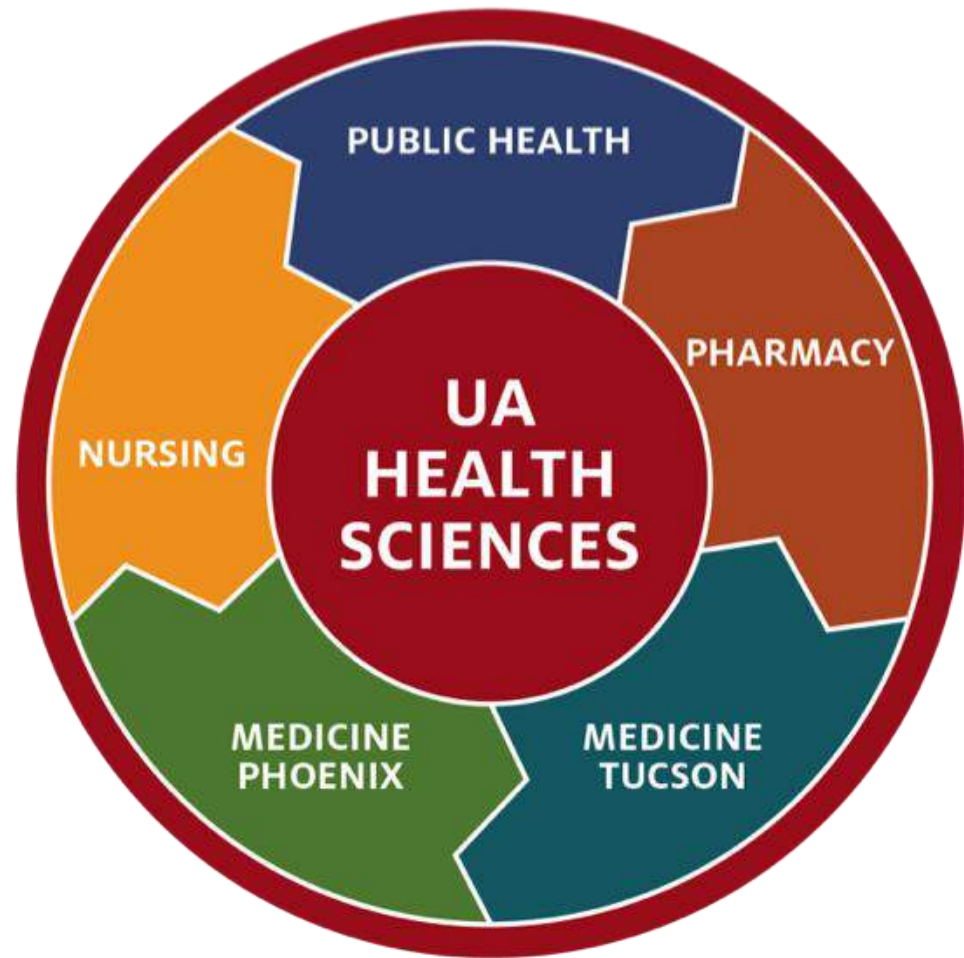
UAHN operating margin teetered between 0–2% with minimal funds flow (i.e., people/program reinvestment) to College of Medicine and a **severely under-capitalized hospital physical plant (circa 1973).**

In FY 2014, UAHN booked a **-\$40M operating loss, and was on track for a FY 2015 **-\$70M loss**, representing a severe threat to the academic enterprise.**



PARTNERING

ACADEMIC AFFILIATION TIMELINE AND HIGHLIGHTS



- Academic Affiliation Agreement (AAA) “Principles of Agreement” entered June 2014, formal agreement finalized January 2015, start date February 28, 2015.
- Transformative & paradigm shifting. Essential for UAHS sustainability.



- Secures enhanced annual funds flow to build UAHS tripartite academic mission in a sustainable fashion.
- Ability to recruit better health professional students, medical students



Banner
University Medical Center



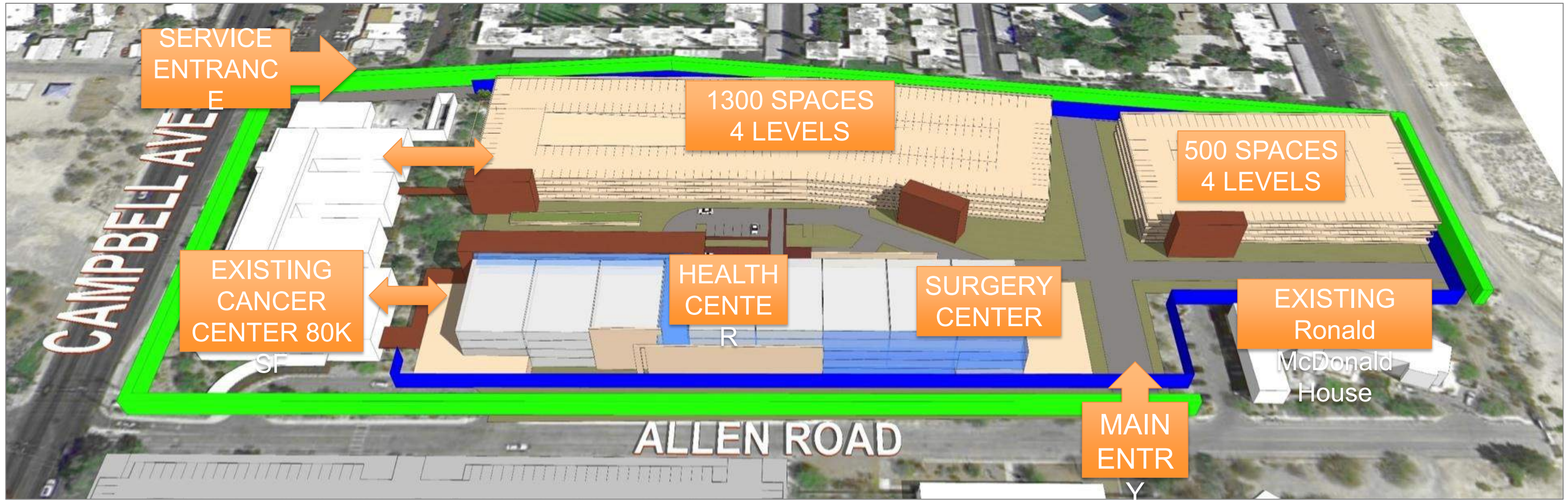
BANNER UNIVERSITY MEDICAL CENTER— TUCSON HOSPITAL

- Construction of a \$400 million, 11-story hospital adjacent to the current Banner UMC – Tucson (B – UMCT)
- Replaces the 40-year-old portion of B – UMCT (previously University Medical Center/UMC)
- Groundbreaking in early 2016 and opening in early 2019
- 689,000 sq ft patient tower, 336 private patient rooms, 22 operating rooms, imaging suites, and public spaces



TUCSON NORTH CAMPUS

PARTNERING



- \$80 million, 200,000 sq ft outpatient Health Center at Campbell Ave and Allen
- Planning & design underway, construction starting in early 2016, expected completion in

- early 2017
- Relocation of select clinics and Radiation Oncology from the Medical Center to enhance ambulatory patient experience



PARTNERING

PHOENIX BIOMEDICAL CAMPUS PARTNERSHIPS



UA Health Science Colleges

- The Banner transaction provides COM – Phoenix with a much-needed hospital partner, BUMC – Phoenix (formerly Good Samaritan hospital).
- Major opportunity for strategically expanding the **COM – Phoenix** academic clinical programs including finalized recruitment of **COM – Phoenix** Chairs for the Departments of:
 - Internal Medicine
 - Surgery
 - Obstetrics & Gynecology
- This work supports **COM – Phoenix** efforts for LCME accreditation
- Increasing expansion of programs offered by **Colleges of 46 Nursing, Public Health, and Colleges of Pharmacy**



PARTNERING

UA CANCER CENTER AT DIGNITY HEALTH ST. JOSEPH'S



UA Cancer Center – Dignity Health

- Newly opened August 2015.
- Recruitment of **new Associate Director for UA Cancer Center** located in Phoenix who will work with Dignity St. Joseph's.
- **The COM – Phoenix is** aggressively recruiting a Chair of a new **Department of Oncology along with** multiple oncology physician scientists.
- **COM – Phoenix** Department of Oncology will also house Divisions of Radiation Oncology and Surgical Oncology.
- These efforts also strongly support **COM – 47 Phoenix** efforts for LCME accreditation.

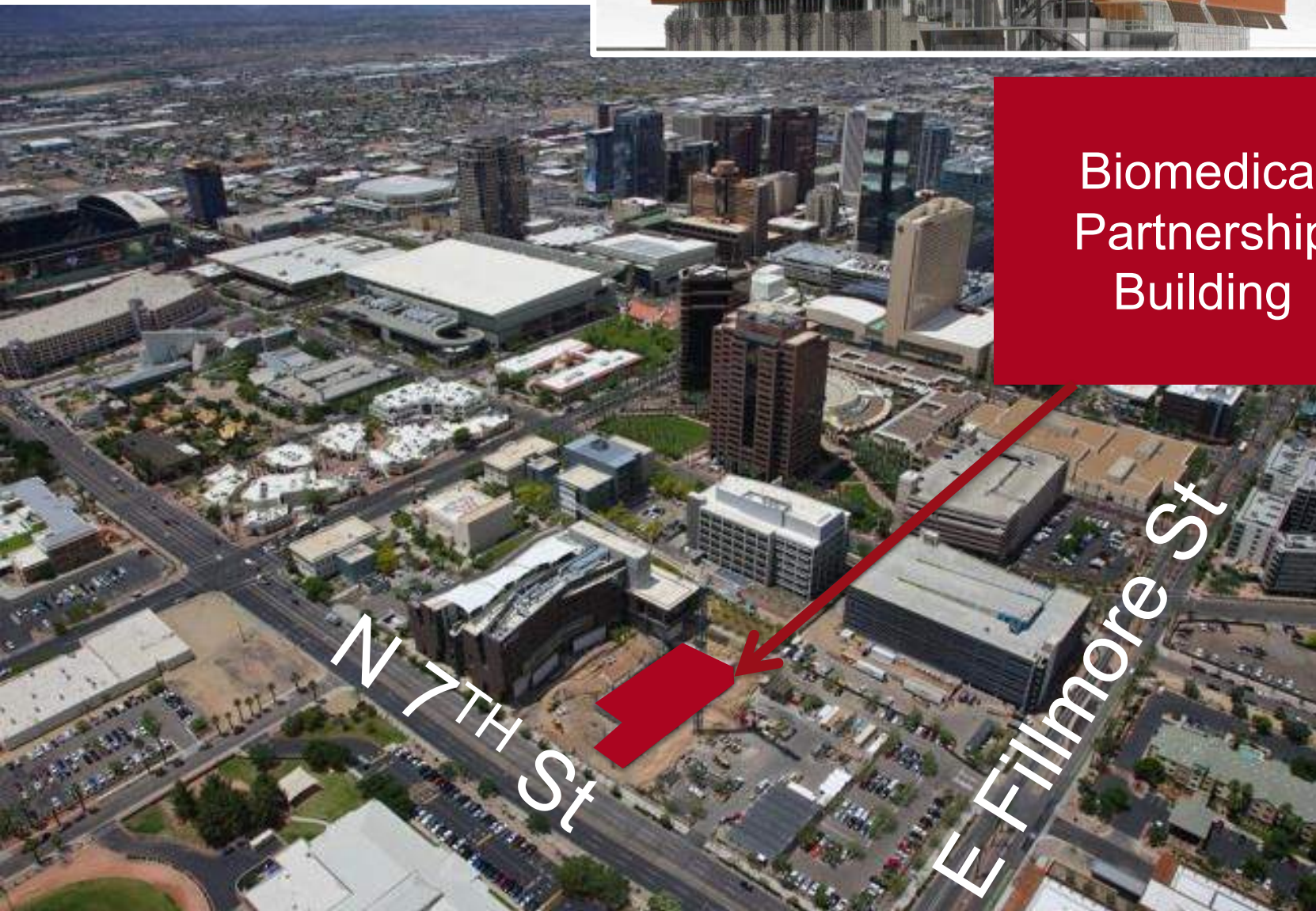


PARTNERING

PHOENIX BIOMEDICAL CAMPUS PARTNERSHIPS



Biomedical
Partnership
Building



Biomedical Partnership Building

- A 220,000 sq ft 10-story biomedical research building (2017 completion date)
- This building will provide dry and wet laboratory space for
 - Recruits to the newly created COM departments
 - Phoenix-based research components of UAHS Centers focused on population health, informatics, disparities, precision medicine, and translational



PARTNERING

10-YEAR VISION FOR THE UA HEALTH SCIENCES



GOAL:
2 *US News*
Honor Roll
Hospitals

UAHS will make the investments in people, infrastructure, facilities, and partnerships to:

- Improve community health in the state, the border state region, and the world.
- Be recognized as a high-impact, high-performing leader in academic medicine, translating scientific discovery into improved health.
- Be a national thought-leader in the elimination of health disparities.
- Be a national leader in health science training of a diverse faculty, staff, student body, and biomedical workforce.
- Develop future global leaders in health care delivery, research, and education.
- Serve as the cornerstone for two

QUESTIONS?



PROGRESS REPORT ON ACADEMIC AFFILIATION



Christian Bime, MD, MSc





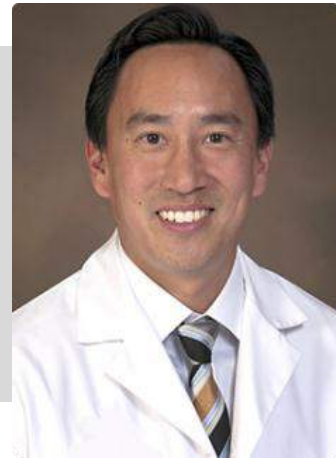
Academic Management Council

- UA and Banner have established the Academic Management Council (AMC)
- 7 persons:
 - 3 appointed by Banner
 - 4 appointed by the President of UA



PARTNERING

ACADEMIC MANAGEMENT COUNCIL



Alexander G. Chiu, MD
AMC Co-Chair
Department Head of
Otolaryngology College of
Medicine-Tucson



Kathy Bollinger
AMC Co-Chair
Executive Vice President
Banner University
Medicine



Gregg Goldman
AMC Secretary
SVP Business Affairs and
CFO
University of Arizona



Dennis Dahlen
AMC Treasurer
SVP and CFO
Banner Health



Charles B. Cairns, MD
Interim Dean,
College of Medicine-Tucson
UAHS AVP, Clinical
Research



Stuart D. Flynn, MD
Dean
College of Medicine-
Phoenix



John Hensing, MD
Executive Vice President,
Chief Medical Officer
Banner Health

PROGRESS REPORT ON ACADEMIC AFFILIATION

**Kathy Bollinger, AMC Co-Chair, Executive Vice President
Banner – University Medicine**

**Alex Chiu, MD, AMC Co-Chair, Department Head of
Otolaryngology
UA College of Medicine – Tucson**

**Leigh Neumayer, MD, Department Head of Surgery
UA College of Medicine – Tucson**

**Gregg Goldman, SVP for Business Affairs and CFO
University of Arizona**

Banner
University Medical Center
Tucson Campus

GREGG GOLDMAN
AMC Secretary
SVP for Business Affairs and CFO
University of Arizona

TRANSFORMATION

- Vision for Success
- Statewide Academic Delivery System
- Highest Quality of Care for Arizonans
- Education for Future Health Care Professionals



KATHY BOLLINGER
AMC Co-Chair
Executive VP
Banner – University Medicine

Banner University Medicine

- Banner Health and The University of Arizona: transforming each other
- Banner's continued commitment to undergraduate and graduate medical education
- Academic Management Council: evidence of transformational partnership
- Leadership changes as needs mature



ALEX CHIU
AMC Co-Chair
Department Head of Otolaryngology
UA College of Medicine – Tucson

A STRONG START

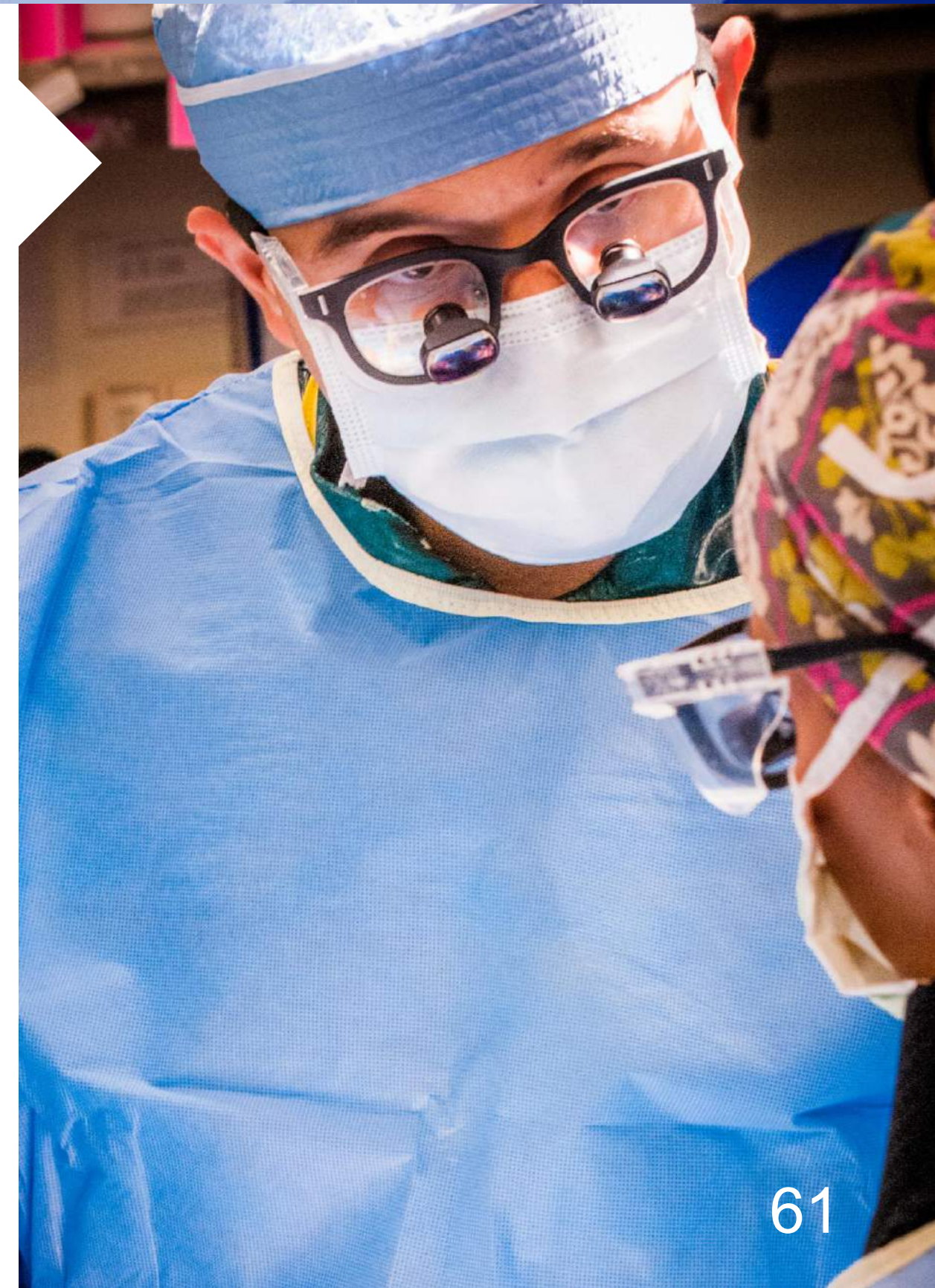
TRANSFORMATION

- Stabilize
- Design Academic Management Council (AMC) processes and functions
 - Preserve in Tucson
 - Create in Phoenix
- Build trust within the system



Stabilize

- 176 approved new hires in Phoenix and Tucson
- Increase size of medical faculty by 20%
- Support searches and packages for:
 - Cardiology and cardiothoracic surgery (COM – Phoenix)
 - Additional searches under way (COM – Phoenix)
 - Division of hematology and oncology and departments of surgery, medicine, and medical imaging (COM – Tucson)



- Banner/UA physician retention committee
- New faculty compensation plan—outcomes and quantity
- Building on best practice



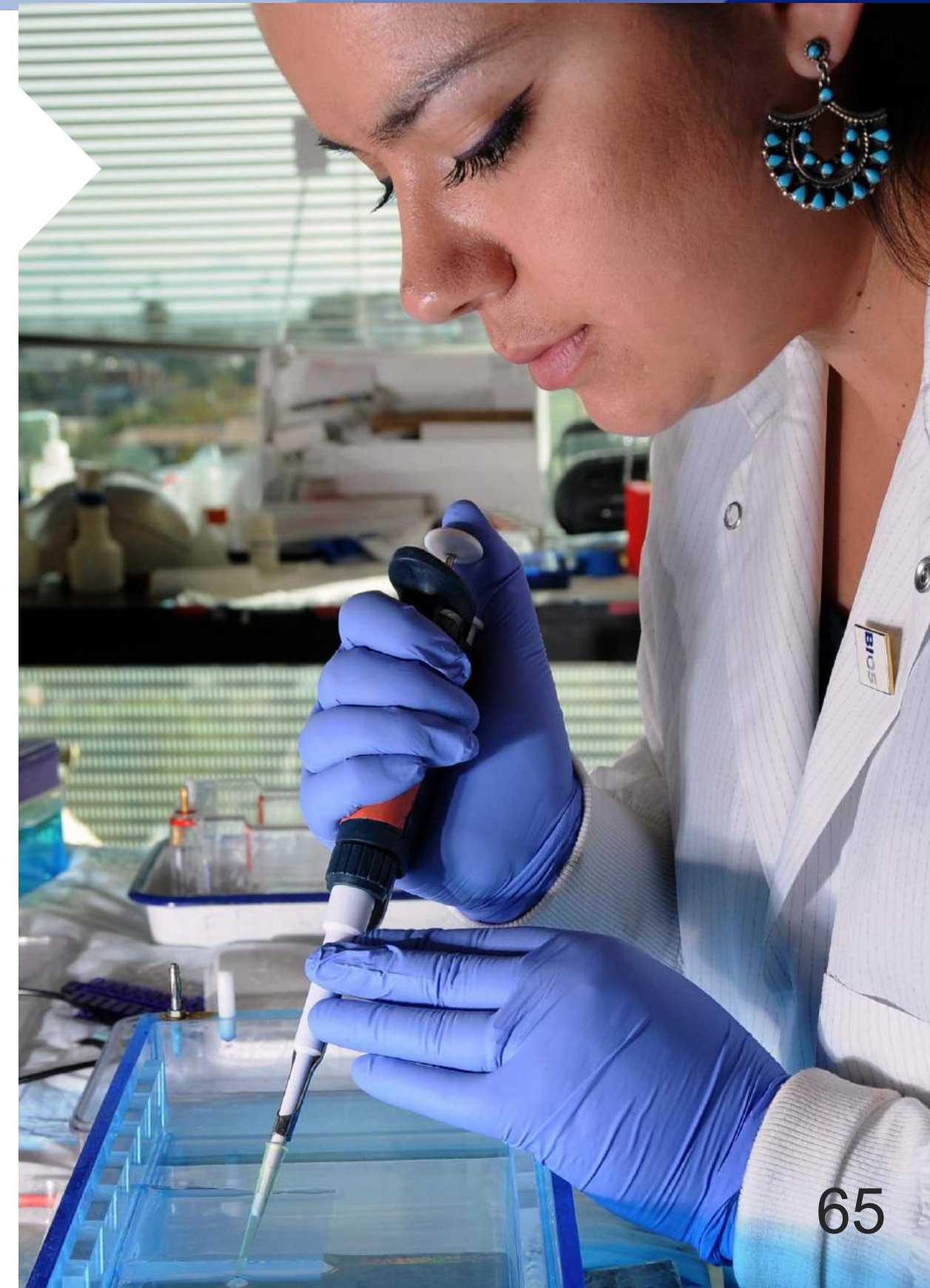
Infrastructure for Strategic Growth

- Working Committees of the AMC
- Opportunities for shared educational/clinical programs between Phoenix and Tucson
- Explore opportunities to partner Banner with other UAHS programs – pharmacy, nursing, and public health



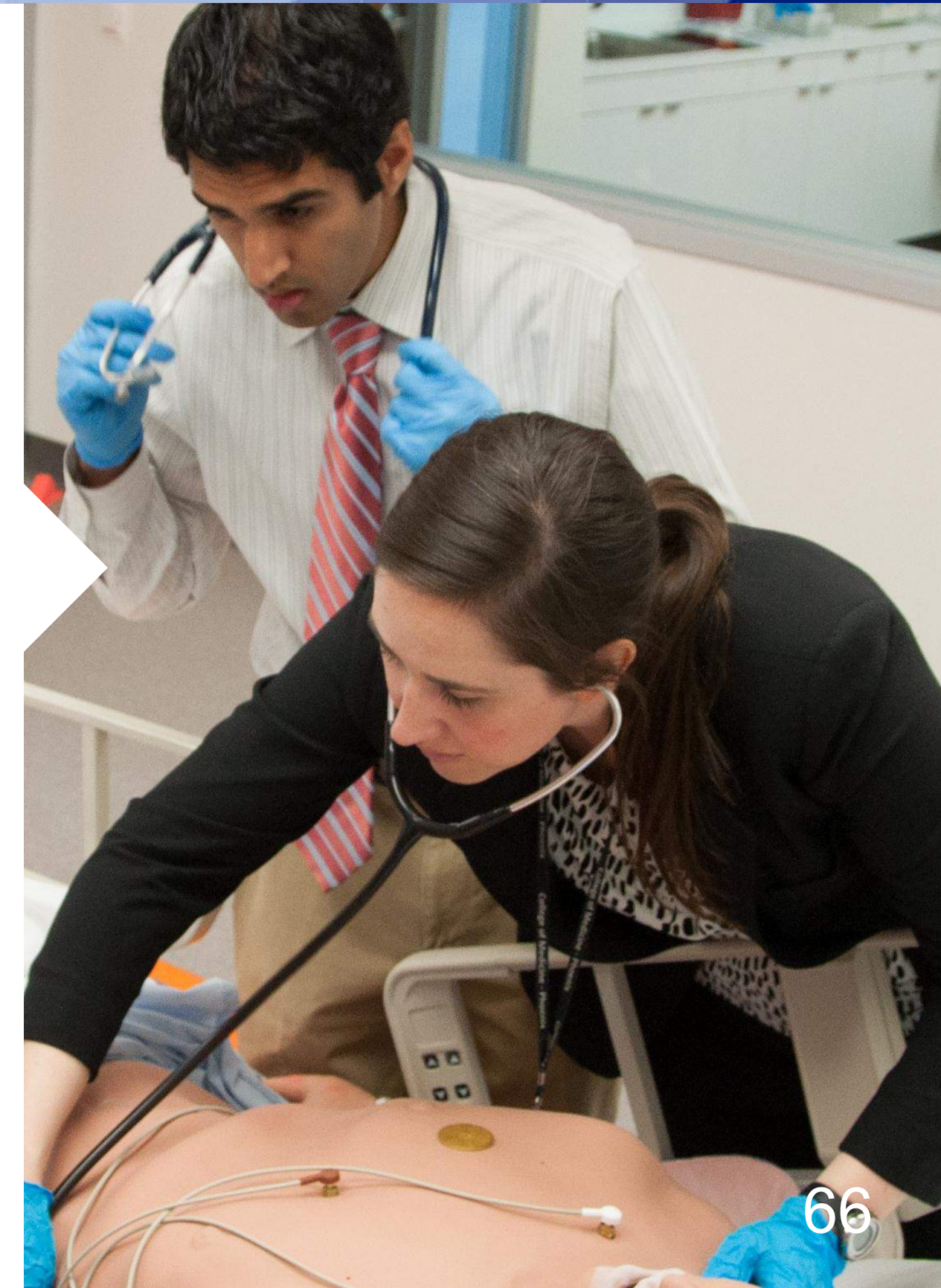
LEIGH NEUMAYER
Department Head of Surgery
UA College of Medicine – Tucson

- Critical to have a strong clinical partner
- Physicians and surgeons want to work where the system supports their tripartite mission
 - Patient care
 - Research
 - Teaching



Merging two large entities presents many opportunities

- Faculty development
- Recruitment
- Training the future generation of physicians and surgeons



QUESTIONS

?

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EXECUTIVE SUMMARY

Item Name: **Report on the Audit Committee Meeting**

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: Regent Ridenour will report on the November 18, 2015 Audit Committee meeting.

Enterprise or University Strategic Plan

(Check the element(s) of the strategic plan that this item supports or advances)

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other: Committee Report

There are no written materials for this item.

**Agenda Highlights
Audit Committee
November 18, 2015**

1. Review of Audited Annual Financial Reports
2. Review of Internal Audit Reports
3. Audit Plan Status Reports
4. Approval of University Charters Related to Internal Audit Redesign

Requested Action

This item is provided for information only. No action is required by the board.

Contact Information:
Rick Gfeller

602-229-2592

richard.gfeller@azregents.edu

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EXECUTIVE SUMMARY

Item Name: Report on the Business and Finance Committee Meeting

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: Regent Myers will report on the November 18, 2015 Business and Finance Committee meeting.

Enterprise or University Strategic Plan

(Check the element(s) of the strategic plan that this item supports or advances)

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other: Committee Report

Agenda

- 1. Overview of FY 2015 Financial Results (ASU, NAU, UA)**
The Committee is asked to review the universities' FY 2015 Annual Financial Review reports.
- 2. Quarterly Financial Status Update (ASU, NAU, UA)**
The Committee is asked to review the universities' 1st quarter FY 2016 Financial Status Updates. The report compares the original FY 2016 budget with each university's current fiscal year projections, as of September 30, 2015.
- 3. FY 2015 Debt Capacity Reports (ASU, NAU, UA)**
The Committee is asked to review the Arizona State University, Northern Arizona University and the University of Arizona FY 2015 Debt Capacity Reports.
- 4. FY 2016 Revised Capital Development Plan (ASU)**
Arizona State University asks for review and approval of its FY 2016 Revised Capital Development Plan, which includes two new projects and two previously-approved projects. The revised CDP totals \$252.2 million.

Contact Information:

John Arnold

john.arnold@azregents.edu

602-229-2507

EXECUTIVE SUMMARY

- 5. Student Pavilion Project Approval (ASU)**
Arizona State University asks Project Approval for the Student Pavilion project. The 74,653 square foot, \$39.9 million project will be financed with system revenue bonds and repaid over a 30-year period using Student Service Fee revenue and tuition.
- 6. Authorization for Issuance of System Revenue Bonds for Student Pavilion (ASU)**
Arizona State University asks for approval to issue system revenue bonds to finance up to \$40.55 million to fund costs for the Student Pavilion and issuance related costs.
- 7. FY 2016 Revised Capital Development Plan (UA)**
The University of Arizona asks for review and approval of its FY 2016 Revised Capital Development Plan, which includes one new project and four previously-approved projects. The revised CDP totals \$339.7 million.
- 8. Roy Place Building Lease Extension Agreement (UA)**
The University of Arizona asks for approval to enter into a 25-year lease agreement with Pima County for the Roy Place Building in downtown Tucson. The annual rent would be \$100 and the lease includes an option for an additional 25-year extension at a rate to be negotiated. The UA would continue to assume maintenance and repair of the building.
- 9. Acknowledgment and Approval for Component Unit to Issue Lease Revenue Refunding Bonds (NAU)**
Northern Arizona University ask for the acknowledgement and approval of the existence of North Campus Facilities L.L.C. (Company) and the issuance by the Company of Lease Revenue Refunding Bonds in an amount not to exceed the amount necessary to refinance the Company's existing Lease Revenue Bonds, Series 2006 and related agreements, and pay costs of issuing the new refunding bonds. The Series 2006 Bonds were issued by the Company to finance a portion of the High Country Conference Facility and related parking structure at NAU.
- 10. Approval of the Fifth Amendment and Restatement of the Arizona Board of Regents Optional Retirement Plan (ABOR)**
The board office asks the board to approve the Fifth Amendment and Restatement of the Arizona Board of Regents Optional Retirement Plan (ORP) to be submitted to the Internal Revenue Service (IRS) by January 31, 2016.
- 11. Second Restatement of the Cash Balance Pension Plan (ABOR)**
The board office asks the board to approve the Second Restatement of the Cash Balance Pension Plan to be submitted to the Internal Revenue Service by January 31, 2016.
- 12. Process for the Marketing of 9.29 Acres of Land on Rio Salado Parkway and Price Road in Tempe (ASU)**
Arizona State University will present information regarding its approach to market for sale approximately 9.29 acres of land located at the southeast corner of Rio Salado Parkway and Price Road in Tempe.

EXECUTIVE SUMMARY

- 13. FY 2015 Research Park Annual Report (ASU)**
Arizona State University will present its FY 2015 Research Park Annual Report.
- 14. Tech Park at the Bridges Development Update (UA)**
The University of Arizona will provide an update on development plans for the Tech Park at the Bridges, including the construction of the Innovation and Technology Building, an updated Master Land Use Plan and the detailed plans for Phase I.
- 15. Tech Park at the Bridges Master Land Use Plan (UA)**
The University of Arizona asks for review and approval of a revised Master Land Use Plan for the UA Tech Park at the Bridges
- 16. Tech Park at Rita Road Park Development Update (UA)**
The University of Arizona will provide an update on development plans for the Tech Park at Rita Road, including The Village at the Tech Park, a proposed residential, commercial and hospitality development planned for approximately 177 acres in the western portion of the Park.
- 17. Tech Park at the Bridges Master Land Use Plan (UA)**
The University of Arizona asks for review and approval of a revised Master Land Use Plan for the UA Tech Park at Rita Road
- 18. FY 2015 Tech Parks Annual Report (UA)**
The University of Arizona will present its FY 2015 Tech Parks Annual Report.
- 19. Arizona Earn to Learn Program**
The Committee will be provided an overview by each university on their participation in the Arizona Earn to Learn program.

Recommendation to the Board

This item is provided for information only. No action is required by the Board.

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EXECUTIVE SUMMARY

Item Name: Report on the Academic and Student Affairs Committee Meeting

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: Regent Patterson will report on the November 18, 2015 Academic and Student Affairs Committee meeting.

Enterprise or University Strategic Plan

(Check the element(s) of the strategic plan that this item supports or advances)

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other: Committee Report

There are no written materials for this item.

**Academic and Student Affairs Committee
Wednesday, November 18, 2015
AGENDA**

1. Addendum to 2015-2016 Academic Strategic Plan for Northern Arizona University (NAU)
2. Addendum to 2015-2016 Academic Strategic Plan for the University of Arizona (UA)
3. FY 2015 Financial Aid Report and FY 2016 and FY 2017 Financial Aid Plans (ASU, NAU, UA)
4. 2015 Articulation and Transfer for Arizona Postsecondary Education Progress Report
5. 2016-2017 Academic Strategic Plan for Arizona State University (ASU)

Contact Information:
Mark Denke, ABOR

602-229-2531

mark.denke@azregents.edu

EXECUTIVE SUMMARY

6. Fall 2015 Reports: Enrollment Report, High School Report Card, Under 18 Report, and Degrees and Majors Report
7. ASU - Appointment of Regents' Professor
8. Report from the Undergraduate Admissions Policy Work Group

Requested Action

This item is provided for information only. No action is required by the board.

EXECUTIVE SUMMARY

Item Name: **2025 Enterprise and University Metric Targets**

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: The board office and the universities ask the board to adopt the 2025 metric targets.

Enterprise or University Strategic Plan

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other:

Discussion

The Arizona Board of Regents recently adopted a strategic plan for Arizona’s public universities. This strategic plan lays-out a series of objectives organized around four key goals:

- drive student success and learning;
- advance educational achievement within Arizona;
- discover new knowledge; and
- impact Arizona.

Contact Information:

Chad Sampson

chad.sampson@azregents.edu

602-229-2512

EXECUTIVE SUMMARY

To monitor the enterprise’s progress towards achieving the four goals, the strategic plan identifies 12 metrics.¹ The 12 metrics are listed under their associated goals as follows:

<u>Drive student success and learning</u>	<u>Advance Educational Achievement with Arizona</u>
Freshman retention	Number of bachelor’s degrees awarded
Undergraduate enrollment	Graduate degrees awarded
Graduate enrollment	Education & related expenses per degree
Graduation rates (6-year)	
<u>Discover new knowledge</u>	<u>Impact Arizona</u>
Research & development activity	Public service activity
Licenses & options executed (ASU/UA)	Number of degrees awarded in high demand fields
Invention disclosures (NAU)	

Working together, Arizona’s public universities have developed the 2025 targets for each of the 12 metrics. The 2025 metric targets take into account the current higher education environment and are designed to reflect each university’s unique mission and strategic priorities. The targets were also developed with awareness of peer performance and other states’ educational attainment rates. The targets for the enterprise and each of the institutions are identified for each year through 2025 and are displayed in the attached exhibits.

As part of the strategic planning process, each university is required to periodically develop and update its strategic plan detailing how it will reach the proposed metric targets by 2025. Each university’s progress on the metrics is also reported to the board as part of each institution’s annual operational and financial review. The board will also receive consistent updates on the entire enterprise’s progression toward the 2025 metric targets. The progress toward the 2025 metric targets will also be displayed on the dashboards located on the board’s website.

Requested Action

The board office and the universities ask the board to adopt the 2025 metric targets, as presented in this executive summary.

¹ The strategic plan also identified three additional measures: post-graduation outcomes, number of university level specialized certificates and credentials, and number of university faculty and staff involved in Arizona service activities. These measures do not form part of the metrics are reported to the board through other periodic reports and presentations.

EXECUTIVE SUMMARY

ARIZONA'S PUBLIC UNIVERSITY SYSTEM	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
GOAL 1: Drive Student Educational Success and Learning																	
Freshman Retention Rate	77.8%	78.5%	79.2%	78.9%	79.4%	80.4%	81.2%	81.0%	81.8%	82.6%	83.5%	84.4%	85.4%	86.0%	86.7%	87.4%	88.3%
Undergraduate Enrollment (Official 21st Day)	99,671	102,706	107,108	109,500	112,507	116,166	124,063	132,735	138,902	144,697	150,480	156,450	162,028	165,971	170,025	174,415	178,978
Graduate Enrollment (Official 21st Day)	27,775	27,445	27,344	27,001	26,838	27,534	28,870	30,448	33,297	34,868	36,457	37,804	39,194	40,621	42,098	43,605	45,186
Total Enrollment (Official 21st Day)	127,446	130,151	134,452	136,501	139,345	143,700	152,933	163,183	172,198	179,565	186,938	194,254	201,222	206,592	212,123	218,020	224,164
6-year Graduation Rate	55.8%	56.0%	57.7%	58.1%	57.2%	58.0%	59.7%	61.2%	61.8%	62.1%	63.8%	64.7%	65.6%	67.3%	68.6%	69.9%	71.5%
GOAL 2: Advance Educational Attainment Within Arizona																	
Bachelor's Degrees Awarded	20,346	21,110	22,214	23,842	24,920	25,785	26,634	27,281	28,517	29,893	31,447	32,959	35,056	36,219	37,387	38,700	40,025
Graduate Degrees Awarded	8,529	8,521	9,080	8,914	9,048	9,417	10,222	11,020	11,688	12,290	12,875	13,387	13,921	14,495	15,077	15,670	16,276
Education and Related Expenses per Degree	\$52,180	\$54,031	\$54,198	\$54,451	\$54,421	\$58,803	\$60,675	\$61,236	\$62,176	\$63,156	\$63,973	\$64,943	\$64,707	\$65,516	\$66,363	\$67,101	\$67,950
GOAL 3: Discover New Knowledge																	
Research & Development Activity (in \$1,000's)	\$873,063	\$944,795	\$996,565	\$1,039,424	\$1,065,136	\$1,046,329	\$1,077,418	\$1,117,360	\$1,167,320	\$1,221,540	\$1,281,880	\$1,393,140	\$1,433,160	\$1,478,280	\$1,520,060	\$1,578,400	\$1,618,400
Licenses & Options Executed (ASU & UA)						162	164	155	168	181	196	210	227	244	260	277	291
Invention Disclosures Transacted (NAU)	17	9	12	17	18	24	27	27	27	30	31	33	35	40	44	48	50
GOAL 4: Impact Arizona																	
Public Service Activity (in \$1,000's)	\$141,758	\$154,580	\$162,029	\$170,009	\$178,202	\$165,178	\$160,451	\$158,679	\$161,231	\$164,243	\$167,577	\$171,250	\$175,011	\$178,861	\$182,902	\$187,035	\$191,360
Degrees Awarded in High-Demand Fields	11,496	11,733	12,036	12,681	13,328	14,059	15,246	15,807	16,636	17,620	18,631	19,598	20,894	21,828	22,759	23,705	24,702

EXECUTIVE SUMMARY

ARIZONA STATE UNIVERSITY	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
GOAL 1: Drive Student Educational Success and Learning																	
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Projected</i>							
Freshman Retention Rate	79.5%	81.2%	84.0%	83.5%	80.0%	83.8%	84.1%	84.1%	84.5%	85.2%	86.0%	87.0%	88.0%	88.5%	89.0%	89.5%	90.0%
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Projected</i>							
Undergraduate Enrollment (Official 21st Day)	53,298	54,277	56,562	58,404	59,382	62,089	67,507	74,146	77,517	80,888	84,258	87,629	91,000	92,800	94,600	96,400	98,200
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Projected</i>							
Graduate Enrollment (Official 21st Day)	13,784	13,787	13,878	13,850	13,996	14,682	15,794	17,211	18,254	19,297	20,339	21,382	22,425	23,520	24,615	25,710	26,805
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Projected</i>							
Total Enrollment (Official 21st Day)	67,082	68,064	70,440	72,254	73,378	76,771	83,301	91,357	95,771	100,185	104,597	109,011	113,425	116,320	119,215	122,110	125,005
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Projected</i>							
6-year Graduation Rate	55.8%	55.8%	58.7%	57.5%	56.8%	58.6%	62.6%	65.3%	67.0%	63.0%	67.7%	68.5%	70.0%	71.5%	73.0%	74.0%	75.0%
GOAL 2: Advance Educational Attainment Within Arizona																	
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Projected</i>								
Bachelor's Degrees Awarded	11,229	11,810	12,194	13,210	13,913	14,381	14,842	15,060	15,528	16,246	16,964	17,682	19,150	19,720	20,290	20,860	21,430
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Projected</i>								
Graduate Degrees Awarded	4,381	4,570	4,896	4,835	5,003	5,380	6,178	6,607	7,035	7,464	7,893	8,321	8,750	9,230	9,710	10,190	10,670
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Projected</i>	<i>Projected</i>	<i>Projected</i>										
Education and Related Expenses per Degree	\$49,580	\$51,811	\$52,279	\$51,100	\$49,943	\$53,537	\$56,160	\$57,413	\$59,396	\$60,817	\$62,255	\$63,555	\$62,323	\$62,614	\$62,980	\$63,415	\$63,918
GOAL 3: Discover New Knowledge																	
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Projected</i>									
Research & Development Activity (in \$1,000s)	\$281,588	\$329,345	\$355,215	\$385,959	\$405,154	\$426,651	\$452,000	\$481,300	\$520,600	\$562,500	\$607,400	\$700,000	\$720,000	\$745,000	\$765,000	\$800,000	\$815,000
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Projected</i>									
Licenses & Options Executed	49	55	72	80	88	90	81	64	67	69	72	75	80	85	90	95	100
<i>Number of Invention Disclosures Transacted</i>	NAU ONLY																
GOAL 4: Impact Arizona																	
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Projected</i>									
Public Service Activity (in \$1,000's)	\$43,121	\$47,163	\$50,710	\$53,067	\$49,314	\$44,291	\$40,381	\$40,179	\$40,581	\$41,393	\$42,427	\$43,700	\$45,011	\$46,361	\$47,752	\$49,185	\$50,660
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Projected</i>									
Degrees Awarded in High-Demand Fields	5,127	5,487	5,431	5,915	6,376	6,902	7,713	8,165	8,755	9,450	10,171	10,918	11,966	12,710	13,475	14,262	15,071

EXECUTIVE SUMMARY

NORTHERN ARIZONA UNIVERSITY																	
	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
GOAL 1: Drive Student Educational Success and Learning																	
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Projected</i>							
Freshman Retention Rate	69.3%	72.2%	71.5%	72.8%	76.1%	71.7%	73.6%	74.4%	75.0%	75.8%	76.4%	77.2%	78.0%	78.5%	79.0%	79.5%	80.0%
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Projected</i>							
Undergraduate Enrollment (Official 21st Day)	16,654	18,083	19,954	20,431	21,560	22,407	23,569	24,857	25,735	26,609	27,320	27,764	28,185	28,528	28,884	29,313	29,713
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Projected</i>							
Graduate Enrollment (Official 21st Day)	5,653	5,237	4,972	4,580	4,184	3,901	3,827	3,881	3,995	4,109	4,187	4,237	4,287	4,347	4,427	4,507	4,597
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Projected</i>							
Total Enrollment (Official 21st Day)	22,307	23,320	24,926	25,011	25,744	26,308	27,396	28,738	29,730	30,718	31,507	32,001	32,472	32,875	33,311	33,820	34,310
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Preliminary</i>	<i>Projected</i>									
6-year Graduation Rate	52.6%	50.0%	49.2%	51.6%	49.1%	51.6%	51.9%	53.0%	55.2%	52.2%	52.8%	53.7%	54.5%	55.3%	56.1%	56.5%	57.0%
GOAL 2: Advance Educational Attainment Within Arizona																	
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Projected</i>								
Bachelor's Degrees Awarded	3,203	3,473	3,825	4,281	4,513	5,034	5,047	5,243	5,583	5,871	6,199	6,317	6,393	6,495	6,577	6,696	6,814
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Projected</i>								
Graduate Degrees Awarded	1,822	1,790	1,802	1,655	1,524	1,461	1,349	1,367	1,513	1,589	1,621	1,641	1,674	1,699	1,730	1,766	1,810
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Preliminary</i>	<i>Preliminary</i>	<i>Projected</i>										
Education and Related Expenses per Degree	\$43,906	\$43,191	\$44,024	\$43,875	\$48,132	\$49,898	\$53,335	\$51,985	\$50,324	\$49,764	\$49,348	\$50,426	\$51,723	\$52,956	\$54,313	\$55,447	\$56,570
GOAL 3: Discover New Knowledge																	
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Projected</i>									
Research & Development Activity (in \$1,000's)	\$26,183	\$28,803	\$30,785	\$28,100	\$30,516	\$31,590	\$32,600	\$33,900	\$35,200	\$36,600	\$38,000	\$39,500	\$40,800	\$42,200	\$43,700	\$45,200	\$46,800
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Projected</i>								
Number of Invention Disclosures Transacted	17	9	12	17	18	24	27	27	27	30	31	33	35	40	44	48	50
<i>Licenses & Options Executed</i>	ASU & UA ONLY																
GOAL 4: Impact Arizona																	
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Projected</i>									
Public Service Activity (in \$1,000's)	\$28,794	\$29,973	\$30,187	\$32,772	\$30,733	\$29,231	\$30,270	\$30,500	\$30,800	\$31,150	\$31,500	\$31,900	\$32,300	\$32,700	\$33,100	\$33,700	\$34,300
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Projected</i>								
Degrees Awarded in High-Demand Fields	2,884	2,926	3,071	3,056	3,090	3,165	3,186	3,296	3,553	3,751	3,931	4,046	4,146	4,241	4,326	4,412	4,500

EXECUTIVE SUMMARY

UNIVERSITY OF ARIZONA	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
GOAL 1: Drive Student Educational Success and Learning																	
Freshman Retention Rate	79.3%	78.1%	77.2%	77.2%	80.2%	81.5%	81.9%	80.4%	82.0%	83.0%	84.0%	85.0%	86.0%	87.0%	88.0%	89.0%	91.0%
Undergraduate Enrollment (Official 21st Day)	29,719	30,346	30,592	30,665	31,565	31,670	32,987	33,732	35,630	37,145	38,798	40,887	42,599	44,319	46,134	48,184	50,466
Graduate Enrollment (Official 21st Day)	8,338	8,421	8,494	8,571	8,658	8,951	9,249	9,356	11,048	11,462	11,931	12,185	12,482	12,754	13,056	13,388	13,784
Total Enrollment (Official 21st Day)	38,057	38,767	39,086	39,236	40,223	40,621	42,236	43,088	46,678	48,607	50,729	53,072	55,081	57,073	59,190	61,572	64,250
6-year Graduation Rate	57.2%	58.4%	59.7%	61.4%	61.3%	61.4%	60.3%	61.0%	61.0%	64.0%	66.0%	67.0%	66.0%	69.0%	70.0%	72.0%	75.0%
GOAL 2: Advance Educational Attainment Within Arizona																	
Bachelor's Degrees Awarded	5,914	5,827	6,195	6,351	6,494	6,370	6,745	6,978	7,406	7,771	8,279	8,942	9,475	9,939	10,441	11,020	11,665
Graduate Degrees Awarded	2,326	2,161	2,382	2,424	2,521	2,576	2,695	3,046	3,140	3,237	3,361	3,425	3,497	3,566	3,637	3,714	3,796
Education and Related Expenses per Degree	\$62,151	\$65,583	\$64,697	\$68,497	\$68,031	\$76,900	\$75,700	\$75,600	\$76,100	\$77,300	\$77,500	\$77,300	\$78,100	\$79,600	\$80,900	\$81,900	\$82,800
GOAL 3: Discover New Knowledge																	
Research & Development Activity (in \$1,000s)	\$565,292	\$586,647	\$610,565	\$625,365	\$629,466	\$588,088	\$592,818	\$602,160	\$611,520	\$622,440	\$636,480	\$653,640	\$672,360	\$691,080	\$711,360	\$733,200	\$756,600
Licenses & Options Executed Number of Invention Disclosures Transacted						72	83	91	101	112	124	135	147	159	170	182	191
GOAL 4: Impact Arizona																	
Public Service Activity (in \$1,000's)	\$69,843	\$77,444	\$81,132	\$84,170	\$98,155	\$91,656	\$89,800	\$88,000	\$89,800	\$91,600	\$93,400	\$95,300	\$97,200	\$99,100	\$101,100	\$103,100	\$105,200
Degrees Awarded in High-Demand Fields	3,485	3,320	3,534	3,710	3,862	3,992	4,347	4,346	4,328	4,419	4,529	4,634	4,782	4,877	4,958	5,031	5,131



EDUCATE · DISCOVER · IMPACT

Proposed 2025 Metric Targets

Presenter: **Chad Sampson**
Vice President

Date: **November 19, 2015**

Board Meeting
11/19/2015
Item #7

12 Metrics

EDUCATE

- Freshmen Retention
- Undergraduate Enrollment
- Graduate & Professional Degree Enrollment
- Total Enrollment
- 6-year Graduation Rate

DISCOVER

- Research & Development Activity (in \$ spent)
- Licenses & Options Executed (ASU & UA) or Invention Disclosures Transacted (NAU)

ACHIEVE

- Bachelor's Degrees Awarded
- Graduate & Professional Degrees Awarded
- Education and Related Expenses per Degree

IMPACT

- Public Service Activity (in \$ spent)
- Degrees Awarded in High-Demand Fields

Success Indicators

EDUCATE

- Online Enrollment
- Number of AZ CC transfers
- College-going rate
- Success & Progress Rate
- AZ CC transfers 4- year graduation rate

ACHIEVE

- Online degrees
- AZ CC transfers degrees awarded
- % of Adults with Bachelor Degrees in AZ
- Master's Degrees Awarded
- Online Graduate Degrees
- Doctoral Degrees Awarded
- COA as % of AZ median income

DISCOVER

- Federally Financed Expenditures
- Industry Financed Expenditures
- Net Assignable Square Feet
- Total Expenditures per Square Feet
- Total Faculty Population
- Total Expenditures per Faculty
- Other Sponsored Projects
- US Patents Issued
- Invention Disclosures Received
- Licenses & Options Income
- Start-Up Companies Created

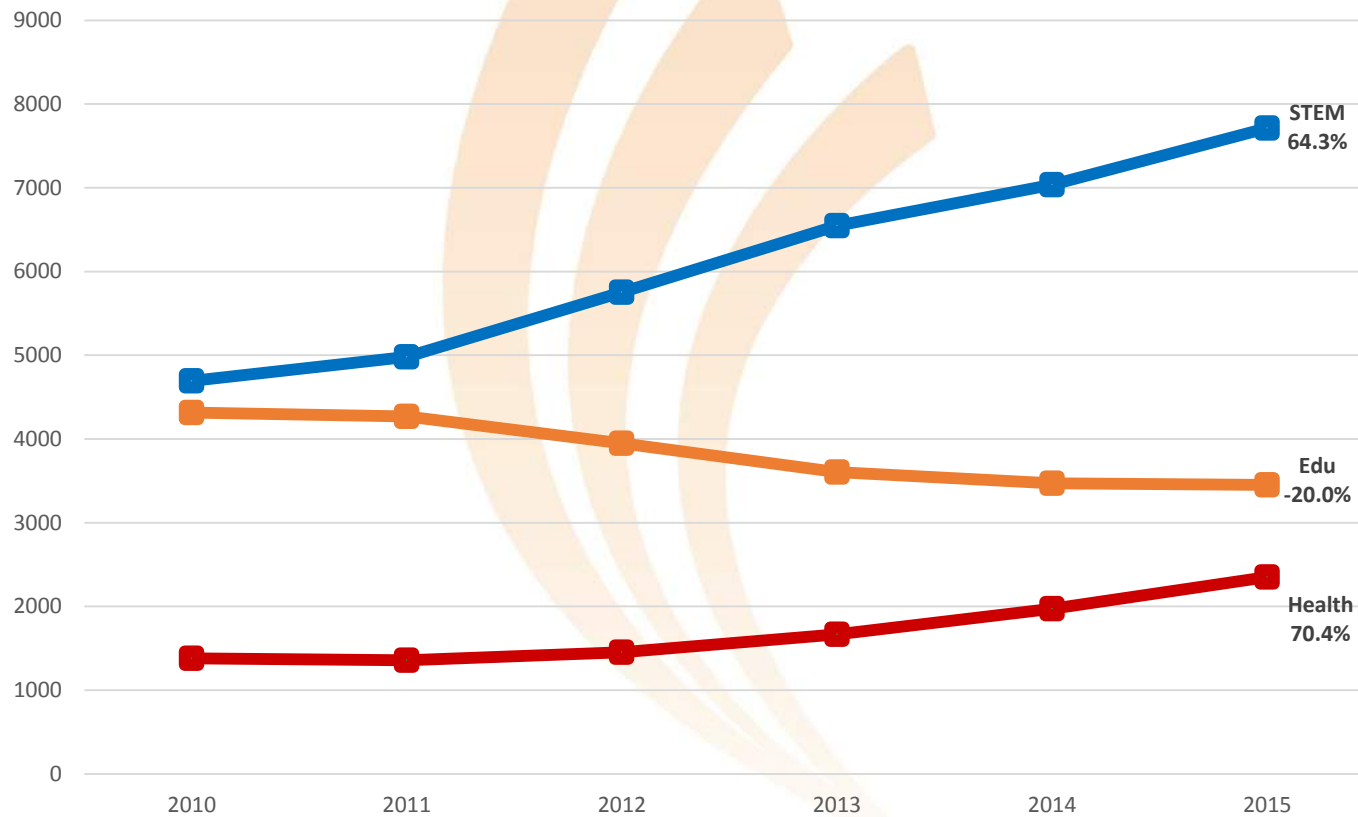
IMPACT

- STEM
- Education
- Health Care
- Employment of Graduates Who Stay in AZ

Factors Considered in Developing the Targets

- Constitutional mandate to provide access
- University maturation and mission differentiation
- Benchmarking against peers and other states
- Changing Arizona economy
- Arizona's growing and changing workforce
- University financial model
- Higher education marketplace

Engaging in Strategic Growth



Metric Targets

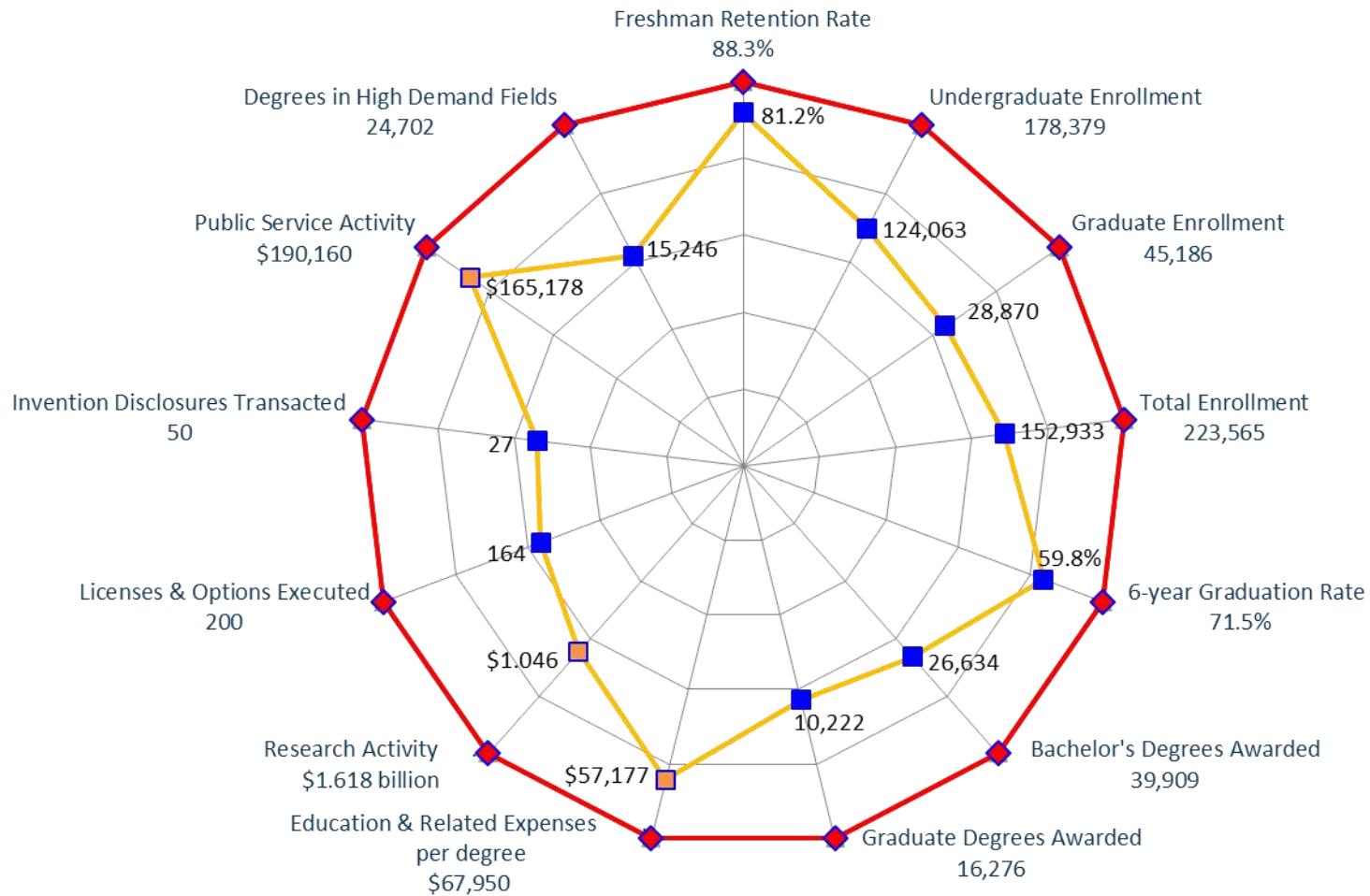
Arizona's Public Universities	2015-16	2024-25	10-Year % Change
GOAL 1: Drive Student Educational Success and Learning			
Freshman Retention Rate	81.0%	88.3%	8.77%
Undergraduate Enrollment	132,735	178,978	44.26%
Graduate Enrollment	30,448	45,186	56.52%
Total Enrollment	163,183	224,164	46.58%
6-year Graduation Rate	61.2%	71.5%	19.81%
GOAL 2: Advance Educational Attainment Within Arizona			
Bachelor's Degrees Awarded	27,281	40,025	50.28%
Graduate Degrees Awarded	11,020	16,276	59.23%
Education & Related Exp per Degree	\$61,236	\$67,950	11.99%
GOAL 3: Discover New Knowledge			
Research & Development Activity <i>in thousands</i>	\$1,117,360	\$1,618,400	50.21%
Licenses & Options (ASU & UA)	155	291	77.44%
Invention Disclosures (NAU)	27	50	85.19%
GOAL 4: Impact Arizona			
Public Service Activity <i>in thousands</i>	\$158,679	\$191,360	19.26%
Degrees Awarded in High-Demand Fields	15,807	24,702	62.02%

University of Arizona	2014-15	2024-25	10-Year % Change
GOAL 1: Drive Student Educational Success and Learning			
Freshman Retention Rate	81.9%	91.0%	11.13%
Undergraduate Enrollment	32,987	50,466	52.99%
Graduate Enrollment	9,249	13,784	49.03%
Total Enrollment	42,236	64,250	52.12%
6-year Graduation Rate	60.3%	75.0%	24.46%
GOAL 2: Advance Educational Attainment Within Arizona			
Bachelor's Degrees Awarded	6,745	11,665	72.94%
Graduate Degrees Awarded	2,695	3,796	40.85%
Education & Related Exp per Degree	\$75,700	\$82,800	9.38%
GOAL 3: Discover New Knowledge			
Research & Development Activity <i>in thousands</i>	\$592,818	\$756,600	27.63%
Licenses & Options Executed	83	191	130.12%
GOAL 4: Impact Arizona			
Public Service Activity <i>in thousands</i>	\$89,800	\$105,200	17.15%
Degrees Awarded in High-Demand Fields	4,347	5,131	18.04%

Arizona State University	2014-15	2024-25	10-Year % Change
GOAL 1: Drive Student Educational Success and Learning			
Freshman Retention Rate	84.1%	90.0%	6.98%
Undergraduate Enrollment	67,507	98,200	45.47%
Graduate Enrollment	15,794	26,805	69.72%
Total Enrollment	83,301	125,005	50.06%
6-year Graduation Rate	62.6%	75.0%	19.84%
GOAL 2: Advance Educational Attainment Within Arizona			
Bachelor's Degrees Awarded	14,842	21,430	44.39%
Graduate Degrees Awarded	6,178	10,670	72.71%
Education & Related Exp per Degree	\$56,160	\$63,918	13.81%
GOAL 3: Discover New Knowledge			
Research & Development Activity <i>in thousands</i>	\$452,000	\$815,000	80.31%
Licenses & Options Executed	81	100	23.46%
GOAL 4: Impact Arizona			
Public Service Activity <i>in thousands</i>	\$40,381	\$50,660	25.46%
Degrees Awarded in High-Demand Fields	7,713	15,071	95.39%

Northern Arizona University	2014-15	2024-25	10-Year % Change
GOAL 1: Drive Student Educational Success and Learning			
Freshman Retention Rate	73.6%	80.0%	8.64%
Undergraduate Enrollment	23,569	30,312	28.61%
Graduate Enrollment	3,827	4,597	20.12%
Total Enrollment	27,396	34,909	27.42%
6-year Graduation Rate	51.6%	57.5%	11.44%
GOAL 2: Advance Educational Attainment Within Arizona			
Bachelor's Degrees Awarded	5,047	6,930	37.30%
Graduate Degrees Awarded	1,349	1,810	34.17%
Education & Related Exp per Degree	\$53,335	\$56,490	5.91%
GOAL 3: Discover New Knowledge			
Research & Development Activity <i>in thousands</i>	\$32,600	\$46,800	43.56%
Number of Invention Disclosures Transacted	27	50	85.19%
GOAL 4: Impact Arizona			
Public Service Activity <i>in thousands</i>	\$30,270	\$35,500	17.28%
Degrees Awarded in High-Demand Fields	3,186	4,500	41.24%

Arizona Higher Education Enterprise



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EXECUTIVE SUMMARY

Item Name: **Educational Quality and Proper Board Oversight of Educational Success and Learning**

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: The board will discuss with the university presidents and provosts educational quality and the various measures and indicators that may be used to assess educational quality at each university. Discussion outcomes and insights will be used to further develop the board's oversight concerning educational quality.

Enterprise or University Strategic Plan

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other:

Discussion

As stewards of Arizona's public university enterprise, the board is charged with overseeing educational quality. In accordance with its strategic plan, the board ensures that the universities are driving student educational success and learning. As part of its responsibility to oversee student learning and success, the board is expected to articulate what is meant by educational quality and establish a framework for university reporting on educational quality.

Outcomes from this discussion will be used to develop the reporting framework regarding educational quality within each university's 2016 annual operational and financial review.

The board is expected to organize its initial discussion on educational quality around the following five questions:

Contact Information:

Chad Sampson

chad.sampson@azregents.edu

602-229-2512

EXECUTIVE SUMMARY

- How do Arizona’s public universities define educational quality?
- How good are our educational quality outcomes?
- How good are we at assessing our educational quality outcomes?
- How satisfied are our constituencies with our level of educational quality?
- How do we know we have the right programs and talent in place to ensure successful educational quality outcomes?

The answers to these questions are complex. “Protecting and enhancing quality depends on being able to measure quality,”¹ however, quality is rarely one-dimensional and rarely easily measured. Educational quality is measured in the context of each university’s unique mission. “The learning experience is affected by the population of students in an institution, the culture and climate of the institution, the institution’s expectations and goals for its students, the goals that students have for their own learning, and the goals that the instructors have for student learning.”² During this meeting, the board is expected to discuss each institution’s educational quality expectations and how the board may most effectively provide oversight over how those expectations are being realized and measured.

Within this context, a number of indicators, rather than a single indicator, are best considered to assess quality effectively and efficiently. Recognizing that quality indicators do not serve the same function, and are distinct from metrics and targets, there are a number of quality indicators within the strategic plan that may assist the board in understanding each institution’s approach to quality. These indicators, which taken in context help the board to evaluate each institutions progress towards driving student success and learning. The indicators encompass information from internal academic and programmatic sources, accreditation material, external rankings and evaluations and constituency feedback. A copy of the strategic plan is attached.

In addition to the indicators identified in the strategic plan, there are several other measures that may be used to measure quality, e.g., assessing student learning outcomes, monitoring student placement, evaluating coursework’s depth and breadth, evaluating instructor preparation, and co-curricular learning experiences. These additional measures provide the board further context and insight concerning each institution’s efforts toward educational quality.

¹ Education Advisory Board, *Breaking the trade-off Between Cost and Quality*, available at <https://www.eab.com/research-and-insights/academic-affairs-forum/expert-insights/2015/why-traditional-approaches-to-budget-cuts-arent-enough>.

² *Measuring Instruction in higher education, Summary of a Convening Held in Chicago, Illinois, November 17-18, 2014*, Organized by William T. Grant Foundation, Spencer Foundation, Bill & Melinda Gates Foundation, p. 5.

EXECUTIVE SUMMARY

During the discussion, the university provosts are expected to discuss each institution's culture and climate surrounding its pursuit of educational quality and the multiple tools, inputs and outcomes they use to manage educational quality. At the conclusion of this discussion, a reporting framework will be developed to provide greater board insight into:

- each institution's aims with regard to learning outcomes;
- how the institutions use accreditation results and periodic program evaluations to improve educational outcomes;
- how the board may better support efforts to improve educational quality;
- any special challenges each institution is facing with regard to educational quality; and
- which mix of educational quality indicators are most appropriate for each institution.

Requested Action

This item is provided for discussion only. No action is required by the board.

Mission: Arizona’s public university enterprise exists to provide opportunities for learning, discovery, research, public service and economic development for Arizona residents and the global community.			
Approach: The Arizona public university enterprise employs an entrepreneurial approach with an innovative leadership and organizational design that recognizes each university’s unique mission; holds the enterprise to the highest standards of quality and accountability; and works collaboratively to achieve statewide goals.			
GOAL ONE <i>Drive Student Educational Success and Learning</i> EDUCATE	GOAL TWO <i>Advance Educational Achievement Within Arizona</i> ACHIEVE	GOAL THREE <i>Discover New Knowledge</i> DISCOVER	GOAL FOUR <i>Impact Arizona</i> IMPACT
Deliver a high quality university education.	Lead the effort to increase the number of Arizonans with a college degree or certificate.	Create new knowledge, collaborations, inventions, and technology to solve critical problems and enhance lives.	Engage and serve our communities through initiatives, and partnerships focused on supporting, improving, and enhancing Arizona’s economy and competitiveness.
OBJECTIVES	OBJECTIVES	OBJECTIVES	OBJECTIVES
<ul style="list-style-type: none"> Enroll a diverse student body that reflects the overall demographics of Arizona Engage students with quality and innovative teaching and learning experiences Provide a stimulating, politically and intellectually diverse and respectful atmosphere that attracts, inspires and retains students, faculty and staff while recognizing our place Encourage public service, research experience, internships, clinical placements and other types of professional engagement as an integral part of the overall student experience Provide outstanding extracurricular activities Maintain excellent and significant international programs Equip graduates with 21st century communication, analytical and problem solving skills Produce graduates who are thoughtful, intellectually well-rounded and have an appreciation for lifelong learning 	<ul style="list-style-type: none"> Promote the value of education and college attainment Build a college-going culture in Arizona and America Govern through an enterprise approach with differentiated university missions and an innovative management and organizational structure Provide access and sufficient scale through numerous affordable and flexible degree options Embrace and utilize technology to create more efficiency in educational delivery Improve time to a degree by providing excellent student support services Play a key role in K-12 to produce more college and career ready individuals Promote policies and innovations that encourage greater numbers of high school graduates and individuals with postsecondary credentials Seek greater alignment of outcomes between K-12, community colleges and universities Increase alignment of coursework between K-12, community colleges and universities Create modern, sustainable funding and regulatory design Develop new and innovative financial aid models Work with policy makers to develop student centered financial aid Partner with other state entities to meet Arizona’s workforce demands Partner with other western states to provide broad student access 	<ul style="list-style-type: none"> Increase research activity Build on each university’s strengths and differences in research to benefit Arizona Increase the commercialization of research into the marketplace by expanding the rate of technology transfer and start-up creation Connect university research to Arizona’s business and industry to foster greater collaboration and advance economic growth Encourage a culture of collaboration among the universities to enhance the public universities enterprise and compete more effectively nationally and globally on behalf of Arizona Develop a broad range of government, industry, and philanthropic sources of research funding 	<ul style="list-style-type: none"> Communicate to all constituencies and policymakers the value of Arizona’s public universities to the state Increase higher education attainment necessary to impact Arizona’s economy and make the state more competitive Support university research, technology transfer and entrepreneurial programs activities in a manner that has the greatest impact on Arizona’s economy and makes the state more competitive Increase universities’ community service and engagement activities by students, faculty and staff Be an engaged and respected advisor in addressing critical issues facing our state Align with and advance statewide economic development goals Collaborate with business to grow Arizona’s economy Support the creation of new business start-ups driven by university intellectual property and student entrepreneurial programs Operate in a financially responsible manner Keep Arizona’s workforce competitive
METRICS AND MEASURES	METRICS AND MEASURES	METRICS AND MEASURES	METRICS AND MEASURES
<ul style="list-style-type: none"> Freshman retention Undergraduate & Graduate enrollment Total enrollment Freshman and transfer graduation rates Post-graduation outcomes 	<ul style="list-style-type: none"> Number of bachelor’s degrees awarded – total and residents Graduate degrees awarded Education & related expenses per degree Number of university level specialized certificates and credentials 	<ul style="list-style-type: none"> Research & development activity Licenses & options executed Invention disclosures 	<ul style="list-style-type: none"> Public service activity Number of degrees awarded in high-demand fields Number of university faculty and staff involved in Arizona service activities
SAMPLE QUALITY MARKERS			
<ul style="list-style-type: none"> Student, faculty, business and public feedback Competiveness & rankings of select programs Peer comparisons Arizona college-going rate 	<ul style="list-style-type: none"> Student success in winning national awards and fellowships Monitor emerging institutional quality measures Brookings Institute’s beyond college rankings assessment 	<ul style="list-style-type: none"> Members of national-level academies & societies Publications cited by other scholars Rankings of doctoral programs Success in competition for research funding 	<ul style="list-style-type: none"> Telemedicine support locations throughout the state Communities served and numbers of people assisted through cooperative extension Economic impact for state and local communities
CHALLENGES & RISKS	CHALLENGES & RISKS	CHALLENGES & RISKS	CHALLENGES & RISKS
<ul style="list-style-type: none"> Entering Arizona student preparedness Arizona’s college-going rate Community college transfer rate Investment needed to strengthen academic programs Need to redesign educational spaces for improved teaching and learning environment Need for improved analytics to increase student success Increasing student expectations for support services and campus amenities 	<ul style="list-style-type: none"> Need for a stronger college going culture in Arizona Large number of students with financial need Declining state funding support and consequent pressures on tuition rates and financial aid Lack of state funding model Less federal monies to support students Structural costs and burdensome regulation, including health insurance and other employment benefits Increased reliance on nonresident & international student tuition Strength of Arizona job market for graduates Constrained student marketplace 	<ul style="list-style-type: none"> Risk of further reductions in research funding Funding for new faculty and laboratory upgrades/expansion Effectively demonstrating economic impact of research Research facilities capacity Attracting, retaining & supporting the highest quality research faculty 	<ul style="list-style-type: none"> Inadequate mechanisms for working with businesses and government to determine long-term workforce needs Navigating the complexities of multiple partnerships to combine resources and talent Decentralization of education in Arizona with no coordinating body across systems Effectively demonstrating to policymakers the contribution of higher education to Arizona’s quality of life and economic development



EDUCATE • DISCOVER • IMPACT

Quality

Presenter: Chad Sampson
Vice President

Date: November 19, 2015

Board Meeting
11/19/2015
Item #8

Process

- November: Framework discussion
- February:
 - Continued discussion and analysis
 - Adoption of indicators
- Fall 2016: Reporting as part of the Operational and Financial Review

Objectives for the Discussion

- Understanding educational quality for the Enterprise and each institution
- How quality is monitored and reported for the board

Quality is a Focus of Numerous Leadership Groups

AGB ASSOCIATION OF GOVERNING BOARDS OF UNIVERSITIES AND COLLEGES

BILL & MELINDA GATES *foundation*

BROOKINGS

QUALITY. INDEPENDENCE. IMPACT.

spencer



College Affordability and Transparency Center
College Scorecard



Mission: Arizona's public university enterprise exists to provide opportunities for learning, discovery, research, public service and economic development for Arizona residents and the global community.			
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Ensuring Quality in Student Learning Outcomes

- How do Arizona's public universities define educational quality?
- How good are our educational quality outcomes?
- How good are we at assessing our educational quality outcomes?
- How satisfied are our constituencies with our level of educational quality?
- How do we know we have the right programs and talent in place to ensure successful educational quality outcomes?

Ensuring Quality in the Research Enterprise

- How do Arizona's public universities define research quality?
- How good are our research enterprises?
- How good are we at assessing our research outcomes?
- How do we ensure that the university research enterprise is as efficient and productivity as possible?
- How do we ensure that we are disseminating research discoveries as effectively as possible?

Ensuring Quality of Our Impact Activities

- How do Arizona's public universities define their impact on Arizona?
- How deep and broad is the universities' impact on Arizona?
- How good are we at assessing the universities' impact on Arizona?
- How satisfied are the Arizona communities and constituencies with the level of university engagement?

Next Steps

- Adopt a range of quality indicators in February
- Revisions to the Operational and Financial Reviews to incorporate quality reporting and discussions

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EXECUTIVE SUMMARY

Item Name: **Report on Legislative Affairs**

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: ABOR Director of Government Affairs Kody Kelleher will report on legislative affairs.

Enterprise or University Strategic Plan

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other:

There are no written materials for this item.

Requested Action

This item is provided for discussion only. No action is required by the board.

Contact Information:
Kody Kelleher

Kody.Kelleher@azregents.edu

(602)-229-2509

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EDUCATE • DISCOVER • IMPACT

Legislative Affairs Report

Presenter: **Kody Kelleher**
Director, Government Affairs

Date: **November 20, 2015**

Enterprise Legislative Agenda

<p>Resident-based funding</p>	<ul style="list-style-type: none"> • Focus GF dollars on Arizona resident students • Work towards state funding 50% cost of educating resident students 	<ul style="list-style-type: none"> • Replace PFM references in statute w/references to resident-based funding
<p>University benefits reform</p>	<ul style="list-style-type: none"> • HITF reform & control of benefits-eligible status of employees • Authorize university control of retirement programs 	<ul style="list-style-type: none"> • Multi-year initiative planned strategically with Executive & policymakers
<p>Tuition remittance</p>	<ul style="list-style-type: none"> • Eliminate tuition remittance process • Universities retain all tuition revenue • Maintain transparency 	<ul style="list-style-type: none"> • Work in conjunction w/JLBC • Previously included in Gov. Ducey's FY16 executive budget recommendation
<p>Commercial paper</p>	<ul style="list-style-type: none"> • Authorize ABOR issuance of commercial paper on behalf of universities • Short-term entrepreneurial financing 	<ul style="list-style-type: none"> • Standalone bill moved through traditional legislative process

EXECUTIVE SUMMARY

Item Name: Economic and State Revenue Outlook Update

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: The board office and university economists will report on the Economic and State Revenue Outlook.

Enterprise or University Strategic Plan

(Check the element(s) of the strategic plan that this item supports or advances)

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other:

The university economists presenting will be:

George W. Hammond, Ph.D.

George W. Hammond is associate director of the Economic and Business Research Center in the Eller College of Management at the University of Arizona. Dr. Hammond brings 18 years of experience in state and local econometric forecasting and regional economic analysis to the Center and the Forecasting Project. He has extensive experience in the design and use of econometric models for forecasting and he has produced nearly 100 forecasts of state and local economies. Dr. Hammond has also completed over 50 regional economic studies on topics that include economic and workforce development, energy forecasting, and the impact of higher education on human capital accumulation. These forecasts and reports garnered significant grant support and had significant influence, reaching over one thousand business leaders, policymakers, and individuals each year through conferences, publications, and press contacts. Dr. Hammond is a frequent contributor to local and national news services. His analysis and commentary have been featured in such distinguished venues as the [NBC Nightly News](#), the [Wall Street Journal](#), [USA Today](#), [Bloomberg BusinessWeek](#), and the [New York Times](#).

Contact Information:

Ted Ferris, ABOR

tf@tedferrisconsulting.com

EXECUTIVE SUMMARY

Dr. Hammond is also a research professor in the Center. His academic research focuses on the determinants of local economic growth in the U.S., the impact of state and local policies on economic growth, and the contribution of higher education to local workforce development.

Lee McPheters, Ph.D.
Director, JPMorgan Chase Economic Outlook Center
Research Professor of Economics
W. P. Carey School of Business
Arizona State University

Lee McPheters is Research Professor of Economics in the W. P. Carey School of Business at Arizona State University and Director of the school's JPMorgan Chase Economic Outlook Center. The Center specializes in economic forecasts for the nation, Arizona, and the Western states. Dr. McPheters originated and edits the *Arizona Blue Chip* and the *Western Blue Chip* economic forecasts, now available online. His "Job Growth USA" web site is closely followed by economic development professionals and is used by fact checking organizations (including PolitiFact) to verify claims about job creation made by political candidates. His writings on the economy have been quoted in the Wall Street Journal, USA Today, The Economist, Business Week, The New York Times, and the Huffington Post and he has appeared nationally on Good Morning America, CNN, Fox News, and Marketplace on NPR, commenting on the economic outlook.

Dr. McPheters is the author, co-author, and project director of numerous academic articles, grant funded reports, and applied research contracts. He received the Distinguished Faculty Researcher award from the W. P. Carey School, as well as the Faculty Service Award, presented annually to one recipient for innovative and effective service. Dr. McPheters has held various administrative positions at ASU including Senior Associate Dean for Graduate Programs in the W. P. Carey School of Business from 1991 – 2008. He is a member of the National Association of Business Economics, the American Economic Association, the Western Economic Association, the Western Regional Science Association, and is a past president of the Arizona Economic Roundtable.

Requested Action

This item is for information only. No action is required by the board.



U.S. Outlook

A Little Room for Improvement

Presented to:
Arizona Board of Regents
November 20, 2015

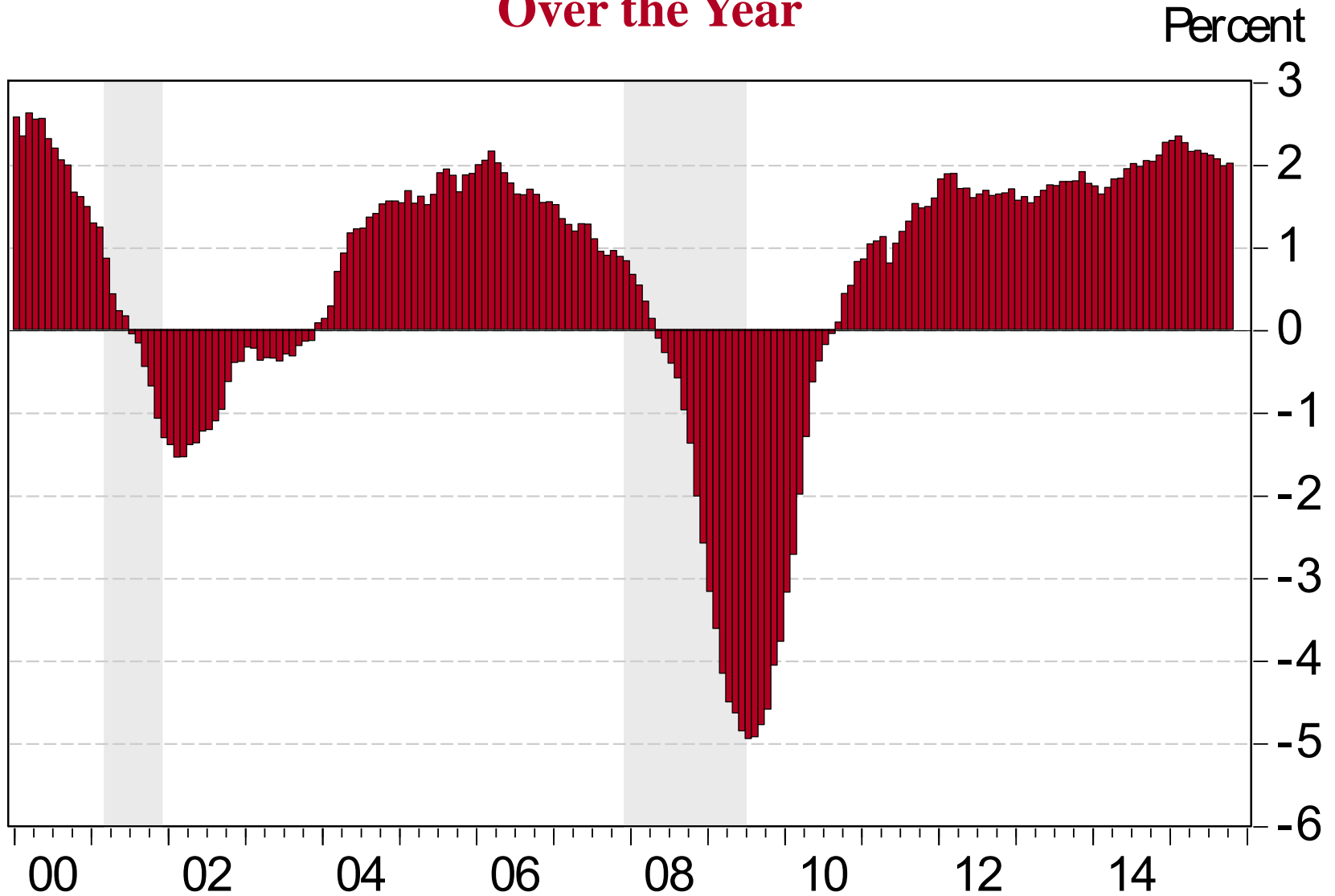
George Hammond, Ph.D.
Director
Economic and Business Research Center

The Takeaways

- ▶ The slow U.S. recovery continues
- ▶ The outlook is for a modest acceleration in the near term
- ▶ Federal fiscal drag diminishes
- ▶ Interest rates rise as the Fed tightens
- ▶ Housing slowly recovers
- ▶ Trade deficit grows in the near term
- ▶ Crude oil prices gradually rebound

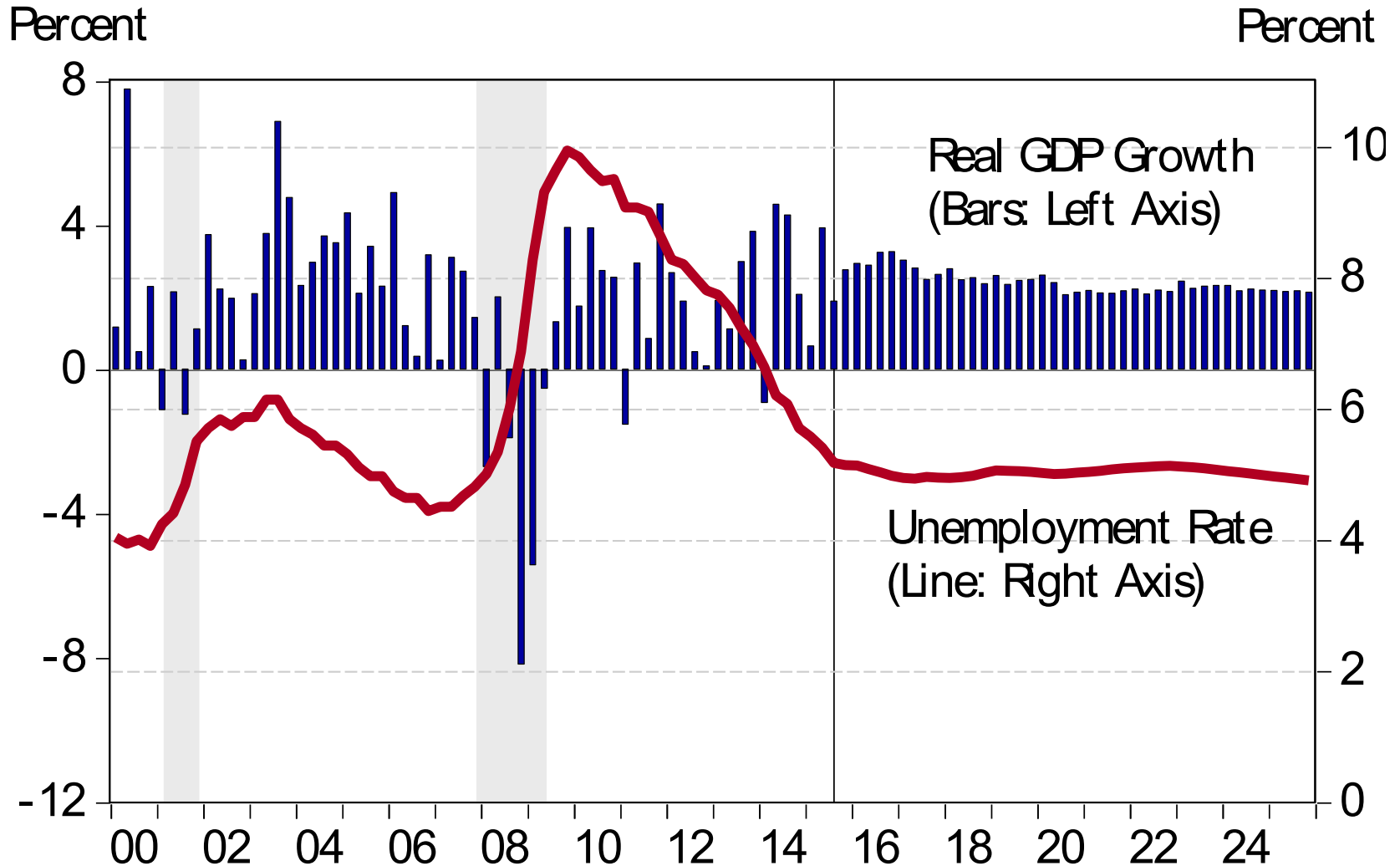
U.S. Job Growth

Over the Year



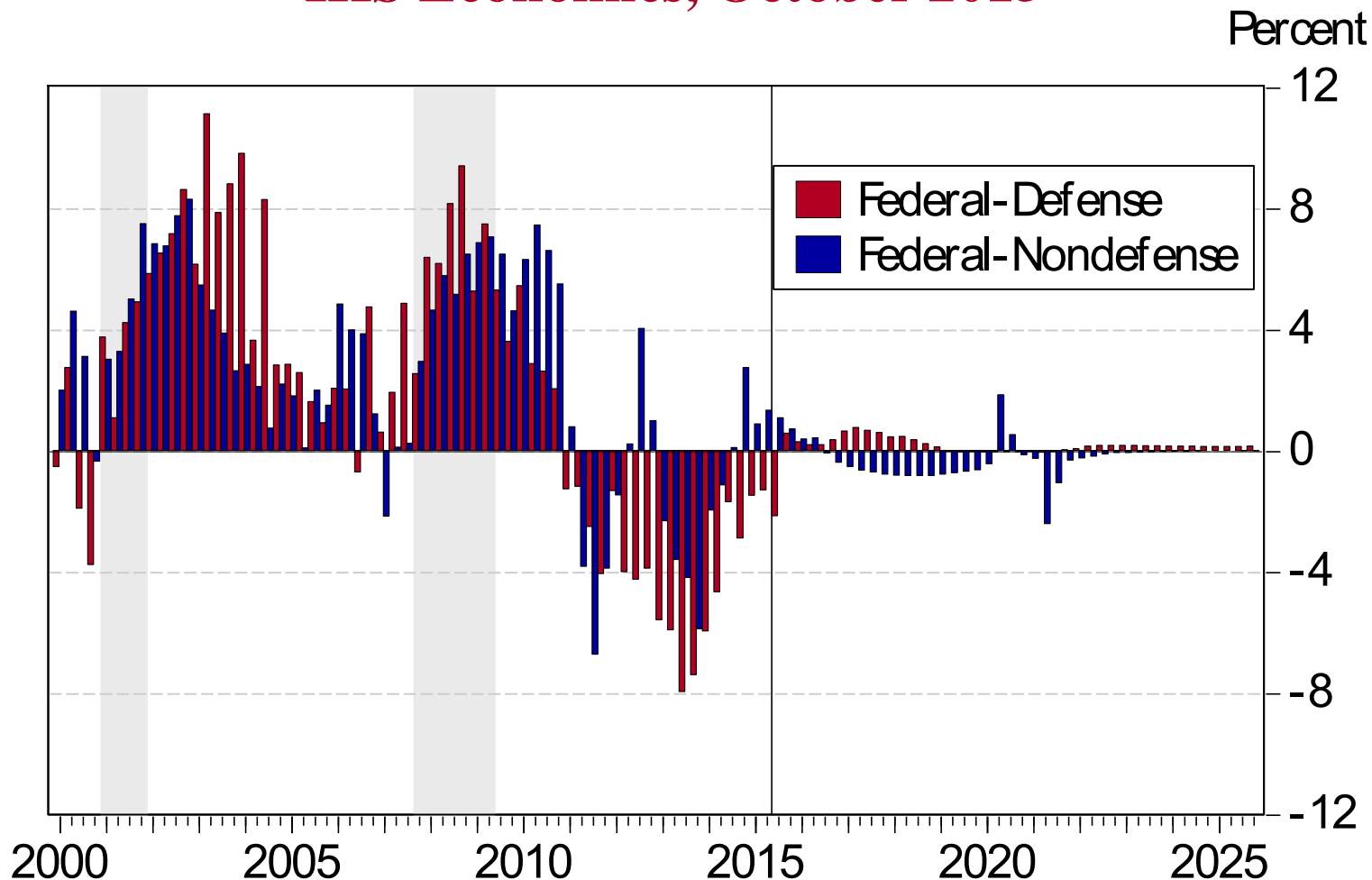
U.S. Real GDP & Unemployment

IHS Economics, October 2015



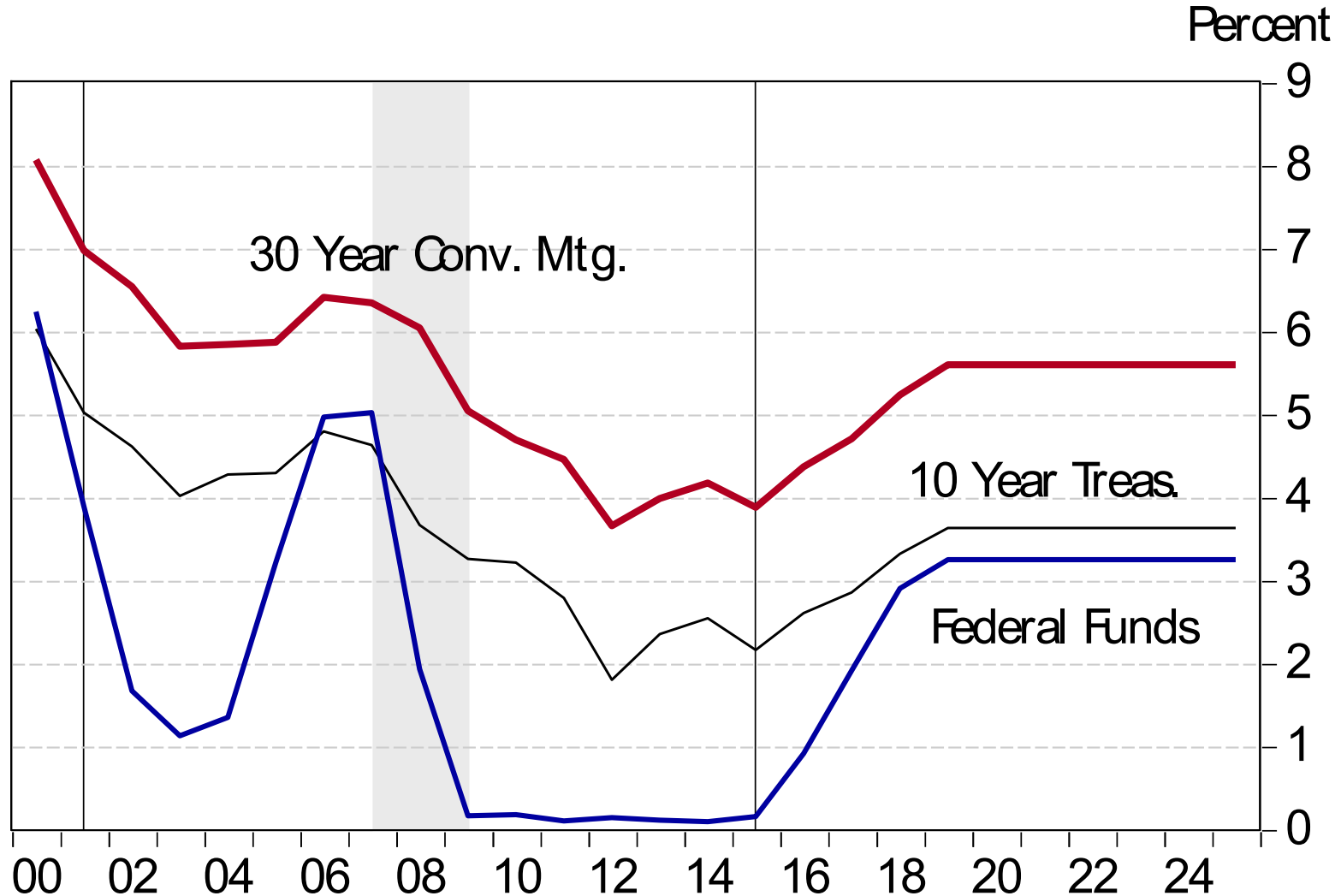
U.S. Real Federal Government Spending

Purchases of Goods and Services, Over-the-Year
IHS Economics, October 2015



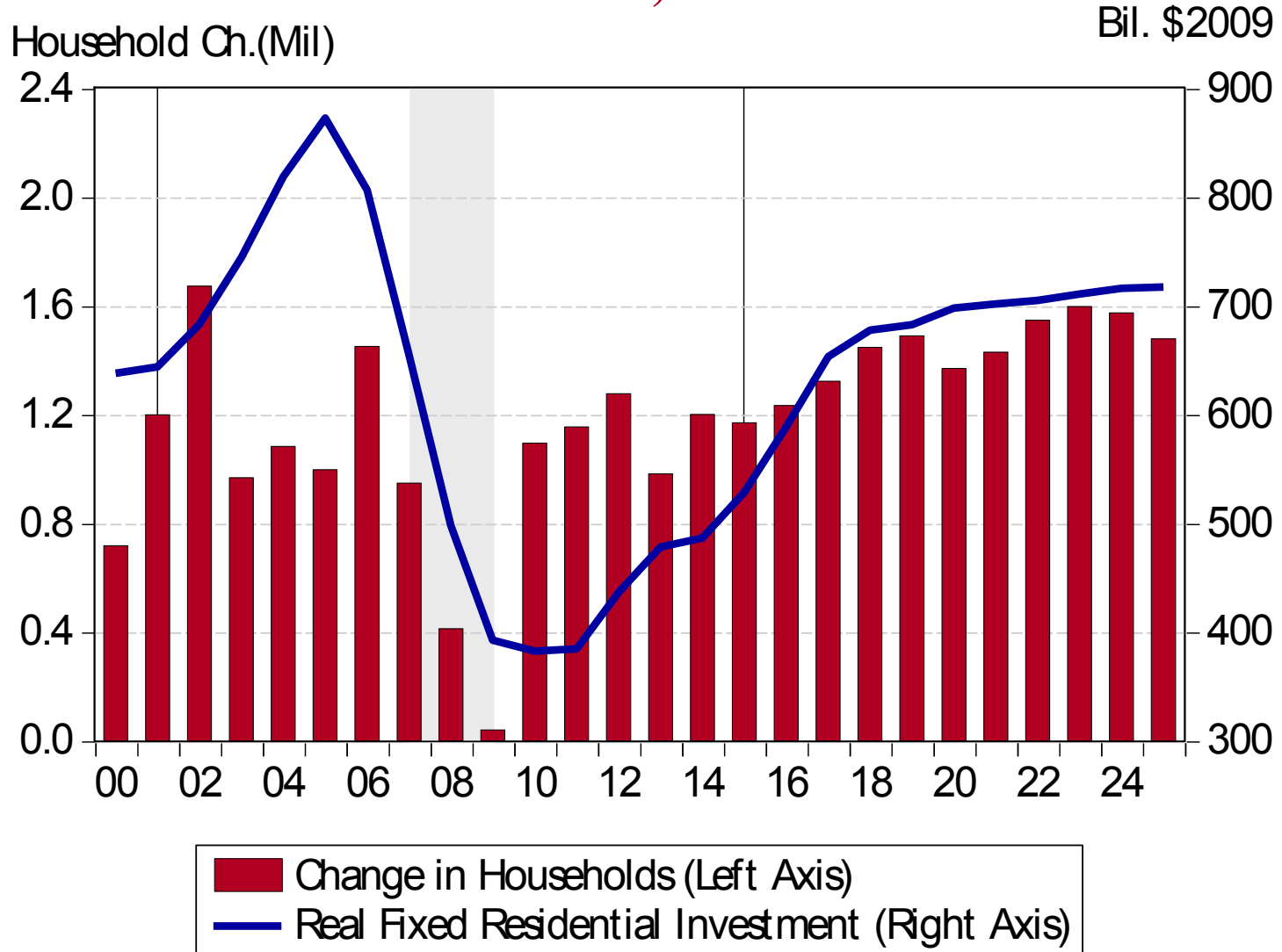
U.S. Interest Rates

IHS Economics, October 2015



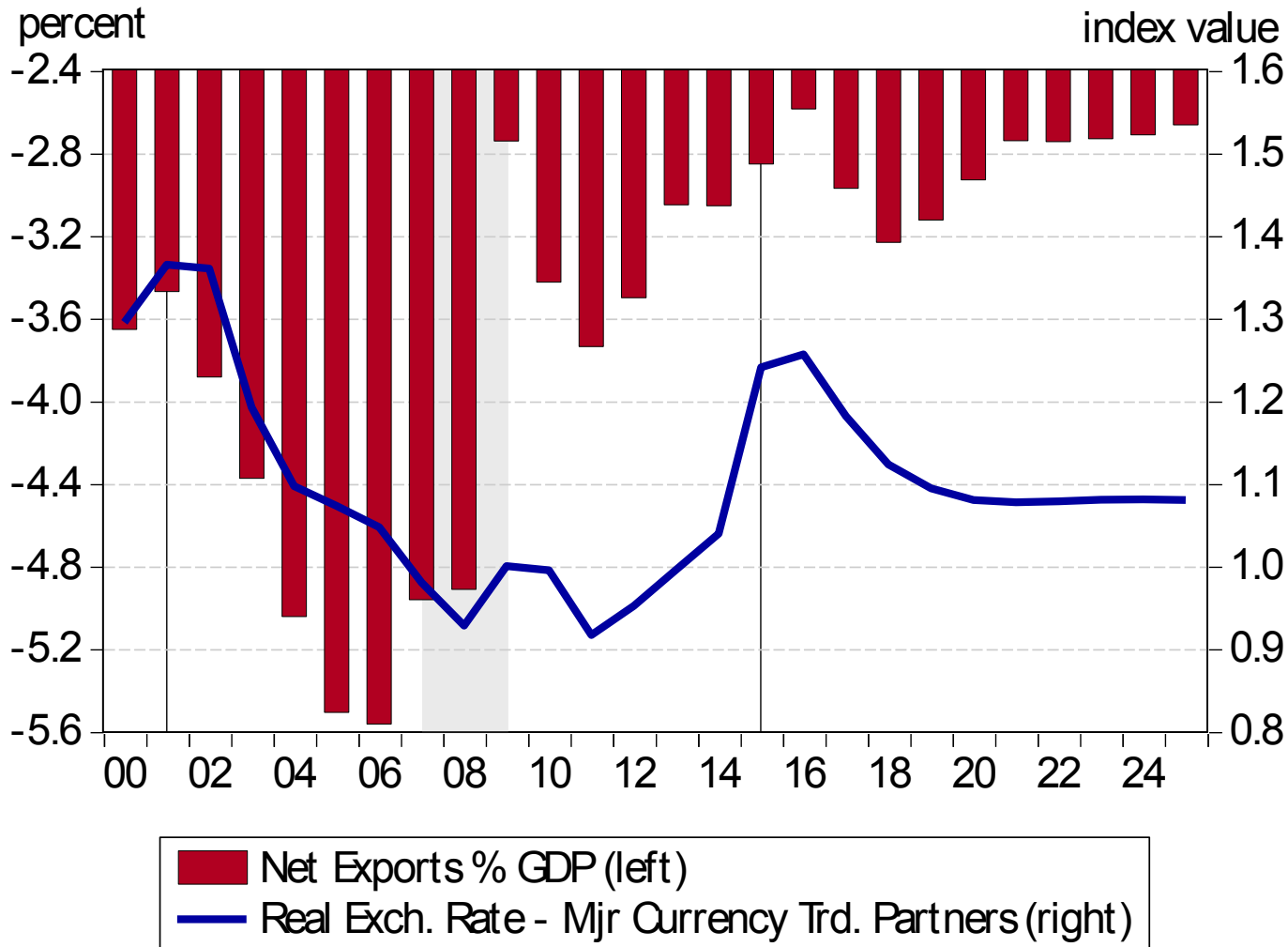
U.S. Housing Recovery

IHS Economics, October 2015



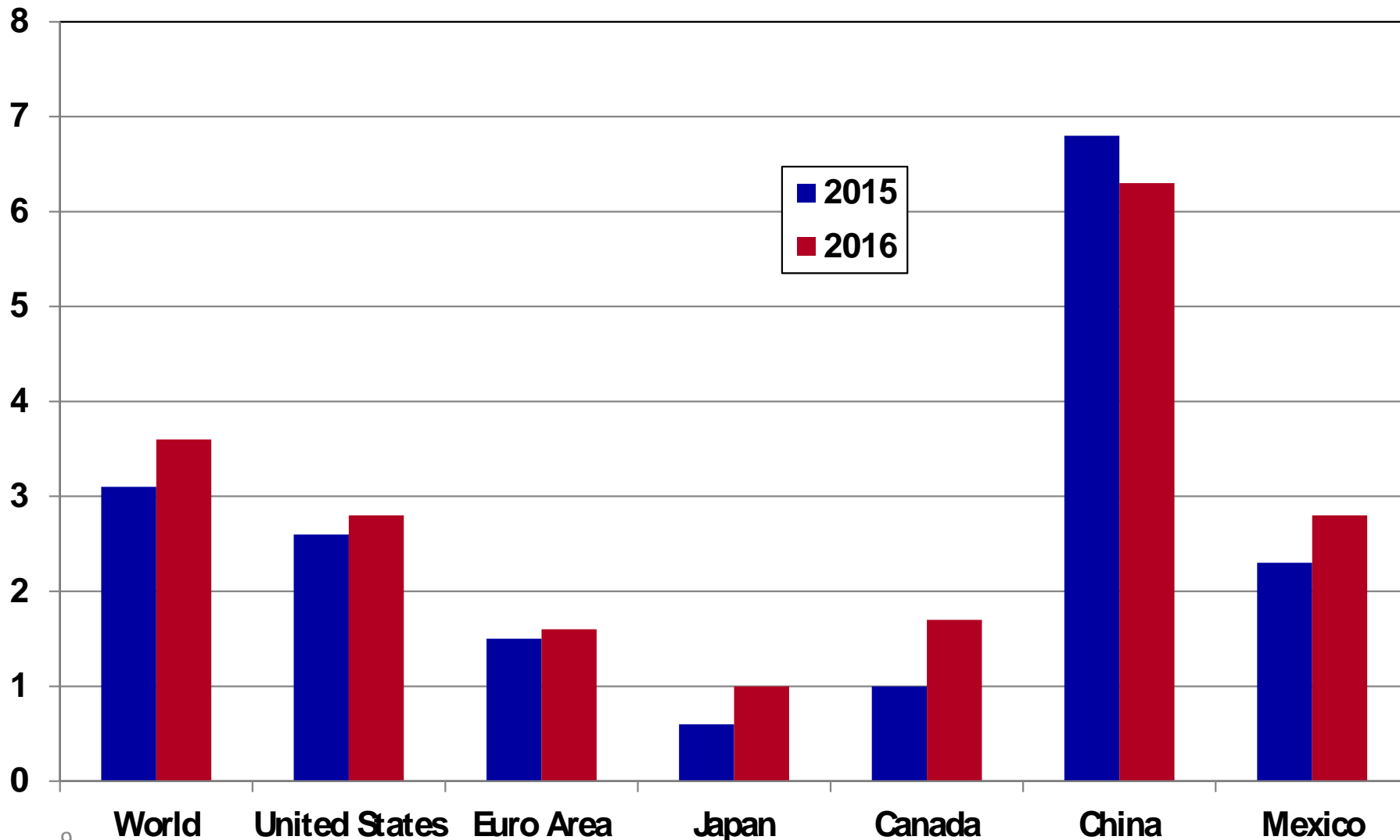
U.S. Trade Balance & the Dollar

IHS Economics, October 2015



IMF Forecasts by Country

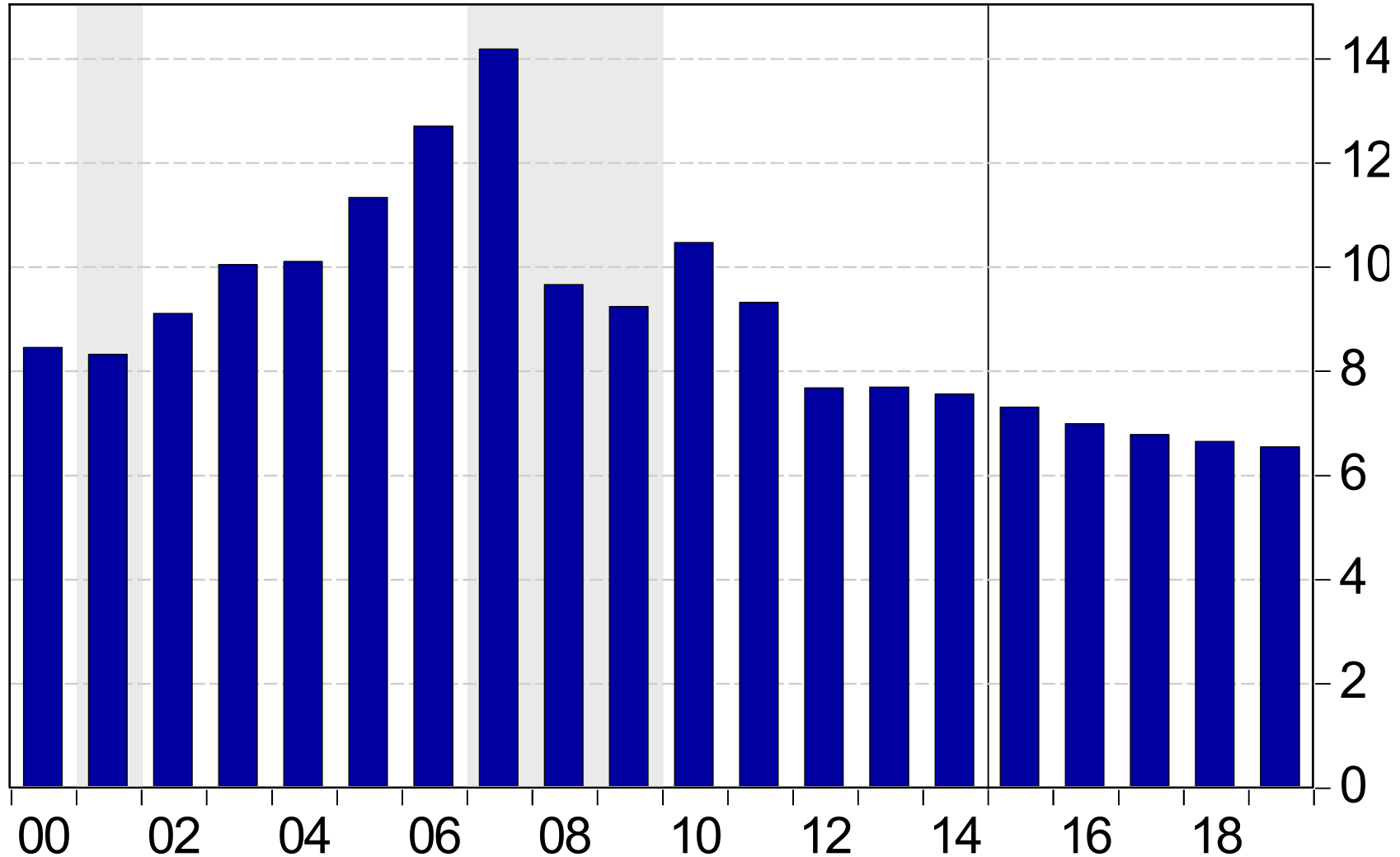
.....
Real GDP Growth



Real GDP Growth: China

IMF October 2015

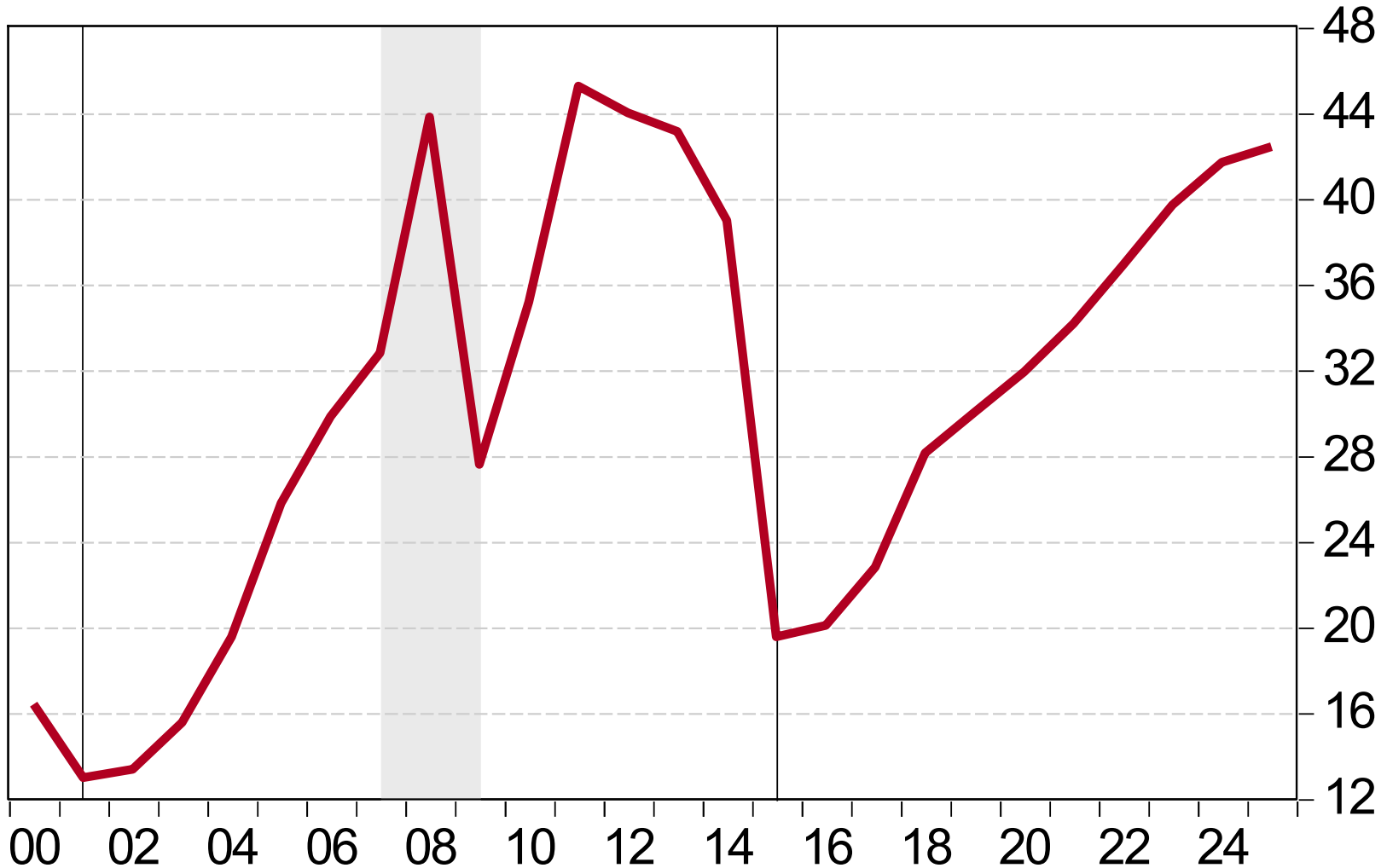
Percent



Real Crude Oil Price

IHS Economics, October 2015

1982-84 \$/BBL



The Risks

- ▶ Fiscal/monetary policy mistake
- ▶ Commodity shock
- ▶ Bursting asset bubble
- ▶ Global demand shock



Arizona Economic Update & Outlook

Arizona Board Of Regents

November 20, 2015

Lee.McPheters@asu.edu



ARIZONA STATE UNIVERSITY



ARIZONA

Economic Outlook

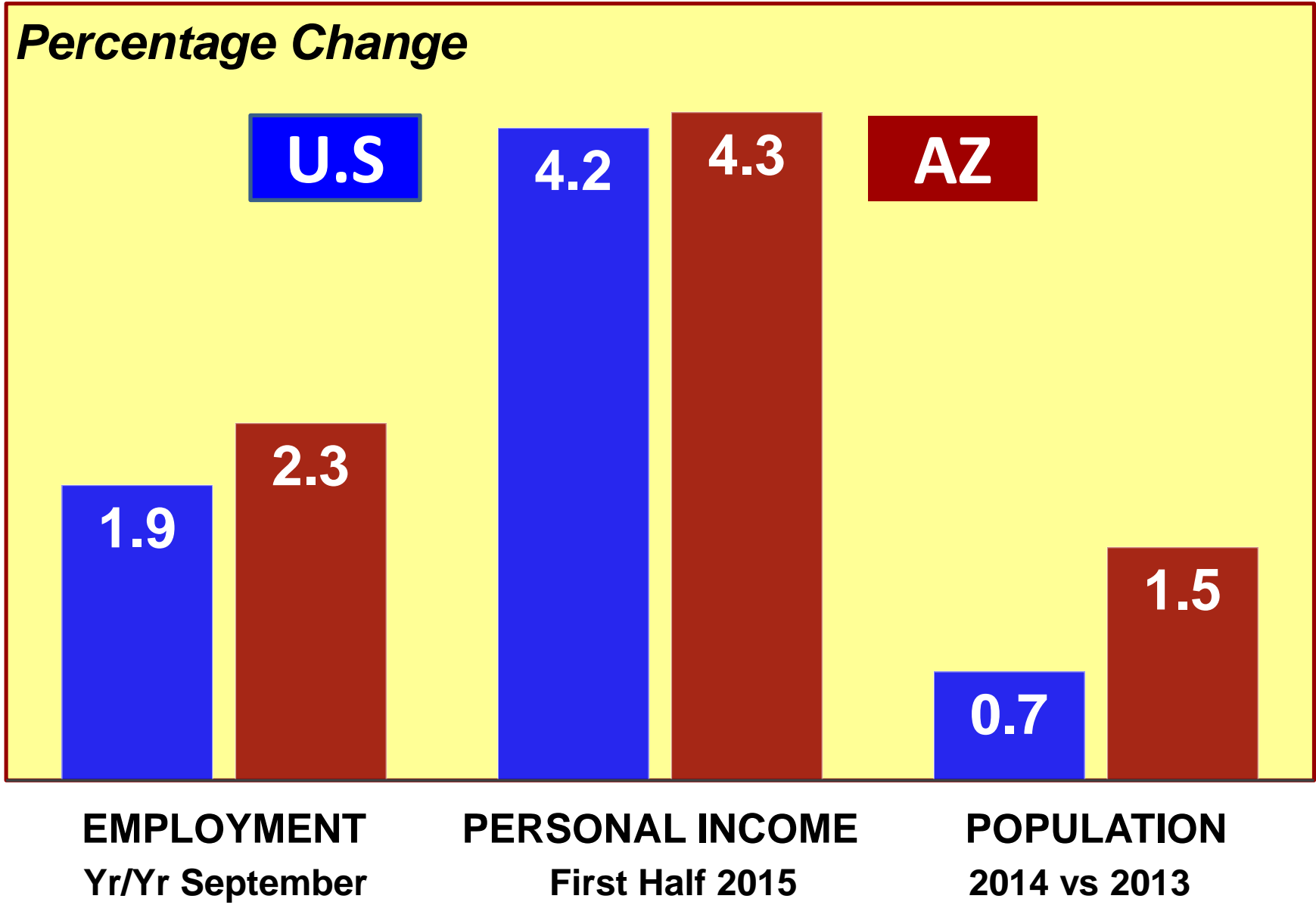
Indicators	2014	2015	2016
New Jobs (<i>thousands</i>)	47.8	65.0	70.0
Employment (%)	1.9	2.5	2.7
Population (%)	1.5	1.7	1.8
Single Family Permits (%)	-8.0	25	30

W. P. Carey School of Business, ASU, based on data available November 2015

The Current Arizona Economy: *Growth Improved in 2015*

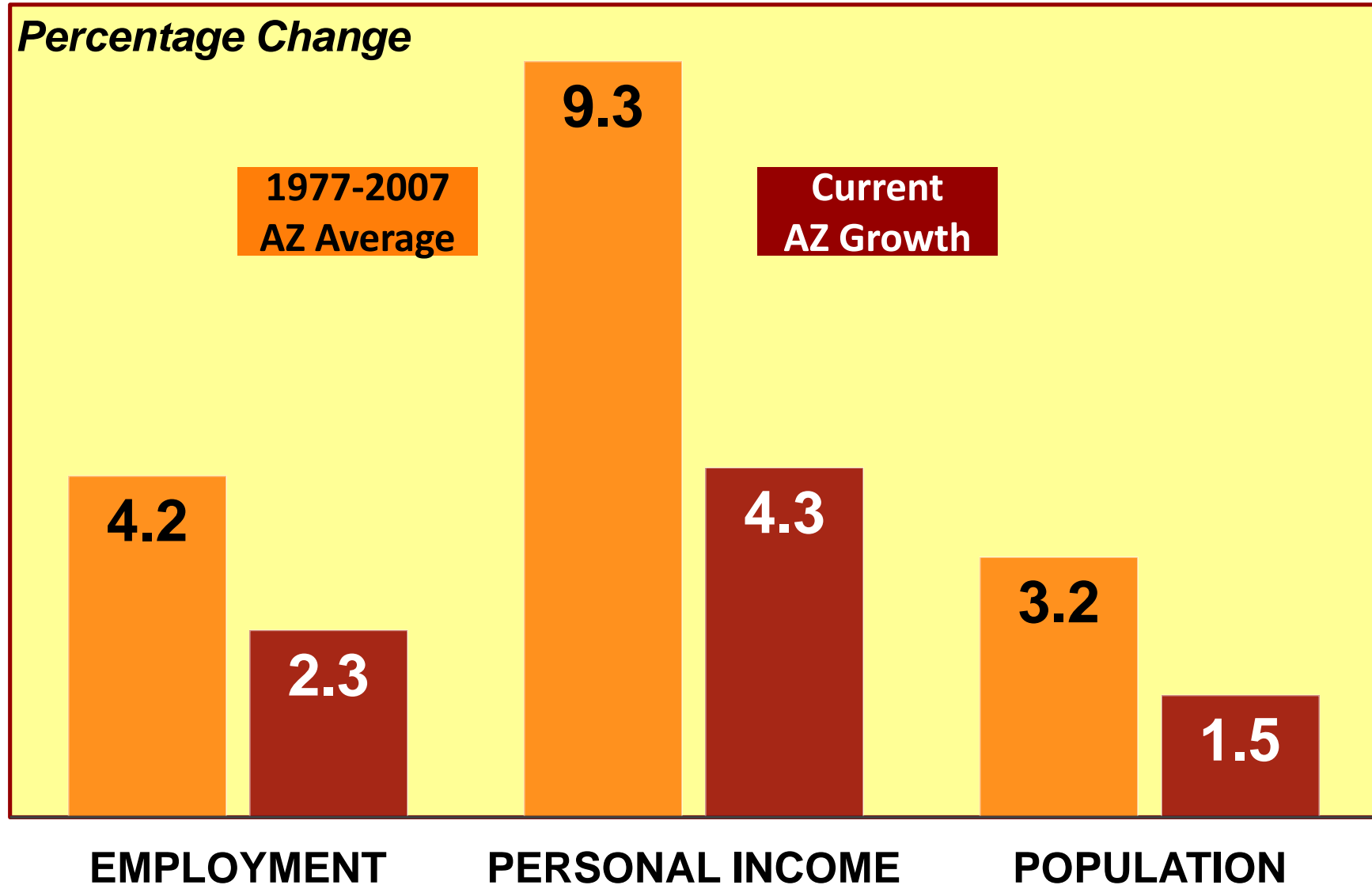
- **Historically A Growth Leader**
- **But Recession Hit Earlier, Harder**
- **Economy Paused in 2014**
- **New Job Mix is Emerging**
- **Long Term Outlook is Positive**

Arizona Growth Rates Exceed U.S.

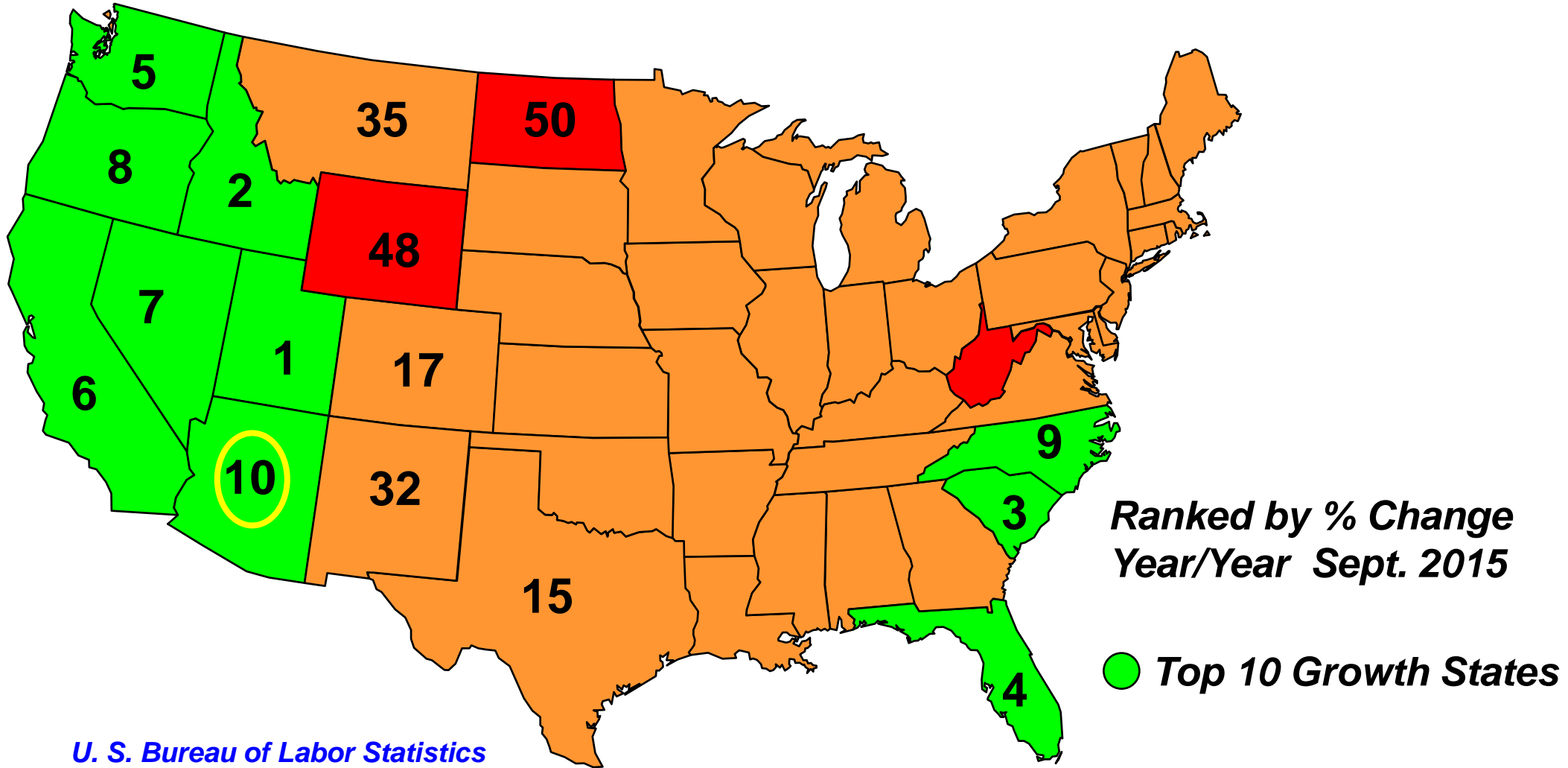


Arizona Past Growth Was Greater

1977-2007 Average Growth vs. Current Growth Rates



Arizona Ranks 10th Among States In Current Rate of Job Growth



U. S. Bureau of Labor Statistics

<http://research.wpcarey.asu.edu/economic-outlook/job-growth/current-state-rankings/>

Arizona Job Growth Rankings

Ranked by Year/Year Growth: September 2015

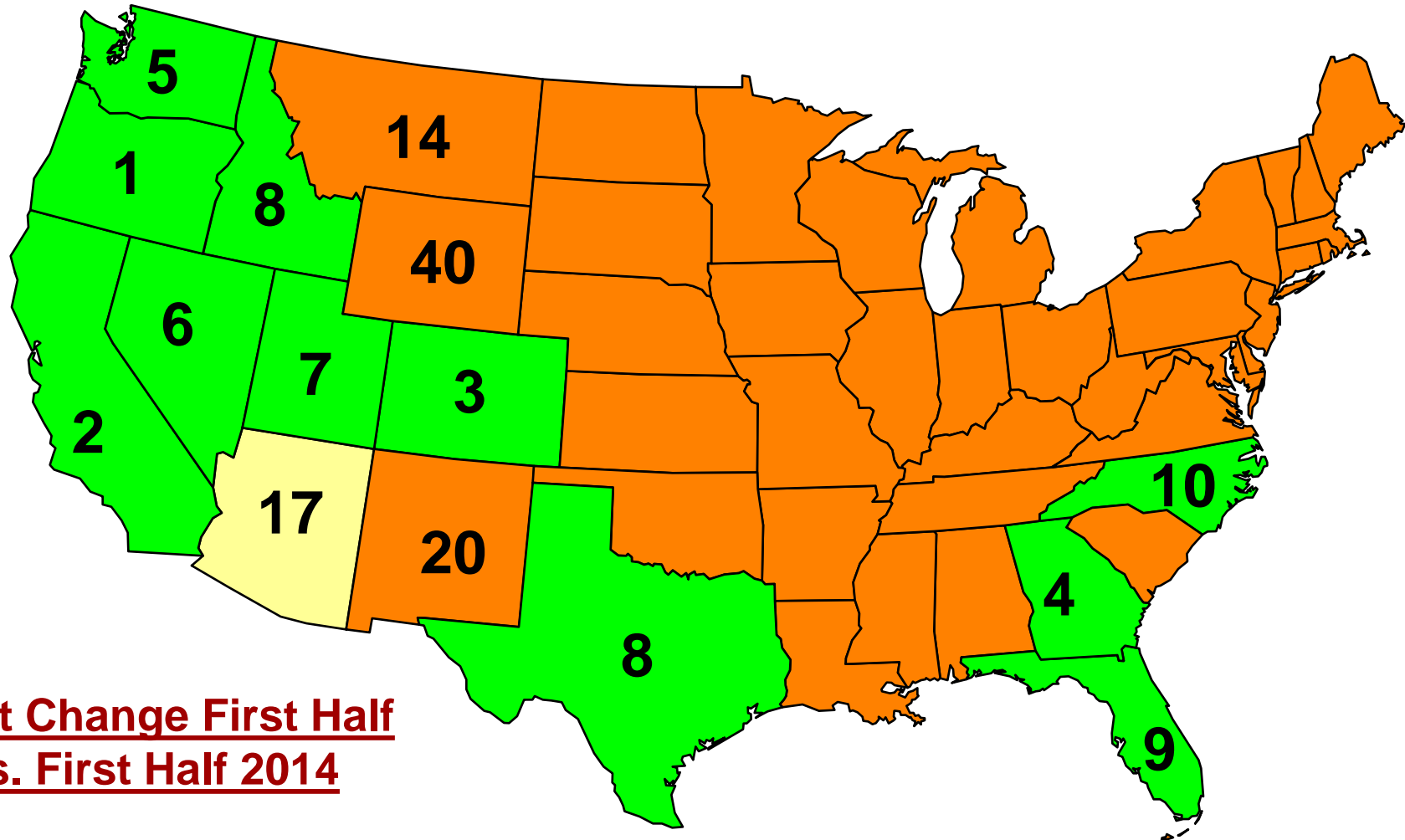
Arizona Industry	% Growth	U.S. Rank
Overall Job Growth	2.3	10
Private Job Growth	2.6	10
Personal Services	6.0	1
Finance & Insurance	5.1	2
Prof/Technical Services	4.5	10
Construction	6.1	11
Leisure & Hospitality	4.0	11
Health Care	3.4	12

Jobs Recovery Slower Than U.S.

- Arizona was hit hard in the recession, losing more jobs (12%) than the US (6%)
- U.S. Regained Lost Jobs in May 2014
- Arizona has regained 83% of lost jobs
- Phoenix has regained 92% of lost jobs
- Tucson has regained 54% of lost jobs

U.S. Bureau of Labor Statistics, data through September 2015

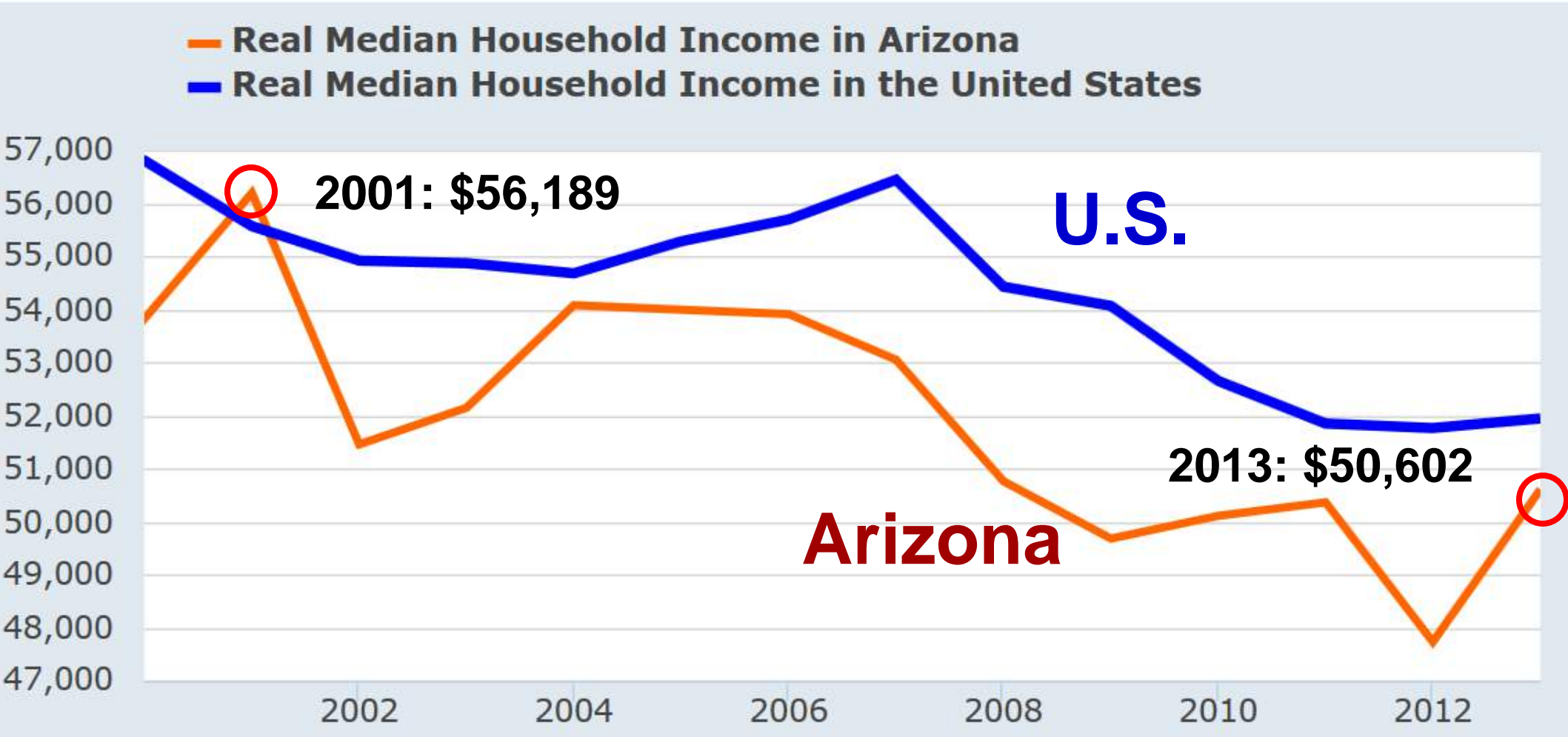
West & SE Lead in First Half Personal Income Growth



Percent Change First Half
2015 vs. First Half 2014

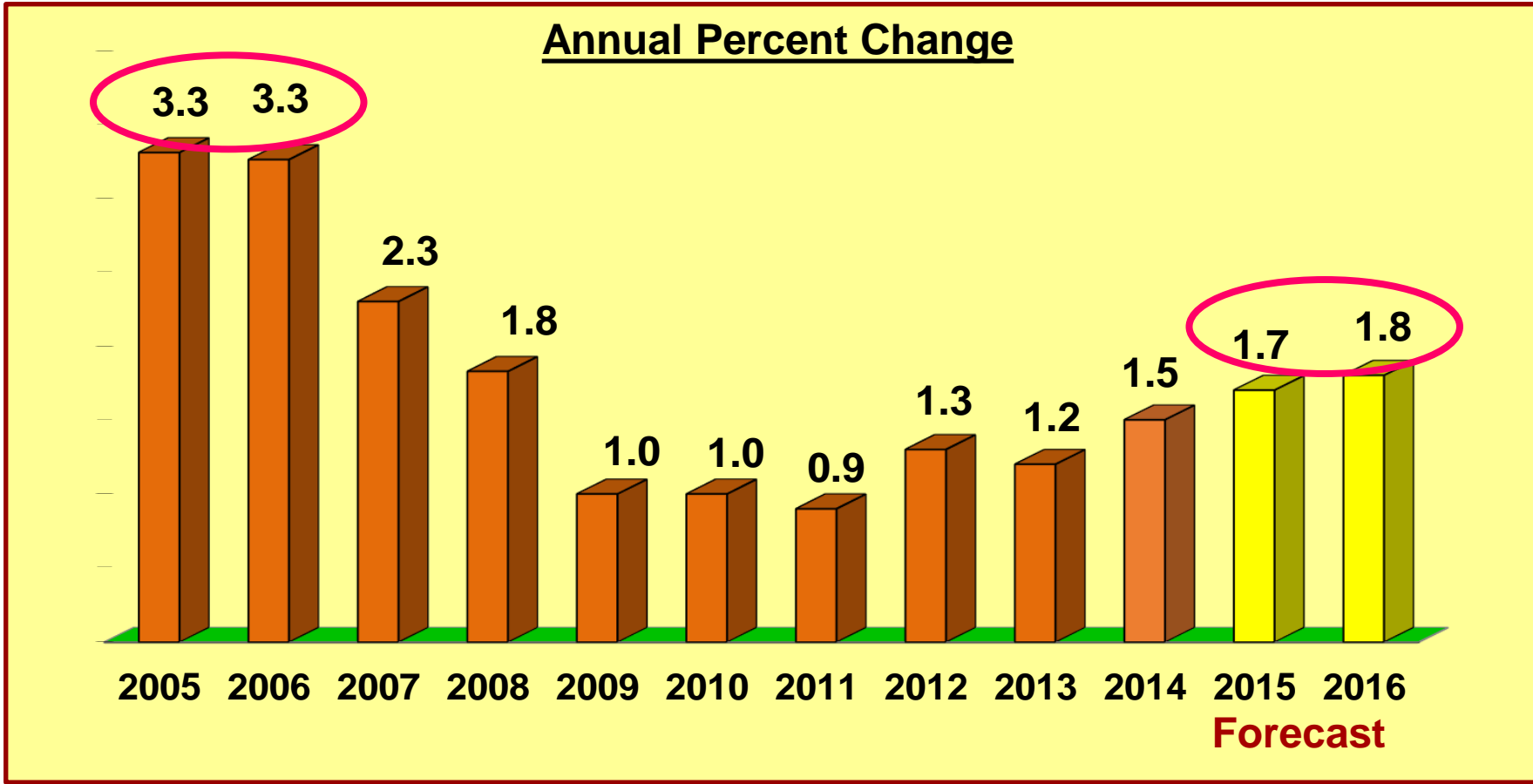
U. S. Bureau of Economic Analysis

Arizona Real Income is Below U.S.



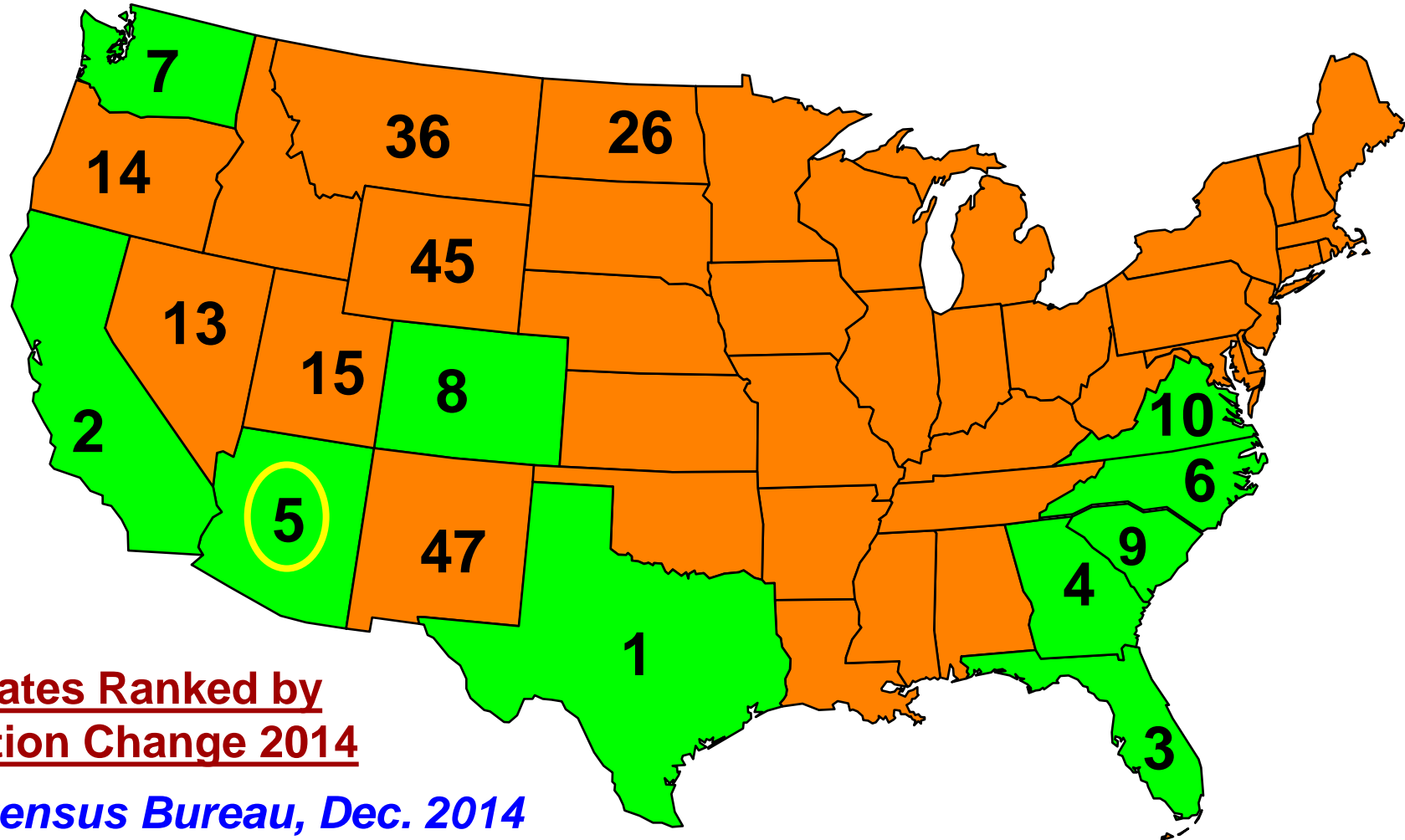
U.S. Bureau of Economic Analysis, figures are in 2013 dollars

Arizona Population Growth Remains Below Historical Average (3.2%)*



W. P. Carey School of Business, ASU & U. S. Census Bureau; *Average is 1977 - 2007

But Arizona Ranked 5th in 2014 Absolute Population Increase

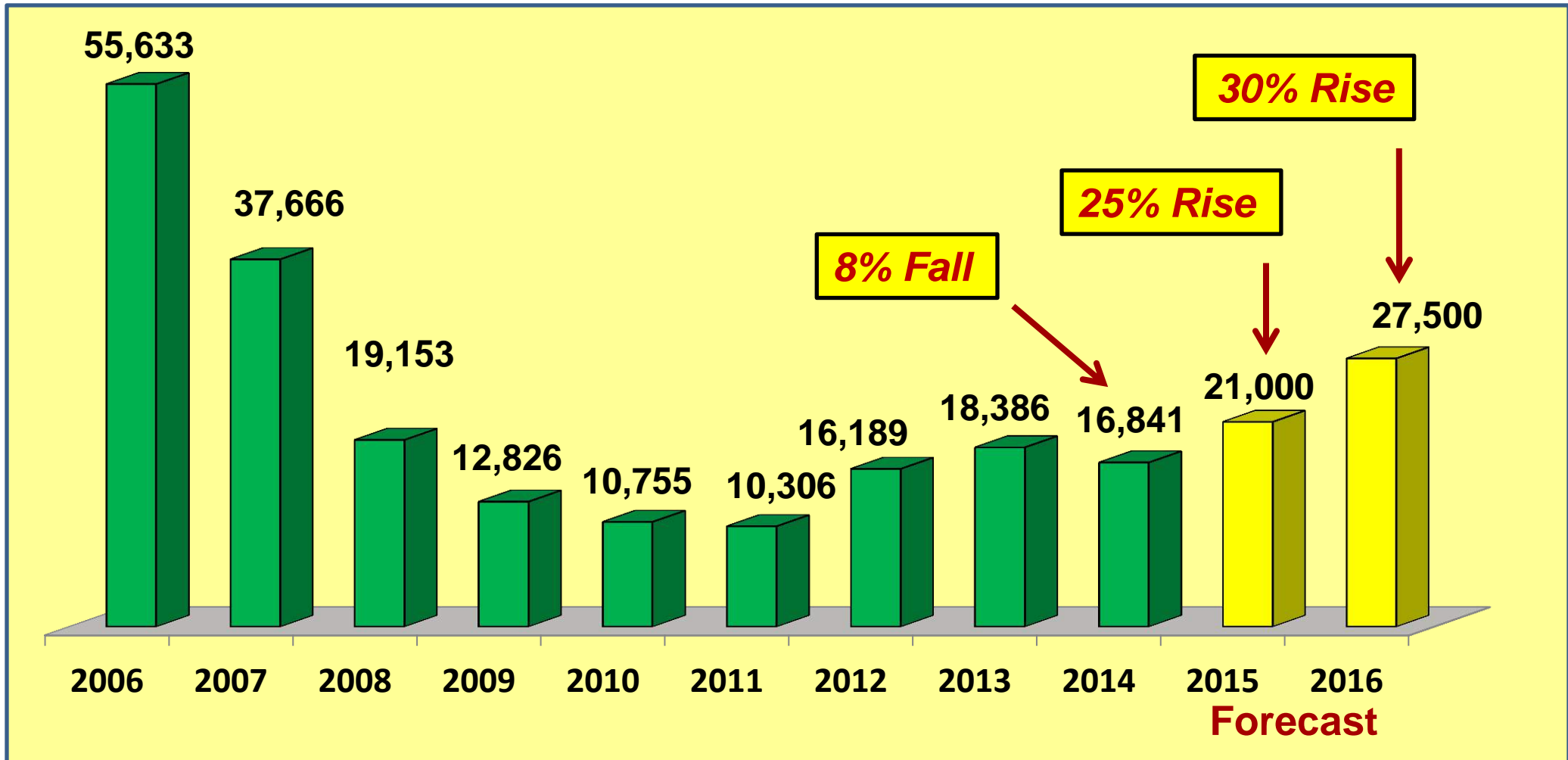


U. S. States Ranked by
Population Change 2014

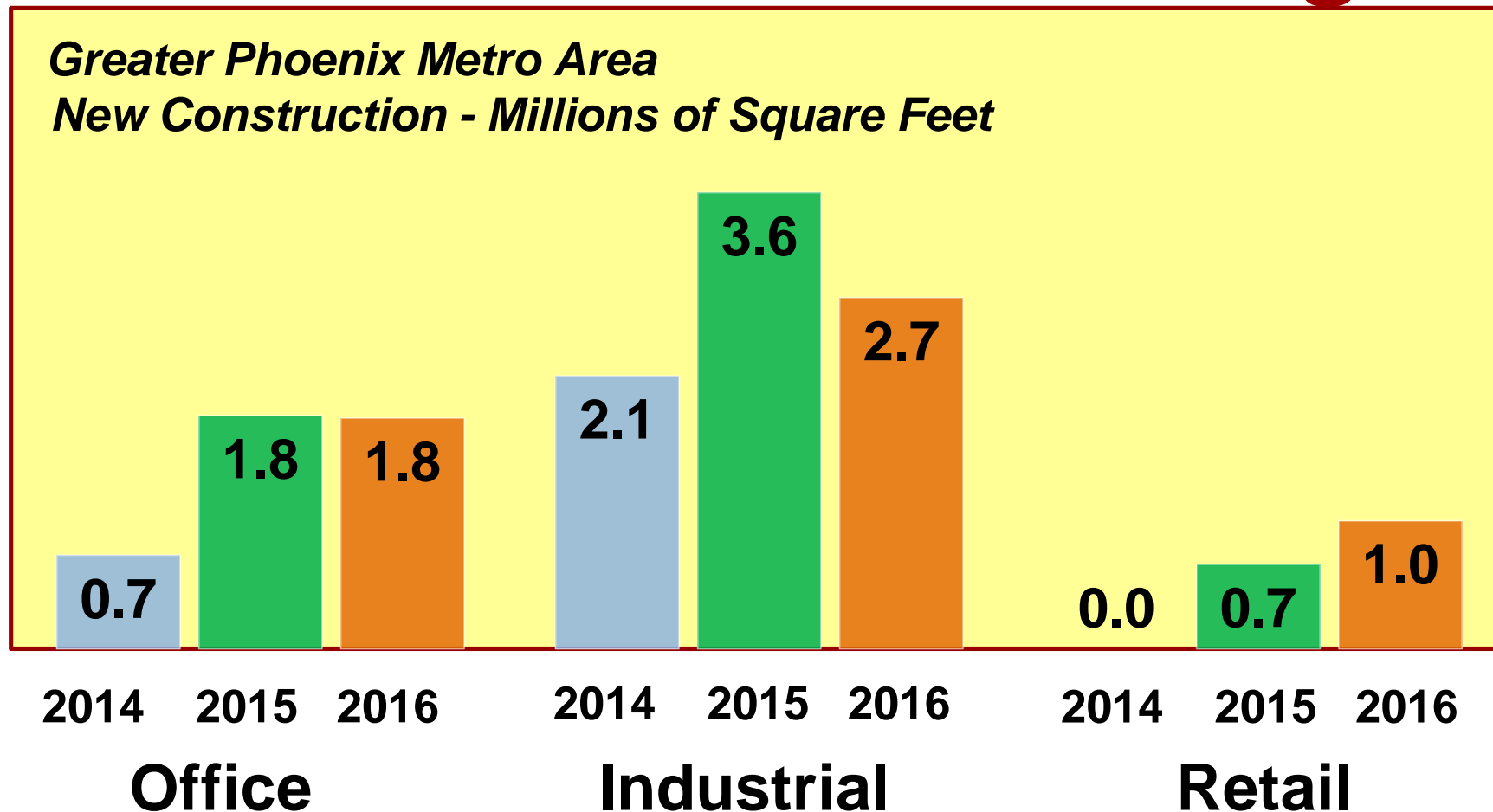
U. S. Census Bureau, Dec. 2014

Arizona Home Building Improves

Single Family Permits Up After 2014 Slowdown



Industrial is Strongest Category Of Commercial Building

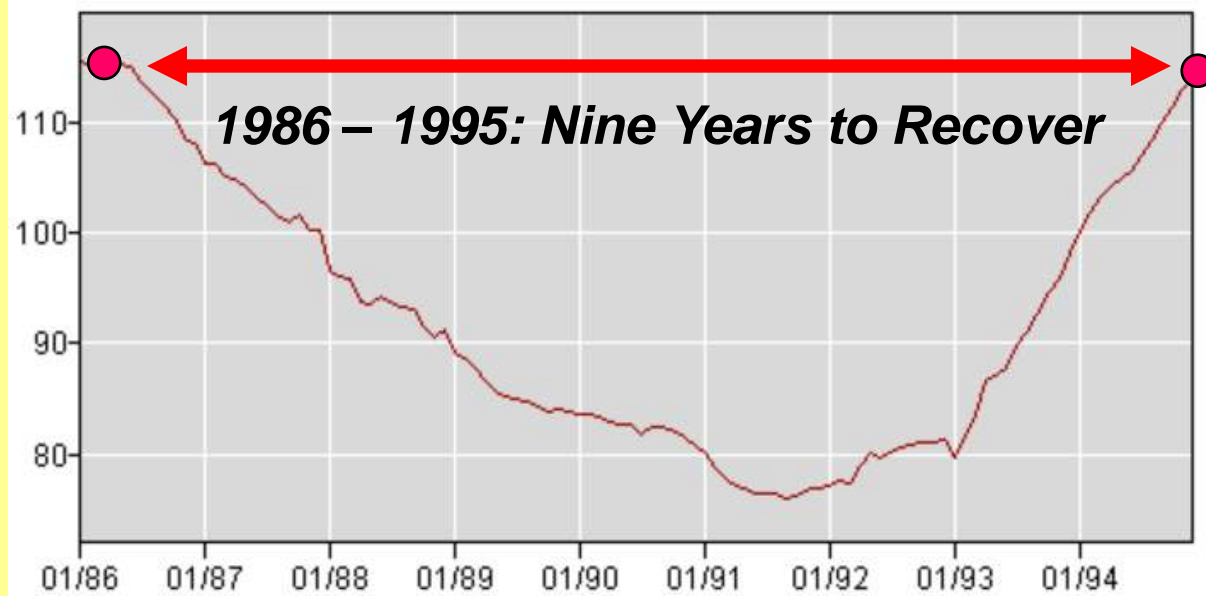


Arizona Construction Is Down By 114,000 Jobs Since June 2006



U. S. Bureau of Labor Statistics, Thousands of Jobs, Seasonally Adjusted

A Tale of Two Downturns: 1986 & 2006



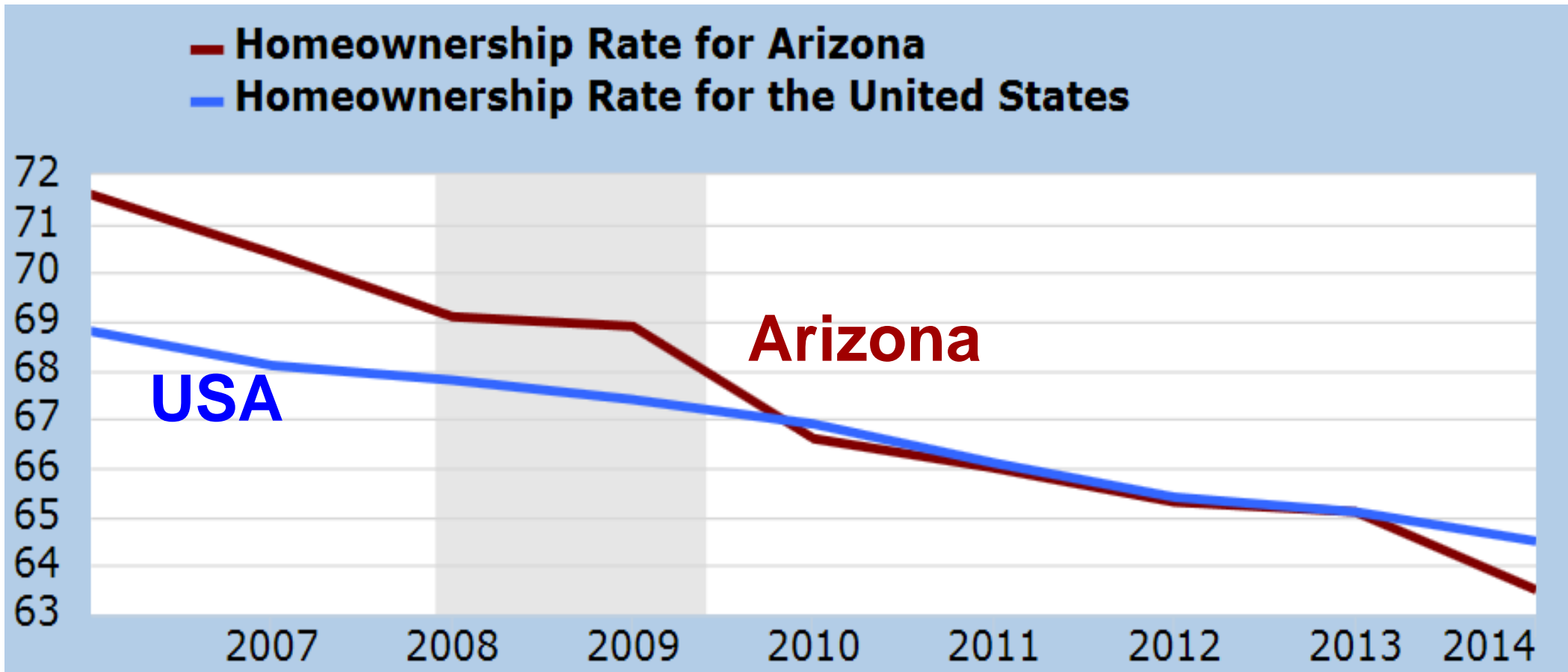
Arizona Construction Employment In the Savings & Loan Recession Of 1986



Arizona Construction Employment In the Housing Bubble Recession of 2006

You Are Here

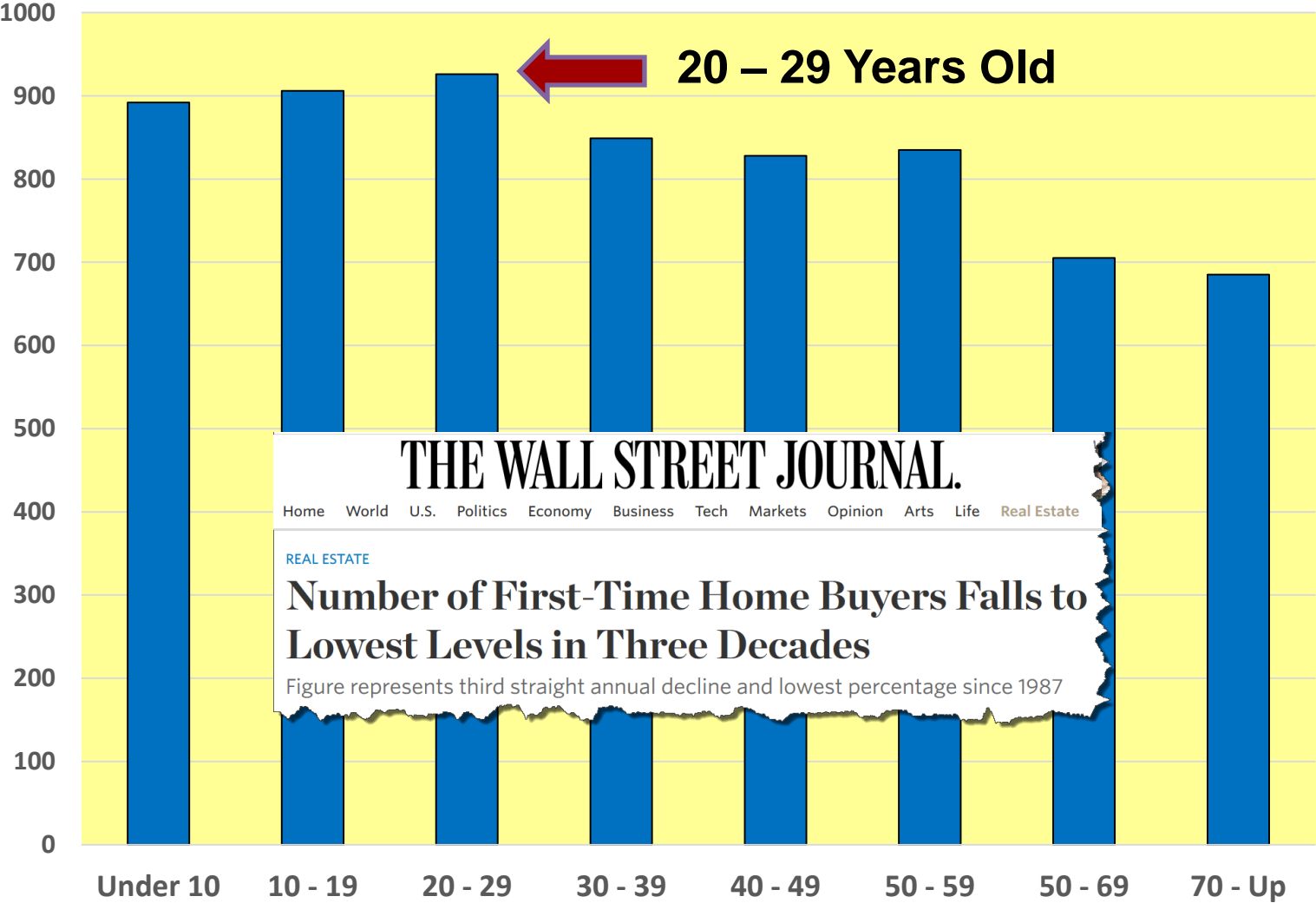
US and Arizona Home Ownership Rates Decline to Lowest Level Since 1967



U. S. Census Bureau

Millennials (20-29) Largest Population Group - When Will They Become Home Buyers?

Arizona Population (000)



Current Arizona Consensus

- 2016 – best recovery year yet – but still below long term average growth rates
- Population growth (relatively) slow
- Knowledge jobs – the new driver
- Global economy is short term risk
- Job quality greatest long term risk

Best States For Business



Rank	State	Business Costs Rank	Labor Supply Rank	Regulatory Environment Rank	Economic Climate Rank	Growth Prospects Rank	Quality of Life Rank
		Wages, Taxes	% College, Migration	Right to Work, Govt. Regs	5 Year Growth, Unemploy.	Moody's Forecast	Poverty, Schools
#1	Utah	5	3	6	6	1	21
#2	North Carolina	5	9	4	22	10	16
#3	Nebraska	9	19	3	13	30	7
#4	North Dakota	13	6	10	3	12	36
#5	Colorado	39	1	12	4	6	9
#23	Arizona	26	15	20	34	7	40
	2006						
#15	Arizona	24	7	36	1	13	43

<http://www.forbes.com/best-states-for-business/>

Arizona Comparison By Rank

Arizona Statistics	Rank
State Population (Census)	15th
Domestic In-Migration (Census)	3rd
U.S. Federal Contracts (USAspending.gov)	8th
Job Growth (Yr/Yr Sept.) (BLS)	10th
Sky Harbor Passenger Ranking (FAA)	10th
Start-Up Activity (Kauffman)	21st
Value of Exports (Census)	21st
Business Tax Climate (Tax Foundation)	23rd
Poverty Rate (Census)	41st
Per Pupil Spending on Education (Census)	48th

No Doom – No Gloom – No Boom

But 2016 Best Year for Arizona Recovery





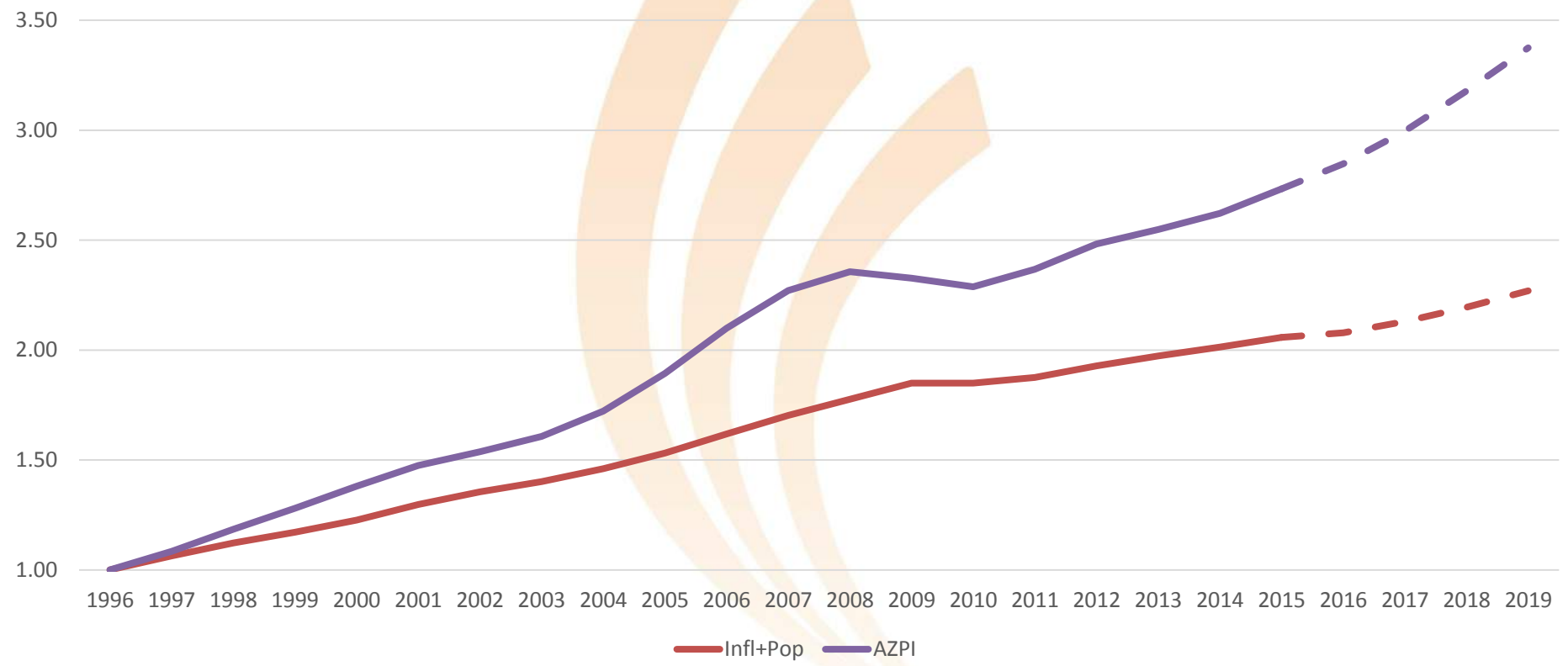
EDUCATE • DISCOVER • IMPACT

General Fund Revenues and Ending Balances

Presenter: **Ted A. Ferris**
Board Consultant

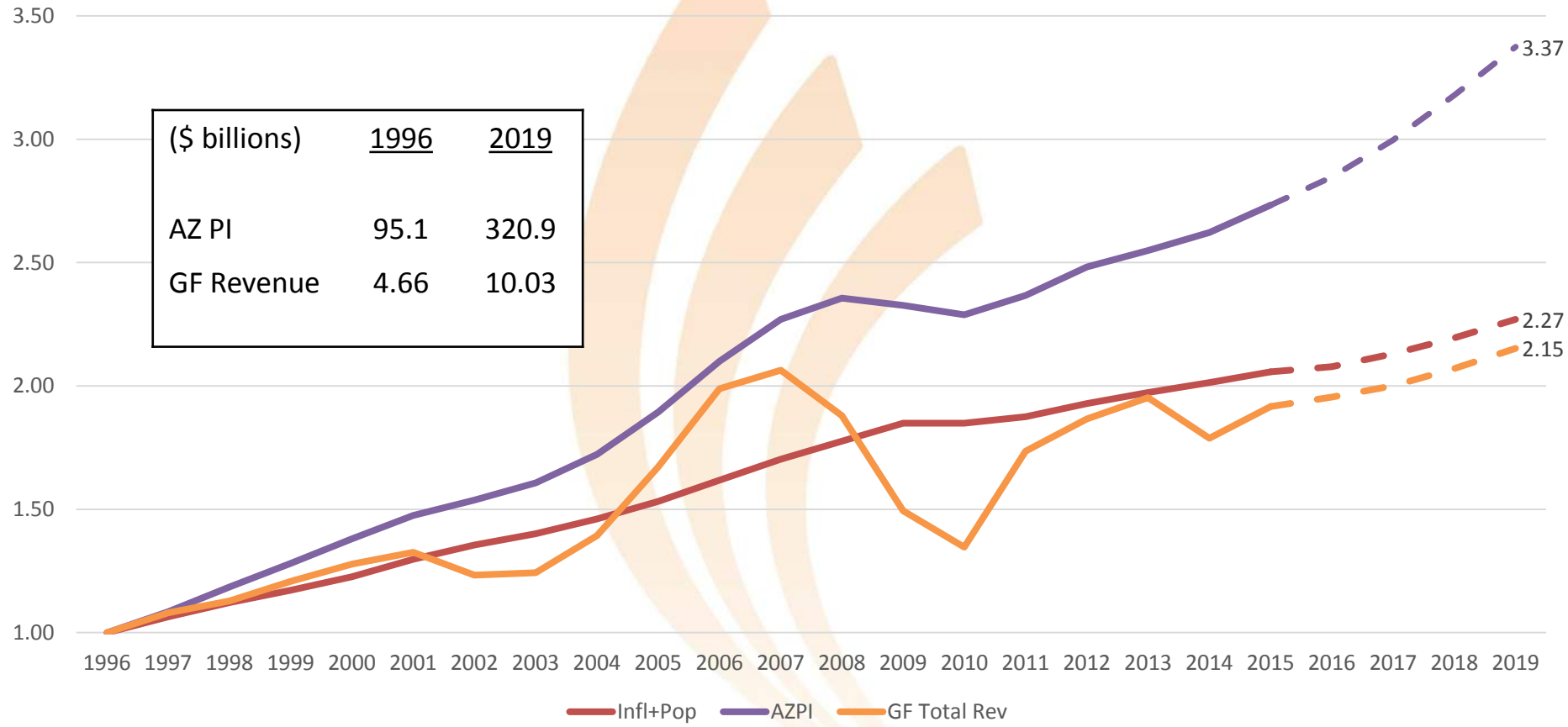
Date: **November 20, 2015**

Inflation + Population and AZ Personal Income

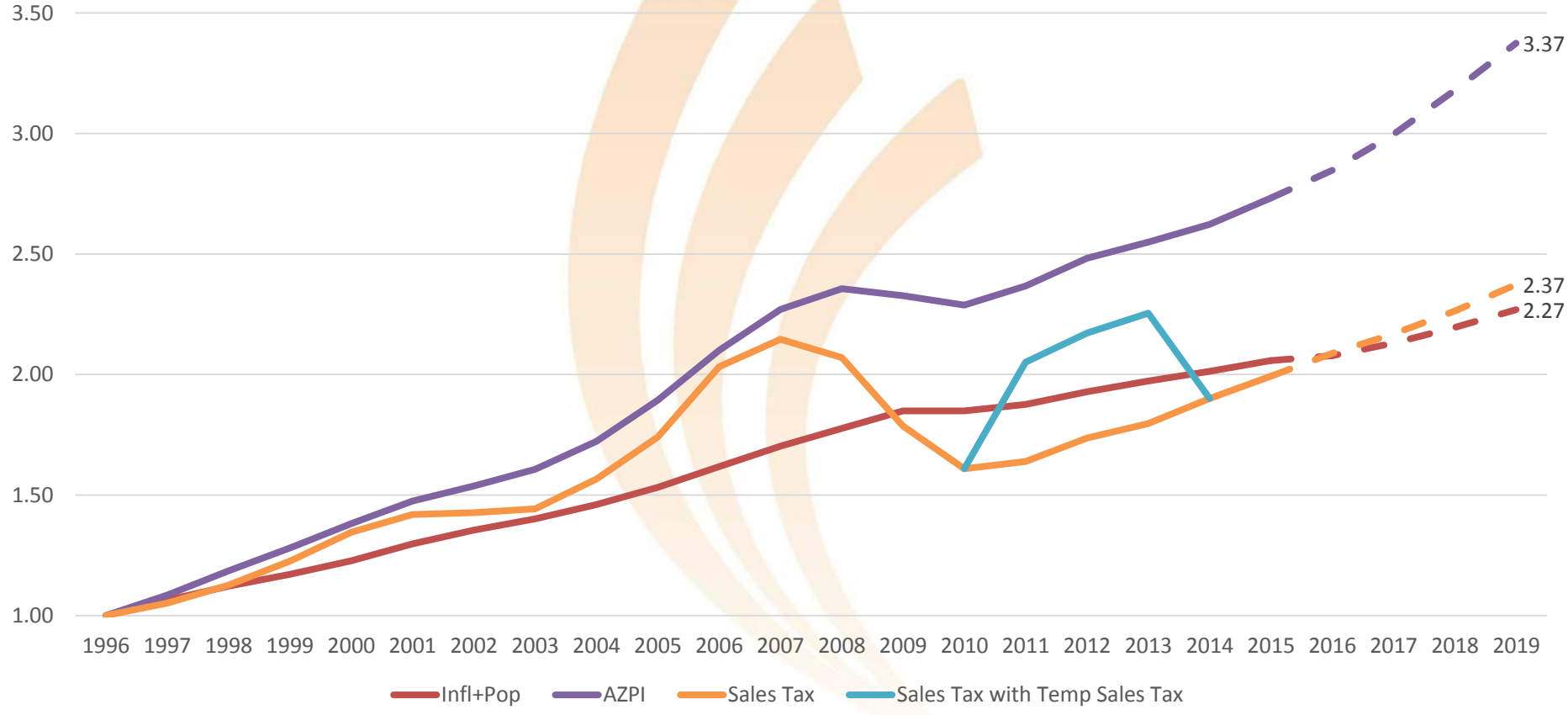


GF Total Revenue

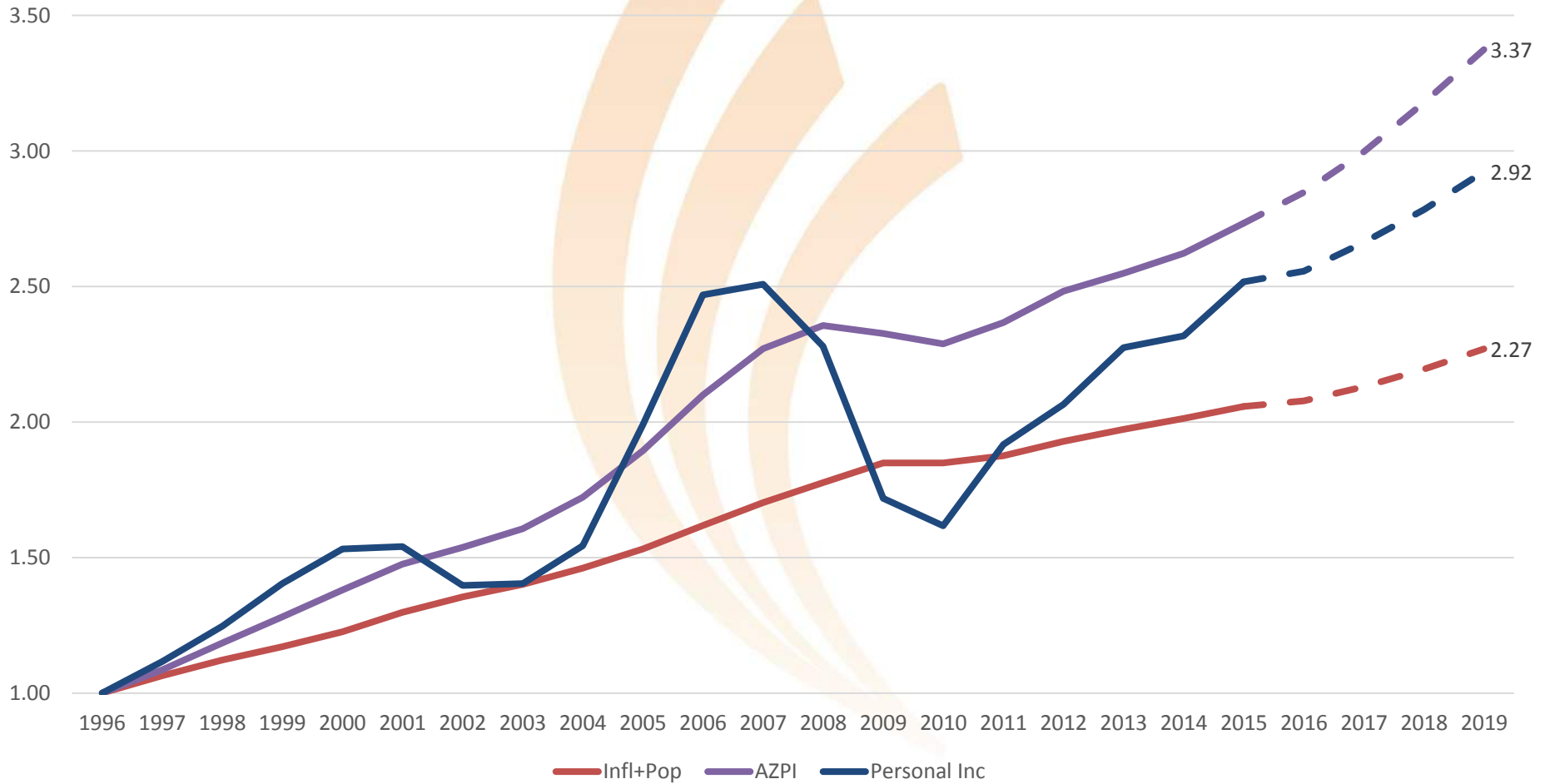
(\$ billions)	<u>1996</u>	<u>2019</u>
AZ PI	95.1	320.9
GF Revenue	4.66	10.03



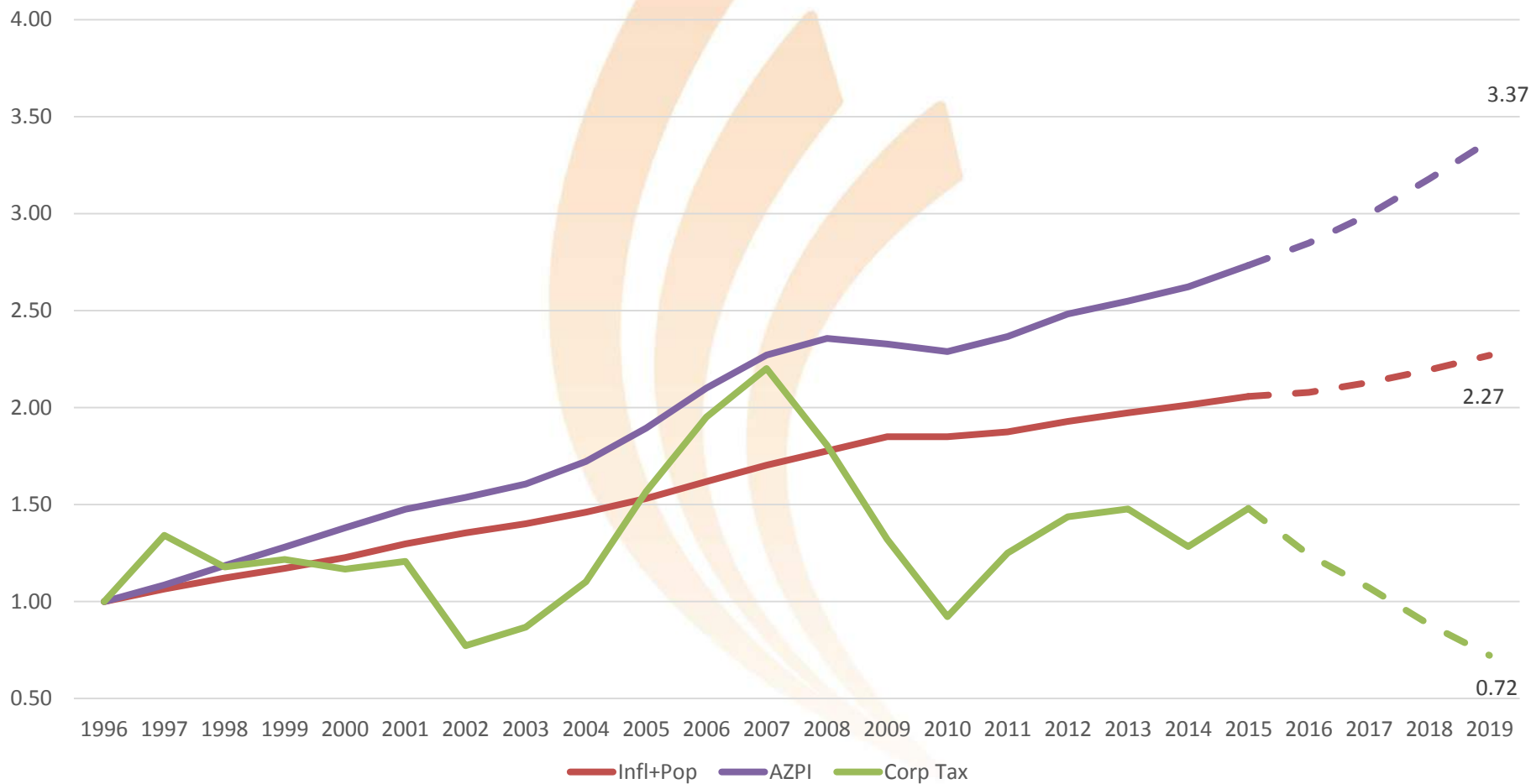
GF Sales Tax



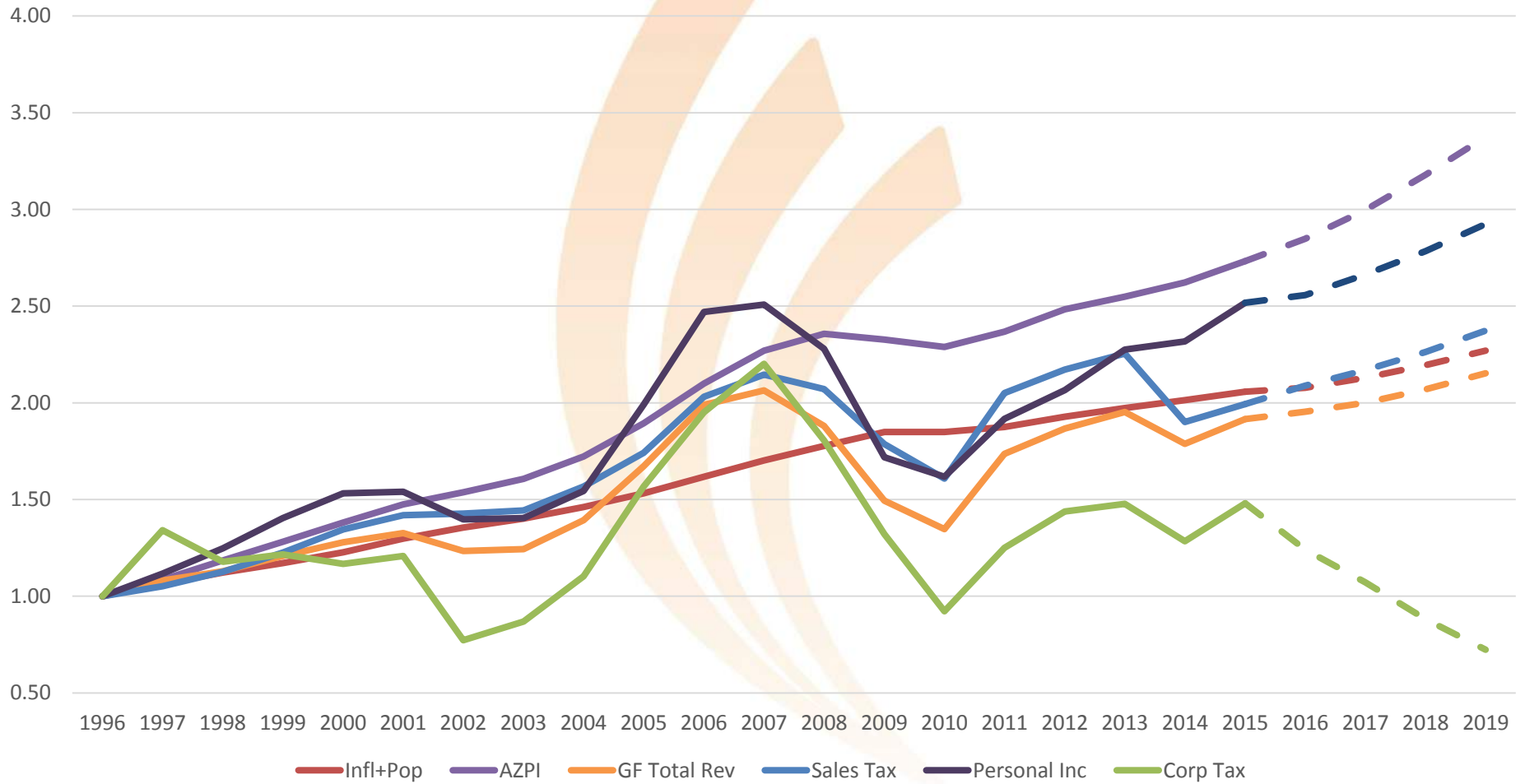
GF Personal Income Tax



GF Corporate Income Tax



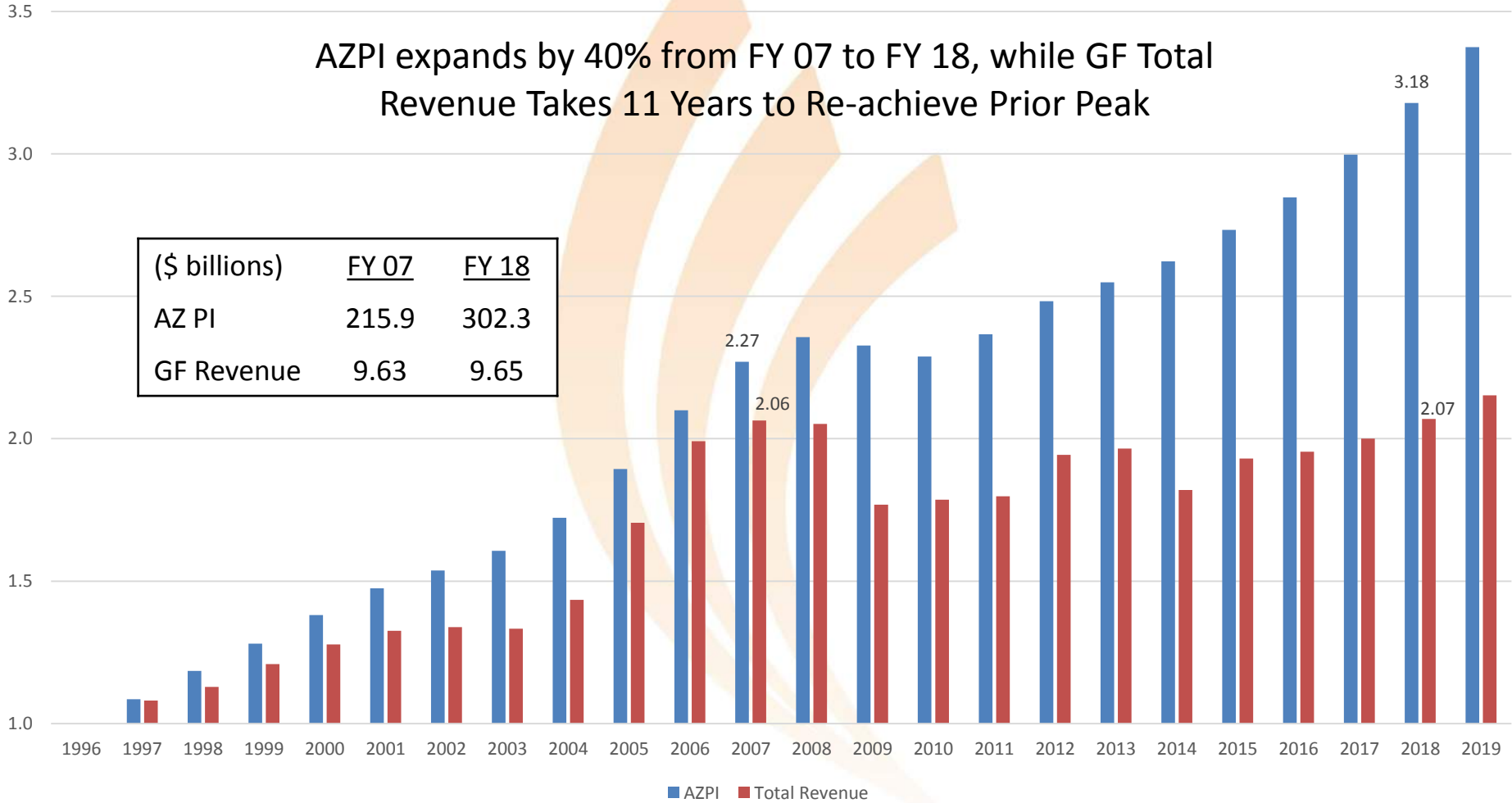
All Major GF Taxes



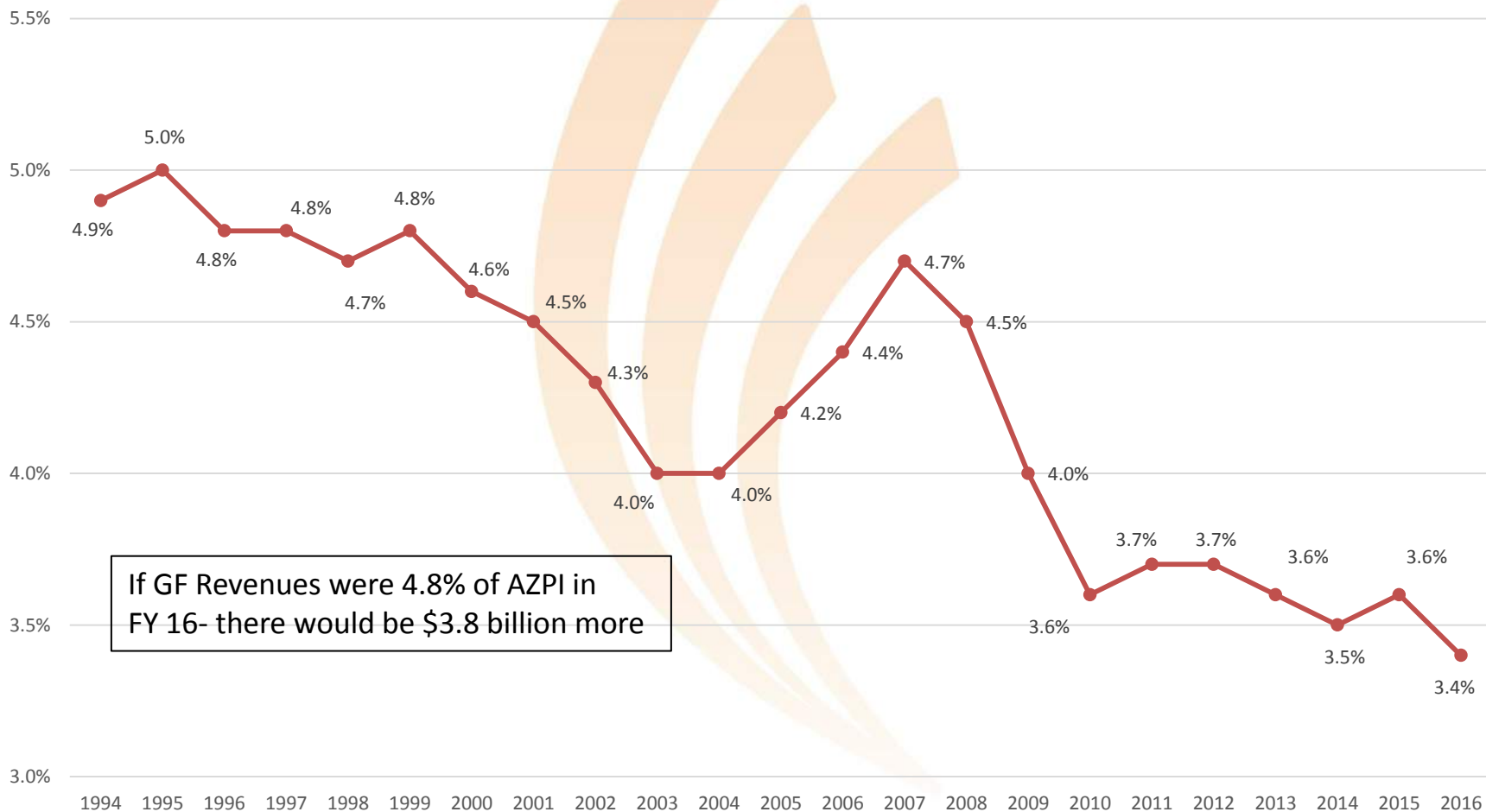
AZPI vs Total Revenue

AZPI expands by 40% from FY 07 to FY 18, while GF Total Revenue Takes 11 Years to Re-achieve Prior Peak

(\$ billions)	FY 07	FY 18
AZ PI	215.9	302.3
GF Revenue	9.63	9.65

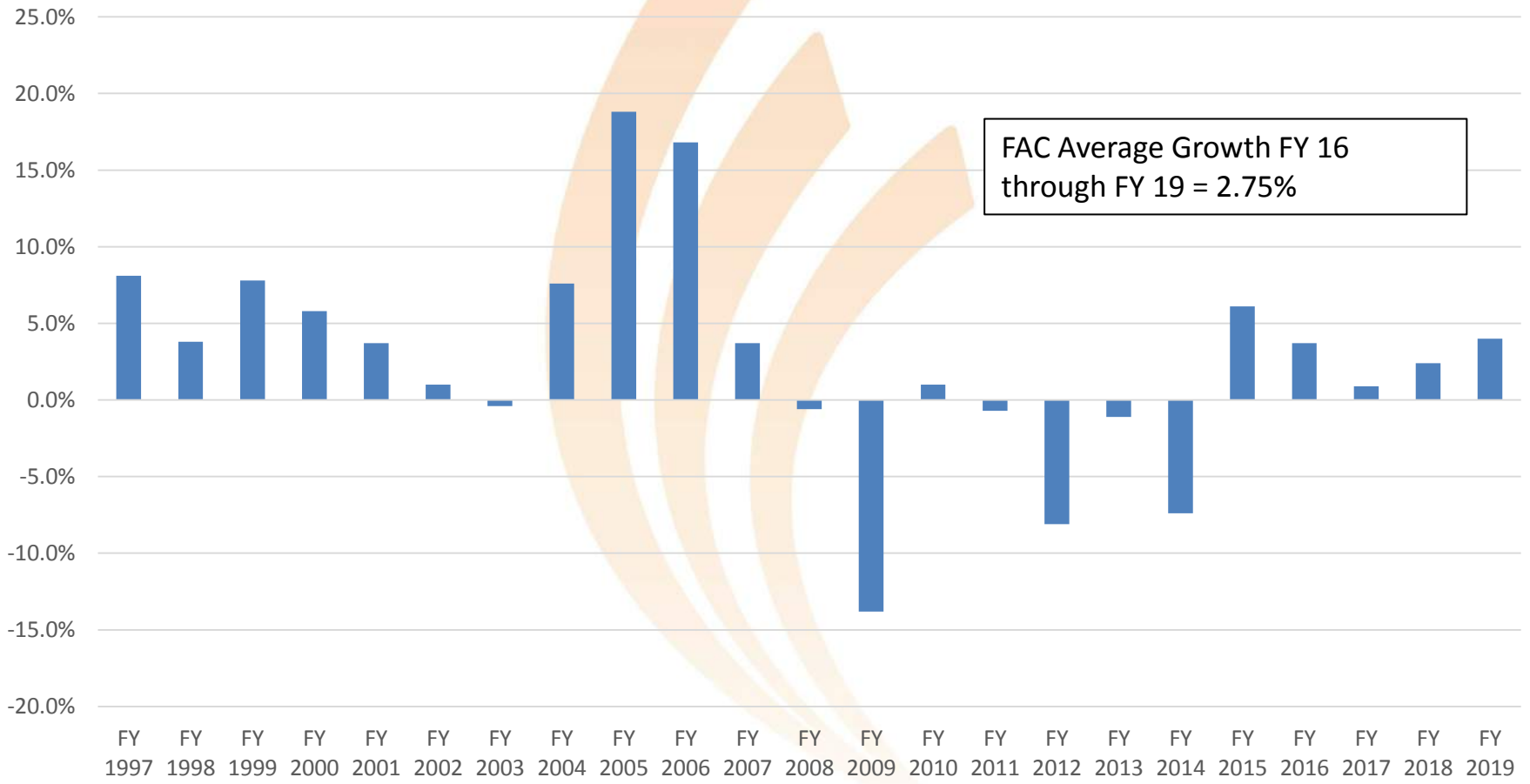


General Fund Expenditures as a Percent of Personal Income

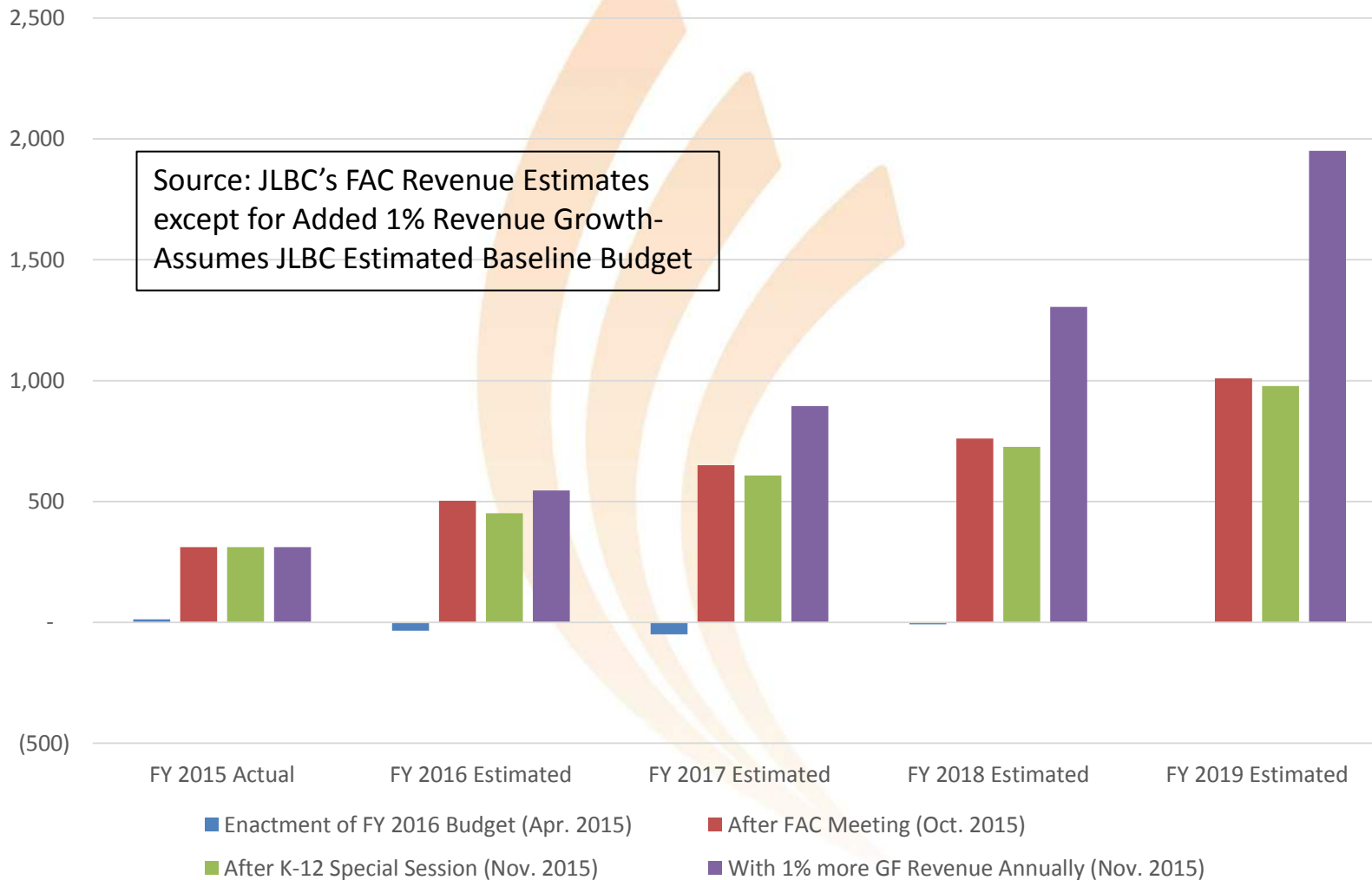


If GF Revenues were 4.8% of AZPI in FY 16- there would be \$3.8 billion more

General Fund Revenue Growth



GF Ending Balance



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EXECUTIVE SUMMARY

Item Name: **Proposed Revision to ABOR Policy 4-323 “Tuition Waiver Scholarships and Institutionally Supported Financial Aid Programs--Student Financial Aid” (Second Reading)**

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: The board office asks the board to approve the proposed revision to ABOR Policy 4-323(B)(5)(a)(3). The revision aligns the policy with recent statutory amendments by increasing the foster care tuition waiver scholarship age requirement from “under 21 years of age” to “under 23 years of age.”

Enterprise or University Strategic Plan

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other:

Statutory/Policy Requirements

This agenda item is submitted pursuant to A.R.S. § 15-1809; Tuition Waivers for Persons Formerly in Foster Care; Pilot Program.

Background/History of Previous Board Action/ Discussion

- The Legislature adopted House Bill 2022 during its last regular legislative session.
- The bill amended A.R.S. § 15-1809 pertaining to the pilot program for tuition waiver scholarships for students in the foster care system to increase the age of qualifying persons from “under 21” to “under 23” years of age.

Contact Information:

Jennifer Pollock, ABOR

602-229-2546

Jennifer.Pollock@azregents.edu

EXECUTIVE SUMMARY

ABOR Policy 4-323 implements the “Pilot Program for Tuition Waiver Scholarships for Students in the Foster Care System at the Age of 16” established by A.R.S. § 15-1809.

The revision to ABOR Policy 4-323 is intended to make the policy consistent with the recent amendment to A.R.S. § 15-1809.

The board reviewed this item on first reading at the September 24-25, 2015 board meeting.

Committee Review and Recommendation

The Academic Affairs Committee reviewed this item on September 16, 2015 and recommended board review and approval.

Requested Action

The board office asks the board to approve the proposed revision to ABOR Policy 4-323(B)(5)(a)(3) as described in this executive summary.

EXECUTIVE SUMMARY

4-323 Tuition Waiver Scholarships and Institutionally Supported Financial Aid Programs – Student Financial Aid

(Page 1-7)

B. Tuition Waiver Scholarships

1. Tuition Waiver Scholarships for:
Children and Spouses of Arizona Peace Officers,
Arizona Fire Fighters,
Arizona Emergency Paramedics,
Arizona Military Service Personnel,
Arizona Correctional Officers, and
Arizona National Guard Members Killed in the Line of Duty;
 - a. This tuition waiver scholarship program entitles eligible students to the lesser of:
 - (1) A tuition waiver scholarship for credit hours that are necessary to obtain a baccalaureate degree; or
 - (2) A tuition waiver scholarship for 144 credit hours toward a baccalaureate degree including any waived transfer credits from an Arizona Community College or university.
 - b. In accordance with the state law, the Arizona Board of Regents authorizes each university to award these tuition waiver scholarships for sessions occurring within a calendar year to students who meet the following criteria:
 - (1) The student meets the university's regular admission requirements;
 - (2) The student maintains a record of satisfactory academic progress in accordance with each university's standards;
 - (3) Students eligible for the program due to their status as a child of an individual must be 30 years of age or younger on the first day of any semester to which the scholarship would apply;

EXECUTIVE SUMMARY

- (4) Students eligible for the program due to their status as a spouse of an individual may not have remarried;
 - (5) The eligibility of the student must be verified by the appropriate entity:
 - (a) The eligibility of a student to participate as a child or spouse of an Arizona Peace Officer, Arizona Fire Fighter, Arizona Emergency Paramedic, or Arizona Correctional Officer (as defined in A.R.S. §15-1808(D)(4)) killed in the line of duty must be verified by the Arizona Peace Officers Memorial Board, the Arizona Fire Fighters and Emergency Paramedics Memorial Board, or the appropriate correctional official in the relevant state agency, county, city or town.
 - (b) The eligibility of a student to participate as a child or spouse of Arizona military service personnel killed in the line of duty in response to a Presidential Executive Order, and for severely disabled combat survivors, must be verified by the U.S. Department of Defense or either the Federal or State Department of Veteran Affairs;
 - (c) The eligibility of a student to participate as a child or spouse of an Arizona National Guard member killed in the line of duty must be verified by the Adjutant General of the National Guard; and
2. An Arizona National Guard Member who received a purple heart on or after September 11, 2001; and former members of the Arizona National Guard who were medically discharged from the Arizona National Guard due to an injury or disability suffered during status under Title 10, United States Code, in weekend training status, in annual training status or in response to a state of emergency declared by the Governor, as specified by A.R.S. §15-1808.
- a. The Tuition Waiver Scholarship Program for the Arizona

EXECUTIVE SUMMARY

National Guard recipient of a purple heart or the disabled Arizona National Guard member entitles a student to the lesser of:

- (1) A tuition waiver scholarships for credit hours that are necessary to obtain a baccalaureate degree; or
 - (2) A tuition waiver scholarship for 144 credit hours toward a baccalaureate degree including any waived transfer credits from an Arizona Community College or University.
- b. In accordance with the State law, the Arizona Board of Regents authorizes each university to award these tuition waiver scholarships for sessions occurring within a calendar year to students who meet the following criteria:
- (1) The student meets the university's regular admission requirements;
 - (2) The student maintains a record of satisfactory academic progress in accordance with each university's standards;
 - (3) The eligibility of the student must be verified by the Adjutant General of the National Guard.
3. Arizona military service personnel who received a purple heart citation as specified by A.R.S. §15-1808.
- a. In accordance with the state law, the Arizona Board of Regents authorizes each university to award tuition waiver scholarships for sessions occurring within a calendar year to students who meet the following criteria:
- (1) The student meets the university's regular admission requirements;
 - (2) The student maintains a record of satisfactory academic progress in accordance with each university's standards;
 - (3) The student was a resident of the State of Arizona or

EXECUTIVE SUMMARY

was stationed in Arizona at the time of the injury that resulted in the purple heart citation, and ;

- (4) The student had a disability rating as determined by the United States Department of Veterans Affairs of 50% or more; and
- (5) The student has never been convicted of a felony.
- (6) The eligibility of the student must be verified by the Arizona Department of Veteran's Services.

- 4. Non-resident tuition waiver scholarships for students from Sonora, Mexico, as authorized by A.R.S. §15-1626.

The universities are authorized to award a maximum of fifty non-resident tuition waiver scholarships to students from Sonora, Mexico participating in the Educational Exchange Program authorized by A.R.S. §15-1626.

- 5. Pilot Program for Tuition Waiver Scholarships for Students in the Foster Care System at the Age of 16.

This tuition waiver scholarship program will begin no later than January 2014 and statutorily terminate December 31, 2019, unless otherwise continued.

- a. The universities are authorized to award tuition and mandatory fee waiver scholarships to a student who:
 - (1) Resides in Arizona, and
 - (a) Is currently in foster care and at least 16 years of age, or
 - (b) Was in foster care when the person was at least 16 years of age, or
 - (c) Was adopted from foster care and the adoption was finalized after the person was 16 years of age, and

EXECUTIVE SUMMARY

- (2) Has total assets, not including scholarships or grants, that are worth less than \$10,000; and
 - (3) Is under 23 YEARS OF AGE ~~21 years of age when the tuition waiver scholarship is first awarded~~; and
 - (4) Meets the university's regular admission requirements and is accepted or enrolled in a program at a university under the jurisdiction of the Arizona Board of Regents; and
 - (5) Has completed and submitted the FASFA form; and
 - (6) Eligibility for this program must be verified by the Arizona Department of Economic Security Division of Children, Youth and Families.
- b. The tuition waiver scholarship provided is to be reduced by the amount of any other federal aid, scholarships, or public grants and any other public aid received, except the tuition waiver scholarship shall not be reduced by the amount of federal grant received by the individual from the Department of Economic Security under the Arizona Education and Training Voucher Program.
- c. The student who has been awarded the tuition waiver scholarship will receive the scholarship in accordance with the following until:
- (1) The student receives a baccalaureate degree or the student obtains 144 credit hours, whichever comes first, or
 - (2) The student reaches the age of 23.
- d. The student will also continue to receive the tuition waiver scholarship as long as:
- (1) The student maintains a record of satisfactory academic progress in accordance with each university's standards, and

EXECUTIVE SUMMARY

- (2) The student completes thirty hours of volunteer service each year after the first year the student receives the tuition waiver scholarship.

- e. The Auditor General shall review the Pilot Program and on or before June 30, 2017, shall submit a report to the Governor, the President of the Senate, the Speaker of the House of Representatives and the Secretary of State that evaluates the effectiveness of the program.

- f. If the Pilot Program is terminated before a recipient of the tuition waiver scholarship completes a degree and before the student reaches 23 years of age, that student shall continue to be awarded a tuition waiver scholarship until they reach age 23, or complete their degree, whichever comes first.

EXECUTIVE SUMMARY

Item Name: Addendum to the 2015-2016 Academic Strategic Plan for Northern Arizona University (NAU)

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: Northern Arizona University asks the board to approve the addendum to its 2015-2016 Academic Strategic Plan.

Enterprise or University Strategic Plan

(Check the element(s) of the strategic plan that this item supports or advances)

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other: Academic Strategic Plan

Statutory/Policy Requirements

ABOR Policy 2-223.A, "The Academic Strategic Plan"

Background/History of Previous Board Action

- NAU requests approval for three new programs and one new school, as described in the attached table.

Committee Review and Recommendation

The Academic and Student Affairs Committee reviewed this item at its November 18, 2015 meeting and recommended forwarding the item to the full board for approval.

Requested Action

Northern Arizona University asks the board to approve the addendum to its 2015-2016 Academic Strategic Plan.

Contact Information:

Jim Coleman, Provost, NAU (928) 523-2230
Mark Denke, ABOR (602) 229-2503

jim.coleman@nau.edu
mark.denke@azregents.edu

EXECUTIVE SUMMARY

Table 1 - Proposed New Academic Programs

Name of Proposed Degree (degree type and major)	College/School (location)	Program Fee Required? (Yes or No)	Additional State Funds Required? (Yes or No)	Brief Description/Justification (max 100 words)	Projected 3rd Year Enrollment & Implementation Date
Informatics and Computing, PhD	College of Engineering, Forestry and Natural Sciences	No	No	This research-intensive Ph.D. will support NAU's ABOR-designated goals for research expenditures and doctoral degrees, as well as state and national workforce needs. It is interdisciplinary, with emphases in health and bioinformatics; ecological and environmental informatics; and cyber- and software systems. Students will develop high value skills in software development, large-scale data management, data mining and machine learning. NAU's degree will be distinct from ASU's Ph.D. in Biomedical Informatics and U of A's Ph.D. in Statistical Informatics.	Implement: Fall, 2016 Projected enrollment at three years: 21 students
BA/BS in Management	Extended Campuses/Personalized Learning	No	No	This competency-based undergraduate program prepares students for leadership roles in global organizations. Students will develop and demonstrate advanced knowledge, skills, and abilities that will make them competitive in a local or international work environment. Students select an emphasis area in either Management of Human Resources or Management of Healthcare in which	120 subscriptions during first year with 10% growth annually thereafter.

EXECUTIVE SUMMARY

				to focus their administrative studies. A final capstone experience showcases students' global marketability for a broad spectrum of management roles.	
Master of Computer Information Technology	Extended Campuses/Personalized Learning	No	No	This competency-based graduate program prepares students for analyst, engineer, or leadership roles. The curriculum will provide industry skills that are designed around highly valued certifications. Students will augment IT skills with the social, verbal, and intercultural business skills demanded by today's work environments. Students will be able to select an emphasis in computer security, web design and development, data management, or project management.	120 subscriptions during first year with 10% growth annually thereafter.
Master of Business Administration	NAU-Yuma, on the ground.	No	No	The MBA program at NAU-Yuma will provide an advanced business degree to place-bound students in a region of Arizona that has limited graduate educational opportunities. The program will contribute to economic, workforce, and social development on both sides of the border. In addition to business management skills, students will study ethical border practices, create multi-cultural teams and develop multi-cultural leadership skills.	Year 1 - 25 Year 2 - 35 Year 3 - 45 Year 4 - 50

EXECUTIVE SUMMARY

Table 2 - Proposed New Academic Unit

Proposed Unit	Level (College, School, or Department)	Location (College, School, etc. where it will be located)	Brief Description/ Effective Date (max 50 words)	Justification/need (max 100 words)	New Resources, if any, and Source* Savings/Efficiencies Gained
School of Informatics, Computing, and Cyber Systems (SICCS)	School	College of Engineering, Forestry and Natural Sciences	The department of Electrical Engineering & Computer Science will incorporate four existing faculty lines from other areas with research expertise in informatics. Additionally, several new faculty will be hired to build teaching and research capacity in these disciplines, The Ph.D. program in Informatics and Computing (pending ABOR approval) would be housed in this unit.	The new school will synergistically combine existing resources in the areas of electrical engineering and computer science with rapidly expanding expertise in informatics. The increasing importance of cyber systems and the technologies needed to design them is emphasized by the NSF Division of Electrical, Communications, and Cyber Systems. The new school will offer BS and MS degree programs currently offered by the Department of Electrical Engineering and Computer Science along with the proposed Ph.D. in Informatics and Computing. The school	Existing resources will be reallocated to support the new school and its programs.

EXECUTIVE SUMMARY

				will promote interdisciplinary research and stimulate technological development. The degree programs will contribute to workforce development and economic growth.	
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EXECUTIVE SUMMARY

Item Name: Addendum to the 2015-2016 Academic Strategic Plan for the University of Arizona (UA)

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: The University of Arizona asks the board to approve an addendum to its 2015-2016 Academic Strategic Plan.

Enterprise or University Strategic Plan

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other:

Statutory/Policy Requirements

ABOR Policy 2-223.A, "The Academic Strategic Plan"

Background/History of Previous Board Action

- At the February 2015 ABOR meeting, the board approved the University of Arizona's Academic Strategic Plan for 2015-2016. As provided in the board policy, Academic Strategic Plans may be modified during the year with the approval of the Academic Affairs Committee.

Discussion

- The board approved planning approval for the four year Doctor of Veterinary Medicine (DVM) at the September 23, 2014 board meeting. We now request approval to offer a one-year, non-thesis, Masters of Science degree in Animal and Biomedical Industry for the pre-professional year of the DVM program. From the MABI, students will apply for the professional part of the DVM (years 2-4). Students who complete the pre-professional year in the MABI and who are not

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EXECUTIVE SUMMARY

admitted to the DVM professional program will have earned the MABI degree. This will enable them to seek careers in industry or in government laboratories or to pursue other advanced degrees in professional or graduate schools.

Committee Review and Recommendation

The Academic and Student Affairs Committee reviewed this item at its November 18, 2015 meeting and recommended forwarding the item to the full board for approval.

Requested Action

The University of Arizona asks the board to approve the addendum to its 2015-2016 Academic Strategic Plan, as presented in this executive summary.

EXECUTIVE SUMMARY



ACADEMIC STRATEGIC PLAN ADDENDUM A.Y. 2015-2016

NEW ACADEMIC PROGRAMS – Planning Request

Proposed New Program(s):

Name of Proposed Program (include major and degree)	College	Program Fee or Differential Tuition Required? Indicate Yes or No	Additional State Funds Required? Indicate Yes or No	Brief Description/Justification (max 100 words)	Projected Enrollment per Year
Animal and Biomedical Industries (M.S.)	College of Agriculture and Life Sciences; School of Animal and Comparative Biomedical Sciences	Yes	No	This program prepares students for new and evolving career paths in Animal and Biomedical Industries through enhanced education in the Three Foundational Pillars: Animal-Human Interdependence, One Health, and Commerce. The curriculum: develops critical thinking and professional skills; has clear performance expectations; emphasizes scientific principles through the integration of biomedical sciences; serves as the pre-professional required curriculum for students seeking admission to the Doctor of Veterinary Medicine; and engages students in an active learning environment using a variety of teaching methods and educational resources that fosters cultural awareness, and personal and professional ethics.	200-300 Fall 2016

EXECUTIVE SUMMARY

**University of Arizona
2015-2016**

Request to Establish a New Academic Program Requiring a Program Fee

Program Name / Degree:	Master of Science in Animal and Biomedical Industries
Requested by	School of Animal and Comparative Biomedical Sciences
Initial Student Enrollment (Sem/Yr)	200-300
Level	Graduate
CIP Code	26.9999
Program Description	This program prepares students for new and evolving career paths in Animal and Biomedical Industries through enhanced education in the three foundational pillars: of animal-human interdependence, One Health, and commerce. The curriculum: develops critical thinking and professional skills; has clear performance expectations; emphasizes scientific principles through the integration of biomedical sciences; serves as the pre-professional required curriculum for students seeking admission to the Doctor of Veterinary Medicine (DVM); and engages students in an active learning environment using a variety of teaching methods and educational resources that fosters cultural awareness, and personal and professional ethics.

EXECUTIVE SUMMARY

<p>Justification for Program (State /regional need; relationship to institutional and system strategic plans)</p>	<p>The economic opportunities for the students who gain degrees in animal science were well-articulated for all graduates for Arizona in the Flinn Foundation <i>2014-2015 Bioscience road map</i> and for all states in the Battelle/BIO <i>State Bioscience Jobs, Investments and Innovation 2014 report</i>. There is a shortage of employees for the higher level management positions for which our MS program graduates will be highly competitive.</p> <p>This MS program is consistent with the four pillars of the University’s Never Settle Strategic Plan:</p> <p>Academic Excellence—increasing achievements in research, scholarship and creative expression: the AVMA accreditation process is rigorous and will assure academic excellence.</p> <p>Expanding community engagement and workforce impact: engaging the veterinary community, NPOs, NGOs, Reid Park Zoo, and a variety of government organizations as instructors and affiliates extends the UA reach well beyond campus.</p> <p>Improving Productivity and Increasing Efficiency: providing a more educated professional workforce produced efficiently through extensive collaboration and partnership with several colleges across campus.</p> <p>Societal Impact: advancing the One Health movement, which is founded on the understanding that human wellness is intimately connected to that of other animals, microbes, plants and our geophysical world—one health is an emergent property of intimately interconnected processes in complex networks.</p>															
<p>Projected Student Demand</p>	<table border="1" style="width: 100%; text-align: center;"> <tr> <th colspan="5">5-year projected annual enrollment</th> </tr> <tr> <th><u>Year 1</u></th> <th><u>Year 2</u></th> <th><u>Year 3</u></th> <th><u>Year 4</u></th> <th><u>Year 5</u></th> </tr> <tr> <td>200-300</td> <td>200-300</td> <td>200-300</td> <td>200-300</td> <td>200-300</td> </tr> </table>	5-year projected annual enrollment					<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	200-300	200-300	200-300	200-300	200-300
5-year projected annual enrollment																
<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>												
200-300	200-300	200-300	200-300	200-300												
<p>Description of and Rationale for Program Fee</p>	<p>To deliver a quality, interdisciplinary program focused on the three foundational pillars will require more intense collaboration with experts in a number of colleges such as Agriculture and Life Sciences, Medicine, Public Health, Science, and Engineering. The team teaching approach required to meet the student and program learning outcomes is more costly than delivering a regular course taught by an individual instructor. Additional time is required to develop, staff, and deliver the curriculum.</p>															

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EXECUTIVE SUMMARY

Item Name: 2016-2017 Academic Strategic plan for Arizona State University (ASU)

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: Arizona State University asks the board to approve its 2016-2017 Academic Strategic Plan.

Enterprise or University Strategic Plan

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other:

Statutory/Policy Requirements

ABOR Policy 2-223.A, The Academic Strategic Plan

Background/History of Previous Board Action

ABOR Policy 2-223.A requires each university to annually submit an Academic Strategic Plan to the Academic and Student Affairs Committee for approval. The plan is intended to provide information on the key academic initiatives planned by the institution and describe how they support both the University's strategic plan and the system-wide strategic plan of the Arizona Board of Regents.

Discussion

The Academic Strategic Plan serves as a primary mechanism by which the board provides oversight and direction for the academic initiatives and academic mission of each university.

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The Academic Strategic Plan includes the following requests and information:

- Overview of initiatives to improve learning and educational attainment.
- New academic programs and high demand programs to be eliminated or merged.
- New colleges, schools or departments to be established and colleges, school, or department to be reorganized, merged or disestablished.
- Those academic programs that will be funded with additional state funds or programs fees do require additional approval by the Academic and Student Affairs Committee before they may be implemented or enroll new students. Approval of the program by the ASAC does not constitute approval of program fees; that occurs during the board's regular fee setting process.
- Academic Strategic Plans may be modified during the year with the approval of the ASAC.

Outline of the Academic Strategic Plan

Part I – Narrative Overview

- A. Overview of Initiatives to Improve Learning and Educational Attainment
- B. Academic Programs and Organization Unit Overview

Part II - Academic Programs

- A. Academic Programs
- B. High Demand Programs Proposed for Elimination

Part III – Academic Organizational Units

- A. Proposed New Academic Units
- B. Proposed Mergers or Elimination of Units

Committee Review and Recommendation

The Academic and Student Affairs Committee reviewed this item at its November 18, 2015 meeting and recommended forwarding the item to the full board for approval.

Requested Action

Arizona State University asks board to approve its 2016-2017 Academic Strategic Plan for Arizona State University, as presented in this executive summary.

EXECUTIVE SUMMARY

**ARIZONA STATE UNIVERSITY
ACADEMIC STRATEGIC PLAN 2016-17**

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PART I

**ARIZONA STATE UNIVERSITY
ACADEMIC STRATEGIC PLAN 2016-2017**

NARRATIVE OVERVIEW

A. Overview of Initiatives to Improve Learning and Educational Attainment

ASU has emerged as a leader in higher education and consistently ranks as a top school for innovation, affordability, quality of students and academic programs. At the foundation of the honors and rankings ASU receives is the ASU Charter, a set of guiding principles that help create an environment where achievement is measured not by whom we exclude, but rather by whom we include and how they succeed; advancing research and discovery of public value; and assuming fundamental responsibility for the economic, social, cultural and overall health of the communities we serve. In keeping with the Enterprise Executive Committee's strategic plan, the 2016-2017 academic plan is based on the goals of driving student educational success and learning, and advancing educational achievement within Arizona.

Driving Student Educational Success and Learning

Starting fall 2015, first-year students have the opportunity to participate in the ProMod program. In this one-of-a-kind program, students work closely with faculty and fellow students by engaging in projects that apply their learning to real-world situations. The integrated curriculum combines course content and asks students to solve problems. For example, kinesiology students take Kinesiology 101, Psychology 101 and English 101 in their module, and they are developing an evidence-based treatment plan for lower-back pain. They learn about anatomy and treatment through kinesiology, how to get patients to comply in the psychology portion, and how to write concisely and coherently about their work in the English course. Students construct personal portfolios to document achievement of learning outcomes. Through this innovative program, students earn credits that satisfy their general studies and degree requirements but more importantly, they gain real-world experience and develop a deep understanding of the course material. This program is made possible by a \$4 million First in the World grant from the U.S. Department of Education.

The Ira A. Fulton Schools of Engineering have established pioneering degrees in sustainable engineering and built environment, as well as a unique interdisciplinary humanitarian concentration for careers in disaster relief and development. Through strong ties with the industry, endowed faculty positions have been established and filled with accomplished industry professionals. In the electrical engineering program, Accreditation Board for Engineering and Technology (ABET) has commended the senior design experience that draws on industry experts and faculty mentoring as part of the project-based learning. In the engineering management program, supported by the fully engaged faculty, the national commission has found students to be highly

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poised, professional and confident. In the manufacturing engineering program, real-time feedback is offered to the faculty on their teaching, and a required internship experience ensures that the graduates are ready to design and offer real-world engineering solutions. In the aerospace engineering program, an innovative assessment has been established wherein students present their capstone project to a panel of assessors, and are then interviewed by the assessors. This simulates strong real world experience and ensures that the graduates are well-prepared and feel confident in advocating for their work and handling feedback.

ASU is leader within the University Innovation Alliance, a consortium of 11 public research universities that spans the geographic, economic, and social diversity of our country. The leadership of these institutions work collaboratively in the identification of new solutions, scaling of proven innovations, and communication of outcomes in order to combat the challenges within the areas student success, retention, and persistence. With particular interest in under-served populations, such as low-income and first generation students, the alliance seeks to help more students have access to and graduate with a high quality, affordable bachelor's degree. ASU's commitment to the twin goals of access and excellence, quickness in the implementation of innovations, and use of data make ASU an important member of the alliance.

To provide access to education to all qualified learners, ASU has partnered with edX to offer an alternative entry to higher education through the Global Freshman Academy. The Global Freshman Academy will allow learners to earn university credit without barriers or restrictions. The academy allows learners to prepare for the university by taking courses before arriving on campus and allows freshman to begin their university degree path by earning credit in a cost effective and flexible way. The inaugural class, "Introduction to Solar Systems Astronomy," started August 2015, with more than 12,400 students enrolled from 163 countries. Future classes include "Human Origins," "Western Civilization: Ancient and Medieval Europe," and "College Algebra and Problem Solving."

To support graduate student success, ASU is enhancing its graduate degree progress dashboard so that colleges, schools and departments can monitor student progress and persistence. The new tool will enable programs to develop custom reports on student progress, program of study, student financial support, and time to degree. Information tracked in the dashboard will enhance timely communication with students and facilitate advising by faculty and staff in support of student success. ASU also supports graduate student professional development through the new "Community of Scholars" resource umbrella. The Preparing Future Faculty and Preparing Future Scholars programs provide workshops, seminars and resources to prepare students for careers within and outside of academia. Seminars are geared toward transferrable skills enabling greater success both in their degree program and future employment. Workshops include panels with local industries and employers to explore career options in the region.

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Advancing Educational Achievement within Arizona

ASU is committed to expanding opportunities for students throughout the state to have access to a high-quality undergraduate education. Ensuring a transparent, successful experience for transfer students from Arizona's public and tribal community colleges is vital. Students throughout the state should have access to the information they need to make a seamless transition to the university without losing any credits in the process. Toward this end, in addition to the existing 500+ curriculum pathways through the Maricopa to ASU Pathway Program (MAPP) and Transfer Admission Guarantee (TAG), we have embedded the transfer experience in learning locations in Yuma and the Gila Valley. We have developed and refined the transfer options, including four curriculum pathways with Diné College and two forthcoming curriculum pathways with Tohono O'odham Community College, and senior administrators are working with the emerging San Carlos Apache College to develop post-secondary learning opportunities for members of the local community. During the 2015-2016 academic year, ASU is undertaking an initiative with the Gardner Institute called "Transfer Matters," which is designed to study all aspects of the transfer student experience and to produce a plan for institutional improvement leading to higher levels of transfer student learning, satisfaction, and graduation.

ASU Colleges@Lake Havasu City opened in 2012 and focuses exclusively on instruction for high-demand undergraduate degrees with lower tuition than at the metropolitan campuses. The initiative aligns with the enterprise metric Goal Two: Advance Educational Achievement Within Arizona by providing community members access to affordable and flexible degree options. The programs in Lake Havasu City promote strong relationships with local school districts and Mohave County Community College to increase opportunities for pathways to an ASU degree. In December 2011, the board approved an exception to the then existing ABOR policy 2-205 "Off-campus courses and programs" to allow for a five-year period to offer lower division courses at the Lake Havasu site. While ABOR Policy 2-205 has since been repealed, ABOR Policy 2-223 requires approval of a university's academic strategic plan to offer lower division credit courses outside of an established campus in a county served by a community college. ASU seeks removal of the 2017 expiration date and seeks approval to offer all courses necessary for the degree programs at the Colleges@Lake Havasu. The Provost at ASU consulted with the President of Mohave Community College who agreed to these lower division course offerings for another ten years. Barring concerns from Mohave Community College at that time, the courses will continue indefinitely.

Access ASU prepares Arizona students for a university education through its outreach programs and the school district and community partnerships. At ASU, we collaborate strategically with school administrators and educators to increase the number of students eligible for success. Building data frameworks to monitor students' progress towards university eligibility is one of the critical components, and college readiness is increased by engaging with schools, families and students. In 2014-2015, over 40,000 students and their families were served through Access ASU programs, including

EXECUTIVE SUMMARY

Collegiate Scholars, Barrett Summer Scholars, American Dream Academy, Future Sun Devil Families, and the Hispanic Mother-Daughter Program. In addition, the new tool for high school students, me3, harnesses technology, game concepts, and data analytics to prepare Arizona students for successful transitions from middle school to high school and to a postsecondary institution while maintaining interest and engagement. In time, me3 will reach over 100,000 high school students with the information they need to be ready for success at the university.

B. Academic Programs and Organization Unit Overview

Arizona State University proposes new programs that are aligned with the university's core functions of providing access, ensuring student success, and engaging in education and research for the economic and social benefit of the local and global community. Overall, ASU proposes to add 16 new undergraduate degrees, 16 new master's degrees, and 1 doctoral degree. All new academic programs are reviewed by the curriculum committees in the academic units, colleges, and the university academic senate. The review committees pay close attention to several factors that include the quality of the faculty and staff to launch and sustain viable programs, potential areas of overlap and duplication, and the contribution to the education of undergraduate and graduate students. The institution creates and encourages collaborative degrees and programs that reflect university-wide efforts.

Undergraduate Programs

STEM is featured in the new degree programs focusing on biotechnology, environmental science, applied quantitative science, and pharmacology and toxicology. Other new degree programs promote economic development through international trade, tourism and recreation management, and the fashion industry. Social advancements are featured in degree programs in innovation in society, counseling, and conflict resolution. Each of these programs helps prepare students for contemporary and successful careers in private, public, and nonprofit settings, and each incorporates the foundations of a solid university education with forward-thinking interdisciplinary inquiry into specialized topics within each major.

In efforts to coordinate with community colleges in the state, all degree proposals undergo a careful review by the curriculum committee at the college level, and that committee is comprised of ASU faculty and a faculty representative of the Maricopa Community Colleges. The community college representative is able to communicate with colleagues throughout the district to plan for transfer pathways. Additionally, degree programs are reviewed annually for the Maricopa to ASU Pathways Program (MAPP) and Transfer Admissions Guarantee (TAG) program which constitutes a built-in mechanism for informing community colleges about program developments.

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Master's Programs

ASU proposes the establishment of 16 master's programs. Several of the proposed master's degree programs are directly designed to impact Arizona by meeting the needs of our professional constituents in industry, or prepare students for Arizona employers. These include degrees in the areas of business, health, forensics, and recreation and tourism. Thunderbird School of Global Management is proposing an MS in Global Energy Management. The New College of Interdisciplinary Arts and Sciences is proposing an MS in Forensic Psychology geared towards working professionals in the mental health and criminal justice fields. Likewise, the College of Public Service and Community Solutions proposes to offer an online Master of Park and Recreation Management providing public administration experience and recreation management expertise. The College of Liberal Arts and Sciences aims to serve members of the U.S. Military as part of the target audience for a new online MA in The Future of Conflict and Global Security, making higher education more accessible for military personnel.

Doctoral Programs

ASU proposes the establishment of a PhD in Law and Psychology

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PART I

Arizona State University
Proposed New Program Summary

<u>PROPOSED NEW PROGRAMS</u>	<u>Degree</u>	<u>College/School</u>	<u>Location of Offering</u>
<u>Undergraduate Programs</u>			
Applied Quantitative Science	BS	College of Letters and Sciences	Polytechnic
Biotechnology and Bioenterprise	BS	New College of Interdisciplinary Arts and Sciences	West
Conflict Resolution	BA	New College of Interdisciplinary Arts and Sciences	West
Counseling and Applied Psychological Science	BS	College of Letters and Sciences	Polytechnic
Environmental Science	BA	New College of Interdisciplinary Arts and Sciences	West
Fashion	BA	Herberger Institute for Design and the Arts	Tempe
History of Science, Ideas and Innovation	BA	College of Letters and Sciences	Polytechnic
Innovation in Society	BA	School for the Future of Innovation in Society	Tempe
Innovation in Society	BS	School for the Future of Innovation in Society	Tempe
Integrative Social Science	BS	College of Letters and Sciences	Polytechnic

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International Trade	BS	Thunderbird School of Global Management	Thunderbird
Marketing and Public Relations	BS	W. P. Carey School of Business and Walter Cronkite School of Journalism and Mass Communication	Tempe/Downtown Phoenix
Pharmacology/Toxicology	BS	New College of Interdisciplinary Arts and Sciences	West
Politics and the Economy	BS	College of Liberal Arts and Sciences	Tempe
Social Justice and Human Rights	BA	New College of Interdisciplinary Arts and Sciences	West
Tourism and Recreation Management	BS	College of Public Service and Community Solutions	ASU Online
Korean	Minor	College of Liberal Arts and Sciences	Tempe
<u>Graduate Programs</u>			
Computational and Natural Sciences	MS	New College of Interdisciplinary Arts and Sciences	West
Creative Enterprise and Cultural Leadership	MA	Herberger Institute for Design and the Arts	Tempe
Environmental Analytics	MS	College of Letters and Sciences	Polytechnic
Forensic Psychology	MS	New College of Interdisciplinary Arts and Sciences	ASU Online
Global Agribusiness	MS	W. P. Carey School of Business	ASU Online
Global Education	MEd	Mary Lou Fulton Teachers College	Tempe
Global Energy Management	MS	Thunderbird School of Global Management	Thunderbird

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Indigenous Education	MA	College of Liberal Arts and Sciences	ASU Online
Integrated Health Care	MIHC	College of Health Solutions	Downtown Phoenix
Integrative Social Science	MS	College of Letters and Sciences	Polytechnic
Law and Psychology	PhD	New College of Interdisciplinary Arts and Sciences	West
Narrative Studies	MA	College of Letters and Sciences	Polytechnic
Park and Recreation Management	MPRM	College of Public Service and Community Solutions	ASU Online
Spanish Language Pedagogy	MA	College of Liberal Arts and Sciences	Tempe
Sustainable Tourism	MST	College of Public Service and Community Solutions	Downtown Phoenix
The Future of Conflict and Global Security	MA	College of Liberal Arts and Sciences	ASU Online
Translational Biomedical Sciences	MS	College of Health Solutions	Downtown Phoenix

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PART II

University
ACADEMIC PROGRAMS

Table 1 - Proposed New Programs

Name of Proposed Degree (degree type and major)	College/School (location)	Program Fee Required? (Yes or No)	Additional State Funds Required? (Yes or No)	Brief Description/Justification (max 100 words).	Projected 3 rd Year Enrollment & Implementation Date
Bachelor of Science in Applied Quantitative Science	College of Letters and Sciences (Polytechnic)	No	No	The BS in Applied Quantitative Science is designed to provide students with skills increasingly in demand in professional environments. Students will acquire sophisticated insight involving statistical inference and quantitative reasoning, creative and informed experimentation in search of innovations, the ability to apply quantitative reasoning to diverse contexts, critical and adaptable thinking for complex problem solving, and communication skills across domains. In addition, the degree may complement degrees in the arts, humanities, education, and social sciences in order to better prepare ASU graduates for 21st century careers. <i>Major and Minor. Delivery Method: On Campus (Ground Courses and/or iCourses)</i>	125 2016-2017

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<p>Bachelor of Science in Biotechnology and Bioenterprise</p>	<p>New College of Interdisciplinary Arts and Sciences (West)</p>	<p>No</p>	<p>No</p>	<p>The BS in Biotechnology and Bioenterprise provides students with the interdisciplinary and practical experience in biotechnology research and associated business/entrepreneurship skills to develop and market biotechnological innovations and solutions to problems facing the biotechnology and health sciences communities. The curriculum emphasizes courses not only in the biological and chemical sciences that underpin biotechnology, but also courses in bioethics, communication, sustainability, and entrepreneurship that will ensure graduates are able to thrive in the dynamic marketplace of biotechnology, and is aligned with needs articulated by industry partners. <i>Major and Minor. Delivery Method: On Campus (Ground Courses and/or iCourses)</i></p>	<p>30 2017-2018</p>
<p>Bachelor of Arts in Conflict Resolution</p>	<p>New College of Interdisciplinary Arts and Sciences (West)</p>	<p>No</p>	<p>No</p>	<p>The interdisciplinary BA in Conflict Resolution helps students develop the analytical perspectives and practical skills required to manage conflict as it arises in interpersonal relationships, communities, and international relations. The degree combines disciplines such as history and sociology that address the societal and cultural basis of conflict with programs like communication and psychology that explore the cognitive and interpersonal</p>	<p>60 2017-2018</p>

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				skills necessary to engage effectively in dispute resolution. The BA will prepare students for careers in community relations, diplomacy, mediation, and customer/constituent relations. <i>Major and Minor. Delivery Method: On Campus (Ground Courses and/or iCourses)</i>	
Bachelor of Science in Counseling and Applied Psychological Science	College of Letters and Sciences (Polytechnic)	No	No	The BS in Counseling and Applied Psychological Science will provide students with foundational training in counseling theories, career and lifespan development, cultural diversity, ethical clinical practice, and research methods to address mental health needs of a diverse society. Graduates will pursue employment in community agencies, hospitals, rehabilitation centers, and other behavioral healthcare delivery settings, and they will contribute to nationwide efforts to increase the quality of life while containing healthcare costs. The degree also prepares students who wish to pursue graduate education in various professional programs where they would be license-eligible. <i>Major and Minor. Delivery Method: On Campus (Ground Courses and/or iCourses)</i>	90 2017-2018
Bachelor of Arts in Environmental Science	New College of Interdisciplinary Arts and Sciences	No	No	The BA Environmental Science prepares students to pursue careers in environmental science, including but not limited to positions	30 2016-2017

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	(West)			in government policy, private consulting firms, non-government organizations or academic research environments. The curriculum builds a strong foundation in the natural sciences to understand the biological and chemical functioning of our natural environment, with an additional emphasis on the social, political, and economic dimensions of environmental science. The program also focuses on communication, management, and planning skills that will prepare graduates for leadership careers in environmental science. <i>Major and Minor. Delivery Method: On Campus (Ground Courses and/or iCourses)</i>	
Bachelor of Arts in Fashion	Herberger Institute for Design and the Arts (Tempe)	Yes	No	The Herberger Institute for Design and the Arts is uniquely positioned to offer a degree that explores fashion from multiple angles. The BA in Fashion will allow students to study fashion as research, industry, design, and as art and artifact. There is significant interest in the degree from the fashion industry, both nationally and internationally, as evidenced by the rapid growth of ASU's coursework in fashion design. A rigorous and innovative BA in Fashion will attract new students from inside and outside of Arizona and provide an attractive transfer pathway from fashion programs at our community college partners.	120 2017-2018

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				<i>Major and Minor. Delivery Method: On Campus (Ground Courses and/or iCourses)</i>	
Bachelor of Arts in History of Science, Ideas and Innovation	College of Letters and Sciences (Polytechnic)	No	No	Leveraging the Polytechnic campus place as a hub of innovation, the BA in History of Science, Ideas and Innovation provides students with a grounding in the social and intellectual issues central to understanding the role of science, technology and ideas from past to present. This interdisciplinary degree encourages students to combine coursework in the natural and applied sciences with historical and philosophical approaches to social knowledge. Students majoring or minoring in History of Science, Ideas, and Innovation will graduate with a foundation for advanced work in the humanities, the sciences, or fields bridging written and technical work. <i>Major and Minor. Delivery Method: On Campus (Ground Courses and/or iCourses)</i>	40 2016-2017
Bachelor of Arts in Innovation in Society	School for the Future of Innovation in Society (Tempe)	No	No	The BA in Innovation in Society provides students with tools and concepts to analyze new and emerging innovations and the diverse local and global futures they enable from a humanities perspective. Students will be prepared to build more inclusive future societies and develop strategies that link innovation with social needs and values. The	25 2016-2017

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				curriculum develops multidisciplinary perspectives that synthesize research and theory from the social sciences, humanities, natural sciences, and engineering. Students will learn qualitative methods to investigate how science and technology have shaped and reflect social values, in preparation for careers in public service, business, and industry. <i>Major and Minor. Delivery Method: On Campus (Ground Courses and/or iCourses)</i>	
Bachelor of Science in Innovation in Society	School for the Future of Innovation in Society (Tempe)	No	No	The BS in Innovation in Society provides students with tools and concepts to analyze emerging innovations and the diverse local and global futures they enable. Students will be prepared to build more inclusive future societies and develop strategies that link innovation with social needs and values. The curriculum synthesizes research and theory from the social sciences, humanities, natural sciences, and engineering. Students will build on a competency in a scientific, engineering or quantitative social science field to investigate how science and technology have shaped and reflect social values, in preparation for careers in public service, business, and industry. <i>Major and Minor. Delivery Method: On Campus (Ground Courses and/or iCourses)</i>	35 2016-2017

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<p>Bachelor of Science in Integrative Social Science</p>	<p>College of Letters and Sciences (Polytechnic)</p>	<p>No</p>	<p>No</p>	<p>The BS in Integrative Social Science is an emerging degree that works across the social sciences and produces students who are better equipped to handle complex, 21st-century problems. Students will integrate studies in political science, communication, sociology, psychology, women’s studies, and history to develop a broad understanding of social systems and how contemporary challenges can be addressed through integrative models of human behavior. Graduates will pursue careers in the public, private and nonprofit sectors where problems need to be resolved from holistic, integrative perspectives. <i>Major and Minor. Delivery Method: On Campus (Ground Courses and/or iCourses)</i></p>	<p>150 2016-2017</p>
<p>Bachelor of Science in International Trade</p>	<p>Thunderbird School of Global Management (Thunderbird)</p>	<p>No</p>	<p>No</p>	<p>International trade is the exchange of capital, goods and services across borders or territories. In most countries, such trade represents a significant share of gross domestic product (GDP). Trading globally gives consumers and countries the opportunity to be exposed to new markets and products. The BS in International Trade will provide the necessary skills to develop strategic business processes in international trade and understand its relationship to the global exchange of goods and services. The student</p>	<p>150 2016-2017</p>

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				will learn to become a strategic thinker and analyst, effective communicator, and team leader focused on management of trade. <i>Major and Minor. Delivery Method: On Campus (Ground Courses and/or iCourses)</i>	
Bachelor of Science in Marketing and Public Relations	W. P. Carey School of Business (Tempe) Walter Cronkite School of Journalism and Mass Communication (Downtown Phoenix)	Yes	No	The BS in Marketing and Public Relations is a unique, co-branded degree offered by the W. P. Carey School of Business and Walter Cronkite School of Journalism and Mass Communication. Business courses in marketing are combined with courses in public relations to provide students with a solid foundation in marketing with specialized knowledge in public relations. Students in this program will develop sophisticated analytical tools to help them understand the business and marketing landscape. They will also be exceptional writers and communicators who have deep familiarity of the cutting-edge approaches to effective public relations. <i>Major and Minor. Delivery Method: On Campus (Ground Courses and/or iCourses)</i>	120 2016-2017
Bachelor of Science in Pharmacology/Toxicology	New College of Interdisciplinary Arts and Sciences (West)	No	No	The BS in Pharmacology/Toxicology will provide students with sought-after training in the burgeoning environmental and healthcare sectors. Courses include pharmacology, toxicology, immunology, and advanced	30 2017-2018

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				<p>genetics, along with applied research. Students will combine this rigorous scientific training with humanities and social science coursework to enhance communication across disciplinary boundaries, and to prepare students to enter the workplace ready to work collaboratively to find solutions to pressing societal issues. The degree will serve as a gateway for students to enter careers in scientific research with pharmacology or toxicology companies, governmental and non-profit agencies, as well as graduate programs and pharmacy schools. <i>Major and Minor. Delivery Method: On Campus (Ground Courses and/or iCourses)</i></p>	
<p>Bachelor of Science in Politics and the Economy</p>	<p>College of Liberal Arts and Sciences (Tempe)</p>	<p>No</p>	<p>No</p>	<p>The BS in Politics and the Economy will prepare students for careers that require a sophisticated understanding of the relationship between political systems and economics. The proposed degree responds to the demand that economics majors complement their quantitative and modeling skills with a deeper understanding of political context. A major feature of the program is that students will have the flexibility to pursue concentrations or minors in other fields such as mathematics, business, healthcare, public policy, and law. <i>Major and Minor. Delivery Method: On Campus</i></p>	<p>125 2016-2017</p>

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				<i>(Ground Courses and/or iCourses)</i>	
Bachelor of Arts in Social Justice and Human Rights	New College of Interdisciplinary Arts and Sciences (West)	No	No	The BA in Social Justice and Human Rights provides professionals, humanists, and social scientists with skills to solve a wide range of social justice and human rights issues domestically and transnationally. Skills include advocacy and leadership as well as trauma intervention to enhance justice and protect human rights within and across organizations, households, nation-states, and social groups. The degree reaches across the areas of critical theory in the humanities and critical social sciences to develop solutions and address situations in which people are marginalized and traumatized. <i>Major and Minor. Delivery Method: On Campus (Ground Courses and/or iCourses)</i>	60 2017-2018
Bachelor of Science in Tourism and Recreation Management	College of Public Service and Community Solutions (Downtown Phoenix)	No	No	The BS in Tourism and Recreation Management is designed to provide students with a broad understanding of critical programmatic areas of study: recreation, tourism, sports, and event planning. The leisure industries have significant economic and quality-of-life impacts on communities globally, and provide significant career opportunities for graduates in hospitality, travel and tourism, nonprofit organizations, and governmental agencies	100 2016-2017

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				focusing on parks and recreation. Through learning technologies, the new degree will provide access to excellent academic programs structured for the online environment and the needs of working professionals. <i>Major and Minor. Delivery Method: ASU Online</i>	
Master of Science in Computational and Natural Sciences	New College of Interdisciplinary Arts and Sciences (West)	No	No	While there is a clear need for cross-training computational and mathematical tools with the life sciences, none exist across ASU, and few nationally. We propose to develop both a stand-alone Master's degree and a 4+1 route to the same degree. We have an immediate high-quality cohort of potential graduate students from New College, while the uniqueness of the MS degree will also attract students nationwide. This degree program represents an extension and formalization of what our faculty already does: advise students at the interface of computation, mathematics and biology. Our diverse, interdisciplinary faculty is uniquely suited to implement this program. <i>Delivery Method: On Campus (Ground Courses and/or iCourses)</i>	20 2017-2018
Master of Arts in Creative Enterprise and Cultural Leadership	Herberger Institute for Design and the Arts (Tempe)	Yes	No	Recent data from the Strategic National Arts Alumni Project indicates an entrepreneurial "skills gap" among art and design graduates that can be met by this program. The survey	40 2016-2017

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				<p>indicates that while 77% of architecture graduates and 75% of fine arts graduates believe entrepreneurial skills to be important, only 24% and 21% respectively learned these skills as undergraduates. In a recent survey of Herberger undergraduates, 58% of respondents indicated interest or potential interest in the program described here. The program capitalizes on ASU's existing strengths in arts and design entrepreneurship (via the nationally recognized Pave Program and Innovation Space, respectively). <i>Delivery Method: On Campus (Ground Courses and/or iCourses)</i></p>	
<p>Master of Science in Environmental Analytics</p>	<p>College of Letters and Sciences (Polytechnic)</p>	<p>No</p>	<p>No</p>	<p>Environmental data is being collected in a quantity and at spatial scales unmatched in human history. This trend will increase given the imminent use of low cost drones and other remote sensing technologies to collect environmental data, and an increasing amount of low cost environmental data available via the Internet. Students completing this graduate degree program will be able to use state of the art techniques to process and mine large data sets to answer critical environmental questions related to environmental sustainability. <i>Delivery Method: On Campus and ASU Online</i></p>	<p>25 2016-2017</p>

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<p>Master of Science in Forensic Psychology</p>	<p>New College of Interdisciplinary Arts and Sciences (West)</p>	<p>Yes</p>	<p>No</p>	<p>As part of a multi-college collaboration focusing on the intersection of law and psychology (http://lawpsych.asu.edu), we are prepared to launch an online professional MS program in Forensic Psychology, an extremely popular subfield of psychology. This will be geared toward working professionals in the mental health and criminal justice fields. The involved faculty are well known in this field which will enhance the international visibility of ASU and the program. This program includes courses in psychology, criminology, and social work and will utilize many existing courses. <i>Delivery Method: ASU Online</i></p>	<p>90 2017-2018</p>
<p>Master of Science in Global Agribusiness</p>	<p>W. P. Carey School of Business</p>	<p>Yes</p>	<p>No</p>	<p>An online MS in the area of global agribusiness - developed in conjunction with ASU Thunderbird - will focus on the business, economic, and policy aspects of food system to deliver a safe, nutritious, sustainable, and economically accessible food supply to the global population. Emphasis on the value chain from consumer to farm-level production at various levels of size, scale, and efficiency will be emphasized throughout the curriculum. Demand for this degree comes from employees of food and agribusiness firms, government agencies, NGOs, and trade organizations representing the food sector. There is currently</p>	<p>60 2017-2018</p>

EXECUTIVE SUMMARY

				no similar degree in the marketplace. <i>Delivery Method: ASU Online</i>	
Master of Education in Global Education	Mary Lou Fulton Teachers College (Tempe)	Yes	No	ASU's focus on access and impact makes a Global Education master's the next step in broadening the impact of the Teachers College. It targets individuals wishing to infuse global perspectives into American education or those who want to study and influence policy at a global/comparative level. Graduates will be prepared to bring global perspectives to education within the United States and also to contribute to educational improvement around the world. The Global Education master's degree would prioritize the infusion of global perspectives in regional/national education systems and the design of systems improvement at the regional, national, and global level. <i>Delivery Method: On Campus and ASU Online</i>	30 2017-2018
Master of Science in Global Energy Management	Thunderbird School of Global Management (Thunderbird)	Yes	No	The Master of Science in Global Energy Management is a blended program with roughly 1/4 of the program offered on ground and 3/4 offered online. This degree is designed to be attractive to working professionals, providing management skills in the energy sector with a curriculum that focuses heavily on management of the oil and gas industry.	35 2016-2017

EXECUTIVE SUMMARY

				This degree plays well to Thunderbird's proven expertise in the oil and gas industries, as well as energy sectors globally. From our executive programs polling, we have seen significant working professional interest in such a degree. <i>Delivery Method: On Campus and ASU Online</i>	
Master of Arts in Indigenous Education	College of Liberal Arts and Sciences (Tempe)	No	No	The online MA degree in Indigenous Education provides students nationwide with advanced training in research, theory, and practice related to Indigenous education as well as the process of schooling. This degree program seeks to explore the contradictions and complexities between the schooling and education processes for Indian Education. The primary audience for this degree are those working in Indian Education, for tribal nations with education programs and those interested in American Indian education. Our faculty collaborate with colleagues nationally and internationally therefore students will have access to a wealth of additional resources at the Master's level. <i>Delivery Method: ASU Online</i>	18 2016-2017
Master in Integrated Health Care in Integrated Health Care	College of Health Solutions (Downtown)	Yes	No	The Master in Integrated Health Care is designed to meet the growing market demand for professionals with the ability to design, implement, evaluate and sustain integrated	190 2016-2017

EXECUTIVE SUMMARY

				health care programs. The curriculum is uniquely designed to benefit the careers of both clinicians and managers interested in mastering the skills necessary to meet the Triple Aim of the Accountable Care Act (ACA): 1) improved patient experience of care; 2) improved population health management, and, 3) improved cost of care. This is an applied, professional degree focused on preparing the graduate to enter the emerging integrated health care market successfully. <i>Delivery Method: On-Campus and ASU Online</i>	
Master of Science in Integrative Social Science	College of Letters and Sciences (Polytechnic)	No	No	This is an emerging degree that integrates studies in the social sciences and produces students who are better equipped to handle complex, 21st-century problems. It is a high-enrollment degree program expected to bring face-to-face students to the polytechnic campus. This degree already exists at the University of Oregon, Pittsburg, Michigan, Florida State, to mention a few. <i>Delivery Method: On Campus (Ground Courses and/or iCourses)</i>	150 2016-2017
Doctor of Philosophy in Law and Psychology	New College of Interdisciplinary Arts and Sciences (West)	No	No	The PhD program in Law and Psychology is a multi-college collaboration focusing on the intersection of law and psychology (http://lawpsych.asu.edu), replacing ASU's	10 2017-2018

EXECUTIVE SUMMARY

				existing JD/PhD program. The involved faculty are very well known in this field and this program will immediately be one of the top five in the world, with significant research focused on the intersection of law and behavioral science. The interdisciplinary curriculum incorporates psychology, criminology, social work, and law courses, many already in existence. <i>Delivery Method: On Campus (Ground Courses and/or iCourses)</i>	
Master of Arts in Narrative Studies	College of Letters and Sciences (Polytechnic)	No	No	Storytelling is a fundamental human way of structuring and communicating information. Narratives are not only in literature and mythology, but also in religion, history, science, and a wide range of other fields including healthcare (patients almost always describe their condition in narrative form). An interdisciplinary master's degree in Narrative Studies would allow students to both analyze and create narratives across a variety of disciplines. It Graduates will encounter advanced interdisciplinary study in the humanities, and be able to incorporate relevant skills from English, History, Communication, and Technical Communication, as well as Religious Studies and Philosophy, to their narrative writing skills. <i>Delivery Method: On Campus (Ground Courses</i>	30 2016-2017

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				<i>and/or iCourses)</i>	
Master of Park and Recreation Management in Park and Recreation Management	College of Public Service and Community Solutions (Downtown Phoenix)	Yes	No	The degree will be a program jointly offered by the School of Community Resources and Development (SCRD) and the School of Public Affairs comprised of courses from the Master of Public Administration and existing and new courses in recreation management from SCR.D. The target audience will be professionals working in public park and recreation agencies at all levels. They will gain the public administration expertise from public administration classes and content in recreation management through course work in SCR.D. Due to the different market and the professional nature of the degree it will not impact the existing MS degree. <i>Delivery Method: ASU Online</i>	50 2017-2018
Master of Arts in Spanish Language Pedagogy	College of Liberal Arts and Sciences (Tempe)	No	No	The MA in Spanish Language Pedagogy prepares students to teach in high schools/community colleges. The 33-credit program requires ten courses and a portfolio. It draws on existing courses including Teaching Methodology, Second/heritage Language Acquisition and Pedagogy, Literary Criticism, and electives in Literature, Linguistics, and Technology in the Classroom. One of the unique aspects of the program is that it	30 2016-2017

EXECUTIVE SUMMARY

				includes coursework to prepare teachers to teach heritage learners. Graduates of the MA in Spanish Language Pedagogy will understand the concepts of teaching language and culture and be able to apply them to curricular design and classroom instruction. <i>Delivery Method: On Campus and ASU Online</i>	
Master of Sustainable Tourism in Sustainable Tourism	College of Public Service and Community Solutions (Downtown Phoenix)	Yes	No	We currently have a MAS in Sustainable Tourism available through ASU Online and face-to-face, and this degree will replace it. The curriculum is the same, but given the applied nature of the program we feel the MST designation is more appropriate than the MAS. Students receive a comprehensive education with a focus on the environmental, economic and social aspects of tourism, equipping them with the skills necessary to create pioneering sustainable development solutions to tourism challenges. The program prepares future professionals to meet the increasing demand for people trained in sustainability practices and the application of those practices. <i>Delivery Method: On Campus and ASU Online</i>	50 2017-2018
Master of Arts in The Future of Conflict and Global Security	College of Liberal Arts and Sciences (Tempe)	Yes	No	The Master's in The Future of Conflict and Global Security is an online interdisciplinary program that enables participants to develop analytic skills, theoretical understandings and	40 2016-2017

EXECUTIVE SUMMARY

				comprehensive knowledge related to the changing nature of conflict. The program is jointly operated by the School of Politics and Global Studies and the School for the Future of Innovation in Society. It will be marketed to members of the U.S. military, including those deployed abroad. The program links faculty experts from social sciences, engineering, sustainability, history and policy studies, and involves core courses, methods and electives with the option of an individualized capstone project. <i>Delivery Method: ASU Online</i>	
Master of Science in Translational Biomedical Sciences	College of Health Solutions (Downtown Phoenix)	Yes	No	The Masters of Science in Translational Biomedical Sciences is a one year, 30 credit full-time degree program focusing on the physiology, biochemistry, and clinical science of metabolic disease, from molecular mechanisms underlying metabolic dysfunction to the most recent epidemiological trends and cutting-edge clinical treatments. The main audience will consist of pre-professional students, health care professionals and clinical scientists. Graduates will be able to translate knowledge, mechanisms and techniques discovered by bench science into new approaches for diagnosis and treatment of metabolic disease within the clinic and community. <i>Delivery Method: On Campus</i>	36 2016-2017

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				<i>(Ground Courses and/or iCourses)</i>	
Minor in Korean	College of Liberal Arts and Sciences (Tempe)	No	No	The minor in Korean is proposed in response to expressed interest from students and will provide formal recognition for students working in Korean studies. Students are offered courses in Korean language, literature, culture, linguistics, film and religion. The minor will enrich students' perspectives on different cultures and societies at the intellectual level and also equip students with practical knowledge of Korea that will benefit careers in various professions, including academe, government work, international trade, nongovernmental organizations and translations. <i>Delivery Method: On Campus (Ground Courses and/or iCourses)</i>	15 2016-2017

Table 2 - High Demand Programs Proposed for Elimination

Program	College/School <i>(location)</i>	Justification/Brief Description <i>(max 100 words)</i>	Impact on Current Students <i>(max 100 words)</i>

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**University
 ACADEMIC ORGANIZATIONAL UNITS**

Table 1 - Proposed New Academic Units

Proposed Unit	Level (College, School, or Department)	Location (College, School, etc. where it will be located)	Brief Description/ Effective Date (max 50 words)	Justification/need (max 100 words)	New Resources, if any, and Source* <i>Savings/Efficiencies Gained</i>

Table 2 - Proposed Mergers or Elimination of Units

Unit	Requested Action	Justification/Brief Description of the proposed action (max 100 words)	Impact on Current Students (max 50 words)	Expected fiscal impact

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EXECUTIVE SUMMARY

Item Name: FY 2015 Financial Aid Report and FY 2016 and FY 2017 Financial Aid Plans (ASU, NAU, UA)

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: The board office asks the board to approve the universities' FY 2015 Student Financial Aid Report and FY 2016 and FY 2017 Financial Aid Plans.

Enterprise or University Strategic Plan

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other:

Statutory/Policy Requirements

The University System FY 2015 Student Financial Aid Report and FY 2016-2017 Student Financial Aid Plans are filed in compliance with A.R.S. §15-1650. Board policy 4-321: Student Financial Aid – Financial Aid Regulations

Background/History of Previous Board Action

- Annually, the three state universities provide information to the board regarding the distribution of financial aid.
- The **Financial Aid Report**, as prescribed in board policy 4-321, provides the actual amount of financial aid awarded during the previous academic year and reports on compliance with specific board policies related to financial aid. These include:

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- Board policy 4-321 C2.a. which requires that 50% of the resident undergraduate board-approved aid must be awarded to students who have a demonstrated financial need.
- Board policy 4-321 C2.b. which requires that at least 30% must be awarded to students on the basis of merit.
- Board policy 4-321 D.1, which requires a 14% set-aside of tuition collection for need-based aid for all three institutions.
- The **Financial Aid Plans**, as prescribed by board policy 4-321 E.1, provide estimates of financial aid for the current and next fiscal year, including the number and value of scholarships and cash awards; their distribution among resident and nonresidents, needy and meritorious recipients, undergraduates and graduates; and gross and net tuition revenue.
- **Financial Aid Report Format.** The Financial Aid report format uses the Common Data Set (CDS). The Common Data Set (CDS) initiative is a national collaborative effort among data providers in the higher education community and publishers as represented by the College Board, Thomson Peterson's, and U.S. News & World Report.

Discussion

- The board has established aggressive goals for increasing the numbers of degrees awarded by 2020. In order to meet these goals, it will be necessary to ensure that the universities remain affordable; providing financial aid is a crucial factor in this objective. The Financial Aid Report provides the board with data on the changes in financial aid and the impact of financial aid on students.
- Attachment-a copy of the *FY 2015 Student Financial Report and FY 2016 and FY 2017 Student Financial Aid Plans* follows.

Committee Review and Recommendation

The Academic and Student Affairs Committee reviewed this item at its November 18, 2015 meeting and recommended forwarding the item to the full board for approval.

Requested Action

The board office requests the board to approve the universities' FY 2015 Student Financial Aid Report and FY 2016 and FY 2017 Financial Aid Plans.

STUDENT FINANCIAL AID REPORT FY 2015

STUDENT FINANCIAL AID PLANS FY 2016 FY 2017

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The *Financial Aid Report* provides the amount of financial aid awarded during the previous academic year and estimates of financial aid for the current and ensuing fiscal years, including the number and value of scholarships and cash awards; distribution among resident and nonresidents, needy and meritorious recipients, undergraduates and graduates; and gross and net tuition revenue.

The report examines changes in funding levels over the last five years, reports on the average distribution of aid across different income levels and tracks student debt at graduation.

The *Financial Aid Report* uses the Common Data Set (CDS), which is a national collaborative effort among data providers in the higher education community and publishers as represented by the College Board, Thomson Peterson's, and U.S. News & World Report.

Financial Aid

Financial Aid is any form of assistance that comes from an organized body that assists a student with the costs of attending college. Financial Aid comes from five primary sources: the federal government, the institution, private and external sources, the state, and student employment such as the Federal Work-Study (FWS) program which partially funds jobs for students who demonstrate financial need and meet certain eligibility requirements. The FWS reimburses employers for 75% of the students' earnings up to the amount of the award. Graduate Assistantships and Student Loans are also considered forms of financial assistance.

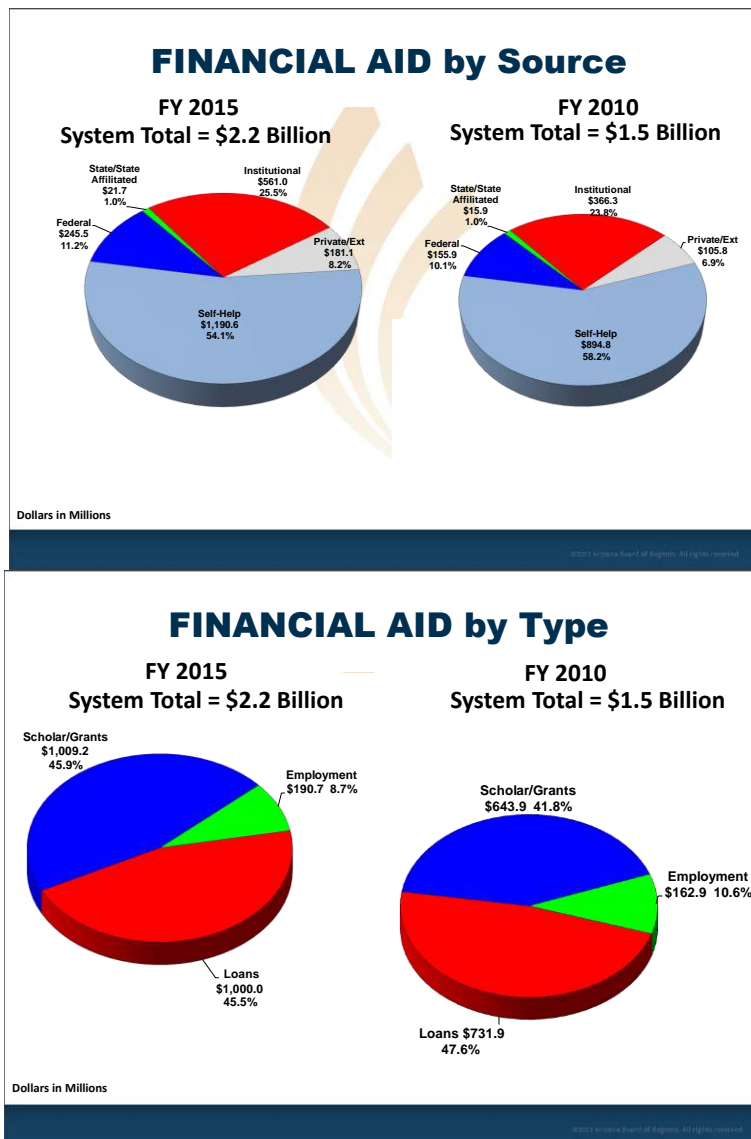
While there are many costs associated with attending a higher education institutions that include base tuition, fees, books, supplies, room and board; financial aid typically covers only the base tuition.

There are two basic types of financial aid: Gift Aid and Self-Help.

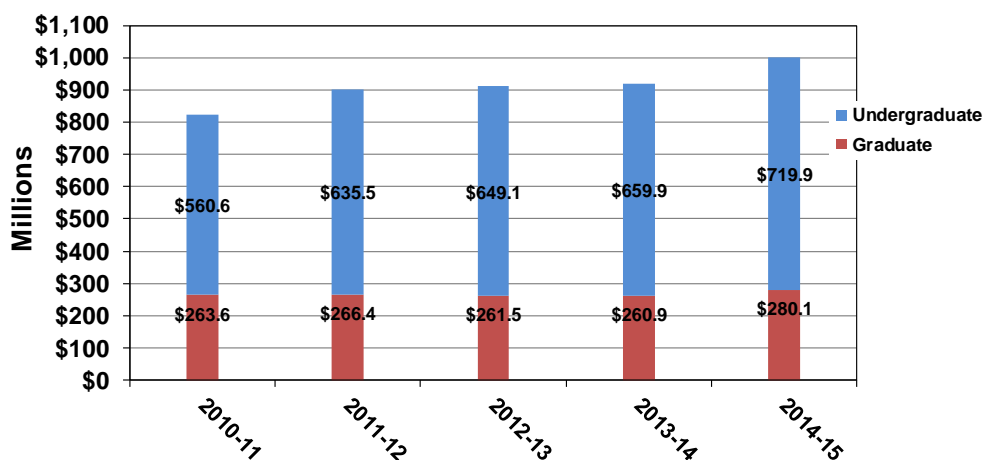
- Gift aid is financial aid that does not have to be repaid. It comes in different forms and is called by various headings, such as scholarships, grants, tuition remission programs, or tuition waivers.
- Self-help aid is money that comes with a cost. The theory is that in fulfilling a condition, students are essentially helping themselves. There are two types of self-help aid: loans and employment/work-study. Loans include Federal student loans, which are funded by the federal government; and private student loans, which are nonfederal loans, made by a lender such as a bank, credit union, or other private source. The loan amounts presented in this report are both subsidized and unsubsidized and represent only those loans students who have filled out a Free Application for Federal Student Aid (FASFA). In FY 2015, 70% of the overall student population filled out a FASFA, and over 78% of resident undergraduate students filled out a FASFA.

Current Trends

- During 2014-15, total financial aid provided to students in the Arizona University System was \$2.2 billion. In the past five years total financial aid increased about 43 percent from \$1.5 billion in FY 2010. Although private/external scholarships and grants experienced the largest percentage growth at 71% between FY 2010 and FY 2015, self-help aid had the largest dollar increase of nearly \$300 million (33% increase).
- In FY 2015, the amount of scholarships/grants and student loans were both at approximately \$1.0 billion, making up over 90 percent of total financial aid. The majority of the scholarships/grants were from institutional aid (56%), and the majority of student loans were federal student loans, representing 74 percent of all loans (both subsidized and unsubsidized).
- Since FY 2010 the amount of loans has increased by nearly 37 percent, but loans as a percent of total aid has remained fairly constant. In FY 2010, loans represented about 48 percent of total aid versus 46 percent in FY 2015.



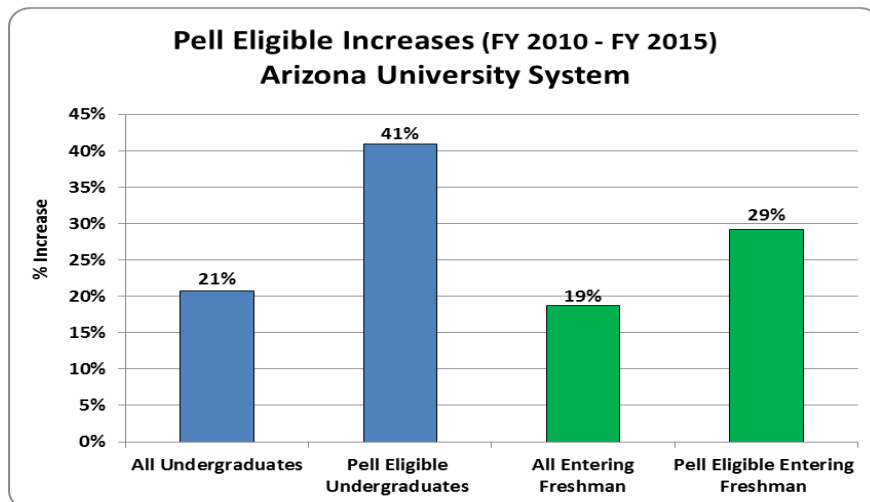
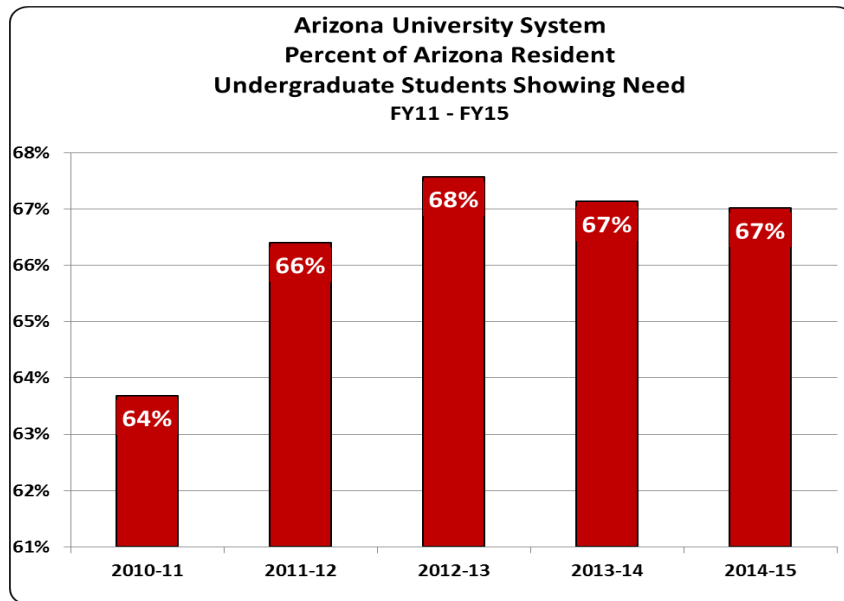
Total Amount of Loans (Undergraduate and Graduate)



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More Students Receive Financial Aid:

- In FY 2015, 139,487 students (or 91% of the student population) received some form of financial aid, with 99,724 (71%) of those student receiving gift aid.
- The number of gift aid recipients has kept pace with the general population increase. Since FY 2010, the number of students receiving gift aid increased by 12,933 or 15%, while the general student population increased 17%.
- Of the 99,724 student receiving gift aid in FY 2015, 87,538 were undergraduate students with 66,121 (76%) showing need compared to 68 percent in FY 2010.
- For minority undergraduate students, the number of students receiving any type of aid increased by over 50 percent since FY 2010, from 19,515 students (64% of minority degree seeking students) in FY 2010 to 33,844 students (72% of minority degree seeking students) in FY 2015.
- The number of students eligible for federal need-based aid has grown significantly since FY 2010 when 33,788 students received Federal Pell Grants or other federal need-based aid compared to 50,201 in FY 2015.
- Among undergraduates, Pell recipients have increased by 41% since FY 2010, while the overall undergraduate enrollment increased by 21%. Among freshmen, the number of Pell eligible students jumped by 29% since FY 2010 while the overall freshmen enrollment increased by just 19%.

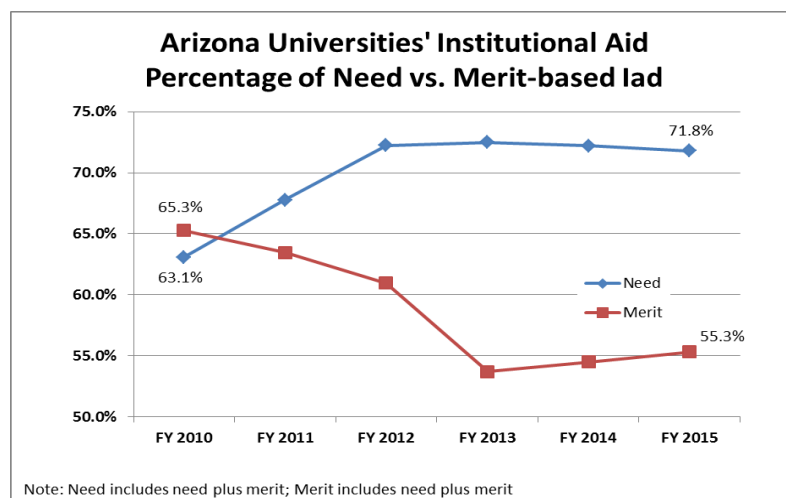
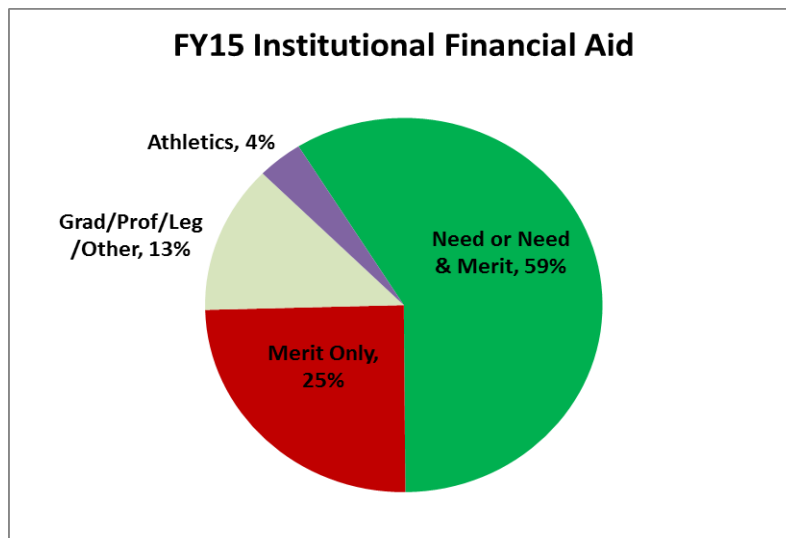


Minimal State-Supported Financial Aid:

- Arizona has only two state-supported need-based financial aid programs: 1) The Arizona Financial Aid Trust (AFAT—\$10 Million) which was established to provide assistance to students with financial need and to create an endowment for future aid; and Leveraging Educational Assistance Partnership (LEAP—\$1.2M), which is a state and institutional partnership that provides financial assistance to students demonstrating substantial financial need.
- According to the 2013-14 National Association of State Student Grant and Aid Programs (NASSGAP) Annual Survey Report on State-Sponsored Student Financial Aid, Arizona ranks 38th in the country for state-funded financial aid, 49th for state funded grant dollars per capita, and 42rd for state expenditures as a percentage of state fiscal support for higher education (see Appendix).

Increase in Institutional Aid

- Because of the lack of state funding for student financial aid, the universities use a significant amount of institutional resources either through tuition and fee revenues, or tuition waivers to supplement student financial aid.
- Between FY 2010 and FY 2015, institutional aid increased about 65 percent, \$366.3 million to \$561 million in FY 2015. The number of students receiving institutional aid was 84,490 in FY 2015 compared to 66,780 in FY 2010.
- In FY 2015, institutional aid represented about 56 percent of the total gift aid, with the majority awarded as need-based grants. Over the last 5 years, the percentage of need-based aid awarded to undergraduate students from institutional aid has increased because of a greater emphasis of addressing unmet financial need for students demonstrating need.



What is the Net Cost of Attendance for a Student

- The Cost of Attendance (COA) is a measure that summarizes educational costs for a student living on campus for an academic year. In addition to tuition and fees, these costs include room and board, books, and supplies. Excluded from this measure are travel costs and personal expenses.
- Net cost of attendance as used in this report is defined as the COA less financial aid awarded to a student. The FY 2015 net COA for a student ranges from between \$4,800 and \$8,500. When calculating gift-aid only, net COA for a student averaged between \$9,300 and \$15,300.

FY 2015 Resident Undergraduate Average Cost of Attendance and Total Aid Package

	Student No. ¹	Tuition ²	COA ²	Aid Package ³	Aid without Loans ⁴	Total Gift Aid ⁵	Institutional Aid Only ⁶
Family Income < \$20,000	7,880	\$10,341	\$21,368	\$16,559	\$12,470	\$12,068	\$5,789
Family Income \$20,000 - \$34,999	5,720	\$10,341	\$21,368	\$16,245	\$12,738	\$12,230	\$6,208
Family Income \$35,000 - \$49,999	4,910	\$10,341	\$21,368	\$14,889	\$11,230	\$10,653	\$6,325
Family Income \$50,000 - \$64,999	3,981	\$10,341	\$21,368	\$12,362	\$8,583	\$8,045	\$5,884
Family Income \$65,000 - \$79,999	3,478	\$10,341	\$21,368	\$11,298	\$7,491	\$7,080	\$5,764
Family Income \$80,000 - \$119,999	7,374	\$10,341	\$21,368	\$10,190	\$6,666	\$6,220	\$5,423
Family Income >= \$120,000	8,714	\$10,341	\$21,368	\$9,095	\$6,444	\$6,112	\$5,498
Overall	42,057	\$10,341	\$21,368	\$12,826	\$9,316	\$8,872	\$5,791

Note 1: Limited to students who were full-time undergraduate students for Fall 2014, AZ residents, and valid FAFSA filers for 2014-2015.

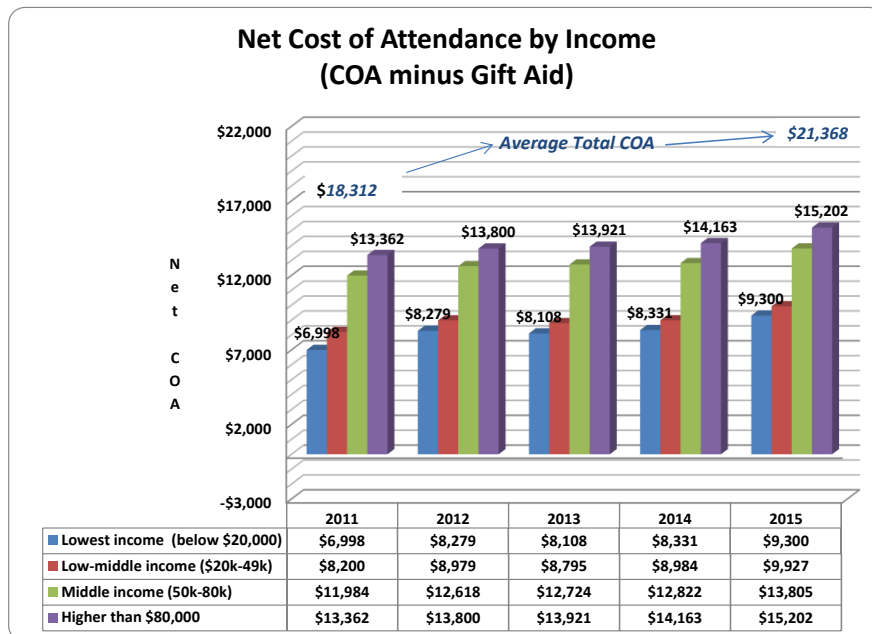
Note 2: Average standard first year tuition and COA figure for AZ residents for 2014-2015

Note 3: All types of aid excluding Parent Plus Loan, Alternative loans, and Short Term loans, paid during Fall 2014 semester.

Note 4: Aid excluding all types of loans paid during Fall 2014.

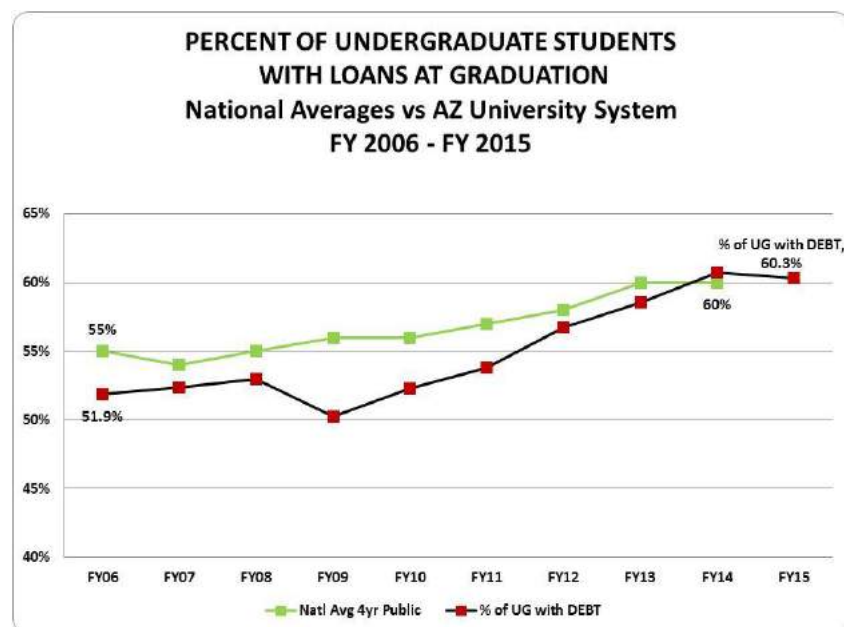
Note 5: Total gift aid excluding Veteran benefits and Employee and Employee Dependent benefits paid during Fall 2014 semester.

Note 6: Refers to RSA and Institutional Scholarships paid during Fall 2014 semester.

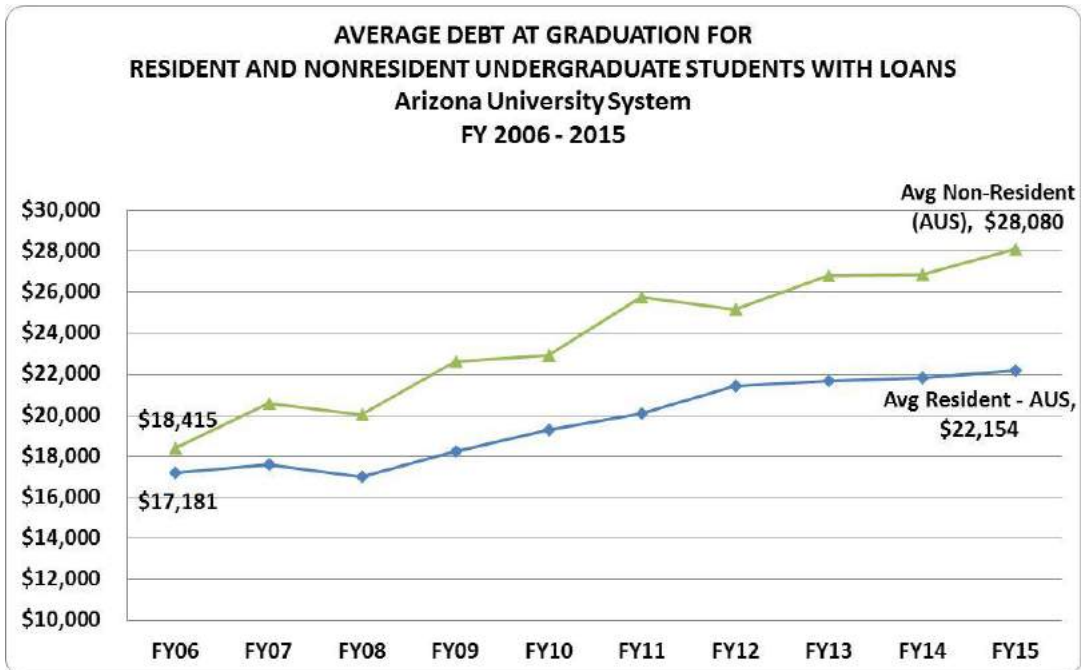
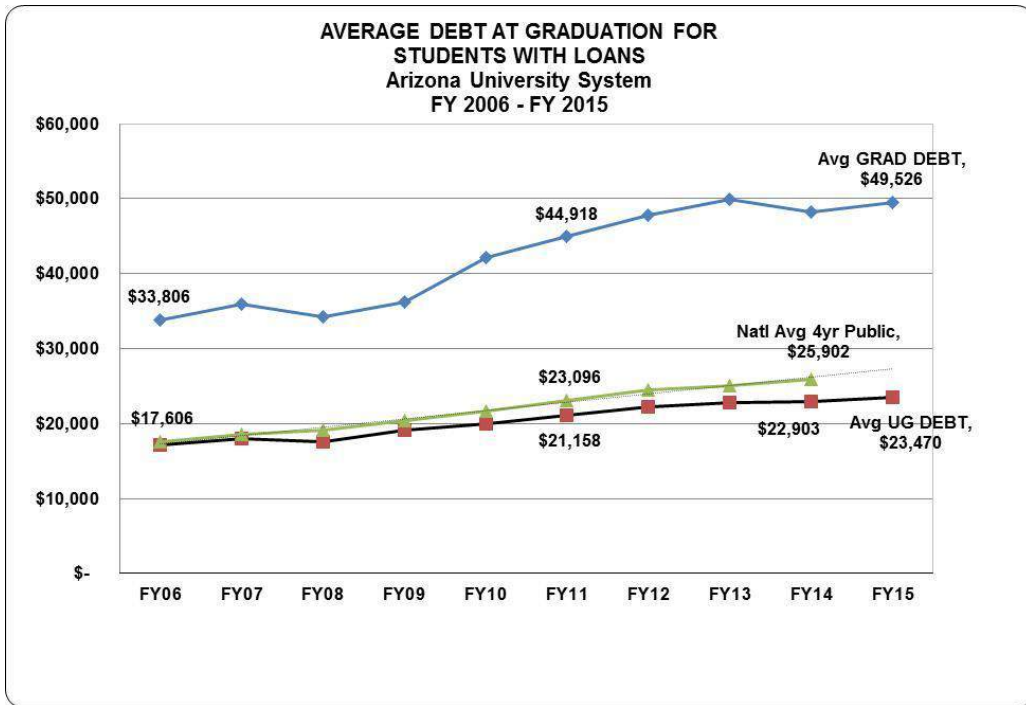


Average Debt of Graduating Students With Loans:

- Not all students have loans, *and* not all students with loans graduate. This report examines only those students who graduated from the university and received federal, state, and nongovernmental loans (excluding parent private loans) *and* filled out a Free Application for Federal Student Aid (FAFSA).
- In spite of increasing financial aid, the typical financial aid package covers only base tuition. There are many other fees, such as program fees, class fees, books and supplies, and room and board that may not be covered by financial aid.
- Between FY 2014 and FY 2015, the proportion of undergraduate students graduating with loan debt was about six in 10 (about 60%), which is also on par with the national average among public four-year institutions (latest national data is for FY 2014). Of the university graduate students, the proportion graduating with debt decreased from 55% in FY 2014 to 53% in FY 2015.
- The average debt of undergraduate students graduating with loan debt increased about 2.5% between FY 2014 and FY 2015, from \$22,903 to \$23,470. This compares to a FY 2014 national average of \$25,902. When looking at loan debt between resident and nonresident undergraduate students, resident undergraduate student debt was approximately 27% lower, or \$22,154 compared to \$28,080 for nonresident students.
- According to the report *Student Debt and the Class of 2014*¹, Arizona is considered a low-debt state among the 50 states, with Arizona ranking 45th for the average debt of a student with loans, and 36th for the percent of students with loans.



¹ The Institute for College Access & Success. (2015). *Student Debt and the Class of 2014*. 10th Annual Report. <http://ticas.org/posd/home>



Fast Facts

2015 FINANCIAL AID REPORT

SOURCES AND TYPES OF AID AWARDED

Total financial aid dollars provided to students	\$2.2 Billion
Federal scholarships & grants	\$245.5M (11.2%)
Institutional scholarships & grants	\$561.1M (25.5%)
Private/other scholarships & grants	\$181.1M (8.2%)
State scholarships & grants	\$21.7M (1.0%)
Self-Help	\$1.1B (54.1%)
Campus Employment	\$190.7M (8.7%)
Loans	\$1.0B (45.5%)

STUDENTS AWARDED FINANCIAL AID

Total number of financial aid recipients	139,487
Federal scholarships & grants	53,336 (38%)
Institutional scholarships & grants	84,490 (61%)
Private/other scholarships & grants	26,402 (19%)
State scholarships & grants	7,631 (5%)
Student loans	104,429 (75%)
Campus Employment.....	34,503 (25%)

ENROLLED UNDERGRADUATE STUDENTS AWARDED AID

Number of students:

Enrolled and degree seeking.....	123,487
Who applied for need-based aid.....	86,682
With need	73,573
Awarded any aid	72,063
Awarded any need-based gift aid	61,414
Awarded any need-based self help aid.....	51,949
Awarded any non-need based gift aid	10,110
Whose need was fully met (excludes PLUS, unsubsidized, & private alternative loans)	9,294

With no financial need who were awarded non-need based gift aid	17,456
Total with/without financial need who were awarded aid	89,519

Average awards

Percentage of need that was met.....	56.8%
Aid package	\$11,852
Need-based gift aid	\$8,474
Need-based self help award.....	\$4,326
Need-based loan	\$4,146
Non-need based gift aid	\$7,771

MINORITY ENROLLED UNDERGRADUATE STUDENTS AWARDED AID

Number of minority students:

Enrolled and degree seeking.....	43,977
Who applied for need-based aid.....	38,215
With need	34,438
Awarded any aid	33,044
Awarded any need-based gift aid	30,201
Awarded any need-based self help aid.....	24,582
Awarded any non-need based gift aid	4,251
Whose need was fully met (excluding PLUS, unsubsidized, & private alternative loans)	4,103
With no financial need who were awarded non-need based gift aid	4,283
Total with/without financial need who were awarded aid	38,127

Average awards...

Percentage of need that was met.....	57.2%
Aid package	\$12,485
Need-based gift aid	\$9,034
Need-based self help award.....	\$4,323
Need-based loan	\$4,099
Non-need based gift aid	\$8,866

STUDENTS WITH LOANS AT GRADUATION

Note: Average student debt at graduation includes only students who borrowed federal, state, and private loans (excluding parent loans) and filled out a Free Application for Federal Student Aid (FAFSA)

Undergraduate Students:

Total with loans	60.3%
Resident	64%
Non-Resident	51%
Average Amount of Student Loan Debt	\$23,470
Resident	\$22,154
Non-Resident	\$28,080

Graduate Students:

Total with loans	53.1%
Resident	65%
Non-Resident	38%
Average Amount of Graduate Student Loan Debt	\$49,526
Resident	\$52,365
Non-Resident	\$40,640

ARIZONA FINANCIAL AID TRUST (AFAT)

There are three sources of revenue for AFAT: State, Students, and Trust Income. Source of student contribution equals approximately 1% of resident undergraduate tuition rate paid by all students.

Total number of dollars awarded to undergraduate students	\$19,679,406
Total number of dollars awarded to graduate students	\$7,470
Total aid disbursed from the trust	\$20,686,876
Total number of AFAT awards	7,912
Undergraduate	7,908
Graduate	4

AMOUNT OF AID AWARDED

Arizona University System FY 2015 Amount of Aid Awarded (award-level) *

	Undergraduate			Graduate/First Professional	Total University
	Students Showing Need **	Students Not Showing Need	Total Undergraduate		
Scholarships/Grants					
Federal	\$225,423,023	\$11,416,704	\$236,839,727	\$8,653,322	\$245,493,050
Pell	\$190,951,651	\$729,251	\$191,680,902	\$122,948	\$191,803,850
Other	\$34,471,372	\$10,687,453	\$45,158,825	\$8,530,375	\$53,689,200
State	\$942,521	\$21,000	\$963,521	\$54,750	\$1,018,271
Arizona	\$767,141	\$0	\$767,141	\$52,000	\$819,141
Outside Arizona	\$175,380	\$21,000	\$196,380	\$2,750	\$199,130
Institutional	\$320,092,466	\$163,516,595	\$483,609,061	\$77,362,902	\$560,971,963
RHHE (AIMS)	\$23,034,450	\$22,578,812	\$45,613,262	\$17,627	\$45,630,889
Other: Non-RHHE (AIMS)****	\$297,058,015	\$140,937,783	\$437,995,798	\$77,345,275	\$515,341,073
AFAT	\$20,679,406	\$0	\$20,679,406	\$7,470	\$20,686,876
Private/External	\$50,217,930	\$89,178,573	\$139,396,503	\$41,676,105	\$181,072,608
<i>Total Scholarships/Grants</i>	\$617,355,347	\$264,132,872	\$881,488,219	\$127,754,549	\$1,009,242,768
Self-Help					
Federal Student Loans (excl. parent loans)	\$409,983,975	\$52,521,353	\$462,505,328	\$271,174,097	\$733,679,425
Subsidized	\$219,451,255	\$3,023,842	\$222,475,097	\$264,086	\$222,739,183
Unsubsidized	\$186,262,712	\$49,438,891	\$235,701,603	\$222,986,027	\$458,687,630
Other	\$4,270,008	\$58,620	\$4,328,628	\$47,923,984	\$52,252,612
State Student Loans (excl. parent loans)	\$124,774	\$0	\$124,774	\$22,500	\$147,274
Institution Student Loans (excl. parent loans)	\$8,500	\$0	\$8,500	\$33,000	\$41,500
Federal Work-Study	\$6,923,341	\$6,323	\$6,929,664	\$242,447	\$7,172,111
Other campus employment (excluding graduate assistantships)	\$42,551,908	\$20,290,933	\$62,842,841	\$15,430,877	\$78,273,718
Graduate Assistantships***	\$43,500	\$43,527	\$87,026	\$105,114,232	\$105,201,258
<i>Total self-help (excluding parent loans)</i>	\$459,635,998	\$72,862,136	\$532,498,133	\$392,017,153	\$924,515,286
Parent/Private loans	\$195,432,410	\$61,877,022	\$257,309,432	\$8,821,482	\$266,130,914
Total Financial Aid Awarded	\$1,272,423,754	\$398,872,029	\$1,671,295,784	\$528,593,184	\$2,199,888,968

* data reflect awards for the total 2015 fiscal year

** total aid provided to students with any financial need is counted in this column, including aid in amounts that exceed students' levels of need

*** reflects stipends awarded

****includes Other Tuition Scholarships (ABOR Policy 4-301, 4-305, 4-308, 4-316, 6-902)

AMOUNT OF AID AWARDED

ASU FY 2015

Amount of Aid Awarded (award-level) *

	Undergraduate			Graduate/First Professional	Total University
	Students Showing Need **	Students Not Showing Need	Total Undergraduate		
Scholarships/Grants					
Federal	\$132,182,909	\$10,051,879	\$142,234,788	\$6,551,729	\$148,786,517
Pell	\$105,726,043	\$729,251	\$106,455,294	\$0	\$106,455,294
Other	\$26,456,866	\$9,322,628	\$35,779,494	\$6,551,729	\$42,331,223
State	\$654,552	\$20,000	\$674,552	\$0	\$674,552
Arizona	\$481,172	\$0	\$481,172	\$0	\$481,172
Outside Arizona	\$173,380	\$20,000	\$193,380	\$0	\$193,380
Institutional	\$173,602,188	\$81,513,728	\$255,115,916	\$33,231,023	\$288,346,939
RHHE (AIMS)	\$14,874,973	\$14,733,269	\$29,608,242	\$0	\$29,608,242
Other: Non-RHHE (AIMS)****	\$158,727,215	\$66,780,459	\$225,507,674	\$33,231,023	\$258,738,697
AFAT	\$11,104,585	\$0	\$11,104,585	\$0	\$11,104,585
Private/External	\$27,090,627	\$65,990,351	\$93,080,978	\$17,025,977	\$110,106,956
<i>Total Scholarships/Grants</i>	<i>\$344,634,862</i>	<i>\$157,575,957</i>	<i>\$502,210,819</i>	<i>\$56,808,729</i>	<i>\$559,019,548</i>
Self-Help					
Federal Student Loans (excl. parent loans)	\$249,697,066	\$30,325,776	\$280,022,842	\$153,002,102	\$433,024,944
Subsidized	\$129,510,334	\$2,866,609	\$132,376,943	\$5,500	\$132,382,443
Unsubsidized	\$118,078,574	\$27,441,797	\$145,520,371	\$106,311,657	\$251,832,028
Other	\$2,108,158	\$17,370	\$2,125,528	\$46,684,945	\$48,810,473
State Student Loans (excl. parent loans)	\$28,000	\$0	\$28,000	\$0	\$28,000
Institution Student Loans (excl. parent loans)	\$0	\$0	\$0	\$0	\$0
Federal Work-Study	\$3,663,141	\$4,036	\$3,667,176	\$180,202	\$3,847,379
Other campus employment (excluding graduate assistantships)	\$19,483,264	\$8,261,439	\$27,744,703	\$9,724,655	\$37,469,359
Graduate Assistantships***	\$43,500	\$43,527	\$87,026	\$52,114,584	\$52,201,610
<i>Total self-help (excluding parent loans)</i>	<i>\$272,914,970</i>	<i>\$38,634,778</i>	<i>\$311,549,747</i>	<i>\$215,021,543</i>	<i>\$526,571,291</i>
Parent/Private loans	\$101,201,847	\$30,739,690	\$131,941,537	\$2,847,748	\$134,789,285
Total Financial Aid Awarded	\$718,751,678	\$226,950,425	\$945,702,103	\$274,678,021	\$1,220,380,124

* data reflect awards for the total 2015 fiscal year

** total aid provided to students with any financial need is counted in this column, including aid in amounts that exceed students' levels of need

*** reflects stipends awarded

****includes Other Tuition Scholarships (ABOR Policy 4-301, 4-305, 4-308, 4-316, 6-902)

AMOUNT OF AID AWARDED

NAU FY 2015

Amount of Aid Awarded (award-level) *

	Undergraduate			Graduate/First Professional	Total University
	Students Showing Need **	Students Not Showing Need	Total Undergraduate		
Scholarships/Grants					
Federal	\$40,861,312	\$182,899	\$41,044,211	\$739,649	\$41,783,859
Pell	\$37,581,067	\$0	\$37,581,067	\$0	\$37,581,067
Other	\$3,280,245	\$182,899	\$3,463,144	\$739,649	\$4,202,792
State	\$1,000	\$1,000	\$2,000	\$2,750	\$4,750
Arizona	\$0	\$0	\$0	\$0	\$0
Outside Arizona	\$1,000	\$1,000	\$2,000	\$2,750	\$4,750
Institutional	\$55,921,197	\$19,499,923	\$75,421,120	\$11,856,838	\$87,277,958
RHHE (AIMS)	\$4,446,502	\$3,555,775	\$8,002,277	\$0	\$8,002,277
Other: Non-RHHE (AIMS)****	\$51,474,695	\$15,944,148	\$67,418,843	\$11,856,838	\$79,275,681
AFAT	\$2,827,775	\$0	\$2,827,775	\$0	\$2,827,775
Private/External	\$6,363,694	\$1,665,592	\$8,029,286	\$769,461	\$8,798,747
<i>Total Scholarships/Grants</i>	\$105,974,979	\$21,349,413	\$127,324,392	\$13,368,698	\$140,693,090
Self-Help					
Federal Student Loans(excl. parent loans)	\$81,050,815	\$10,871,134	\$91,921,949	\$28,834,985	\$120,756,934
Subsidized	\$44,528,342	\$0	\$44,528,342	\$0	\$44,528,342
Unsubsidized	\$35,761,110	\$10,869,884	\$46,630,994	\$28,684,788	\$75,315,782
Other	\$761,363	\$1,250	\$762,613	\$150,197	\$912,810
State Student Loans(excl. parent loans)	\$49,000	\$0	\$49,000	\$0	\$49,000
Institution Student Loans(excl. parent loans)	\$0	\$0	\$0	\$0	\$0
Federal Work-Study	\$728,522	\$0	\$728,522	\$0	\$728,522
Other campus employment (excluding graduate assistantships)	\$9,618,534	\$4,768,700	\$14,387,234	\$1,715,266	\$16,102,501
Graduate Assistantships***	\$0	\$0	\$0	\$6,847,075	\$6,847,075
<i>Total self-help (excluding parent loans)</i>	\$91,446,871	\$15,639,834	\$107,086,705	\$37,397,326	\$144,484,031
Parent/Private loans	\$33,476,280	\$13,816,112	\$47,292,392	\$3,495,539	\$50,787,931
Total Financial Aid Awarded	\$230,898,130	\$50,805,360	\$281,703,490	\$54,261,563	\$335,965,053

* data reflect awards for the total 2015 fiscal year

** total aid provided to students with any financial need is counted in this column, including aid in amounts that exceed students' levels of need

*** reflects stipends awarded

****includes Other Tuition Scholarships (ABOR Policy 4-301, 4-305, 4-308, 4-316, 6-902)

AMOUNT OF AID AWARDED

UA FY 2015

Amount of Aid Awarded (award-level) *

	Undergraduate			Graduate/First Professional	Total University
	Students Showing Need **	Students Not Showing Need	Total Undergraduate		
Scholarships/Grants					
Federal	\$52,378,802	\$1,181,926	\$53,560,729	\$1,361,944	\$54,922,673
Pell	\$47,644,541	\$0	\$47,644,541	\$122,948	\$47,767,489
Other	\$4,734,261	\$1,181,926	\$5,916,188	\$1,238,997	\$7,155,185
State	\$286,969	\$0	\$286,969	\$52,000	\$338,969
Arizona	\$285,969	\$0	\$285,969	\$52,000	\$337,969
Outside Arizona	\$1,000	\$0	\$1,000	\$0	\$1,000
Institutional	\$90,569,081	\$62,502,944	\$153,072,025	\$32,275,041	\$185,347,066
RHHE (AIMS)	\$3,712,975	\$4,289,768	\$8,002,743	\$17,627	\$8,020,370
Other: Non-RHHE (AIMS)****	\$86,856,106	\$58,213,176	\$145,069,282	\$32,257,414	\$177,326,695
AFAT	\$6,747,046	\$0	\$6,747,046	\$7,470	\$6,754,516
Private/External	\$16,763,608	\$21,522,630	\$38,286,239	\$23,880,667	\$62,166,906
<i>Total Scholarships/Grants</i>	\$166,745,506	\$85,207,501	\$251,953,007	\$57,577,122	\$309,530,129
Self-Help					
Federal Student Loans (excl. parent loans)	\$79,236,094	\$11,324,443	\$90,560,537	\$89,337,010	\$179,897,547
Subsidized	\$45,412,579	\$157,233	\$45,569,812	\$258,586	\$45,828,398
Unsubsidized	\$32,423,028	\$11,127,210	\$43,550,238	\$87,989,582	\$131,539,820
Other	\$1,400,487	\$40,000	\$1,440,487	\$1,088,842	\$2,529,329
State Student Loans (excl. parent loans)	\$47,774	\$0	\$47,774	\$22,500	\$70,274
Institution Student Loans (excl. parent loans)	\$8,500	\$0	\$8,500	\$33,000	\$41,500
Federal Work-Study	\$2,531,679	\$2,287	\$2,533,966	\$62,244	\$2,596,210
Other campus employment (excluding graduate assistantships)	\$13,450,110	\$7,260,793	\$20,710,903	\$3,990,956	\$24,701,859
Graduate Assistantships***		\$0	\$0	\$46,152,573	\$46,152,573
<i>Total self-help (excluding parent loans)</i>	\$95,274,157	\$18,587,523	\$113,861,680	\$139,598,283	\$253,459,964
Parent/Private loans	\$60,754,283	\$17,321,220	\$78,075,503	\$2,478,195	\$80,553,698
Total Financial Aid Awarded	\$322,773,946	\$121,116,245	\$443,890,191	\$199,653,601	\$643,543,792

* data reflect awards for the total 2015 fiscal year

** total aid provided to students with any financial need is counted in this column, including aid in amounts that exceed students' levels of need

*** reflects stipends awarded

****includes Other Tuition Scholarships (ABOR Policy 4-301, 4-305, 4-308, 4-316, 6-902)

NUMBER OF AID RECIPIENTS

Arizona University System FY 2015 Number of Aid Recipients (award-level) *

	Undergraduate			Graduate/First Professional	Total University
	Students Showing Need **	Students Not Showing Need	Total Undergraduate		
Scholarships/Grants					
Federal	50,201	1,935	52,136	1,200	53,336
Pell	48,097	495	48,592	32	48,624
Other	7,968	1,478	9,446	1,168	10,614
State	715	4	719	42	761
Arizona	625	0	625	38	663
Outside Arizona	90	4	94	4	98
Institutional	50,781	23,069	73,850	10,640	84,490
RHHE (AIMS)	3,322	3,455	6,777	7	6,784
Other: Non-RHHE (AIMS)****	48,091	17,429	65,520	10,593	76,113
AFAT	6,868	0	6,868	2	6,870
Private/External	11,921	8,280	20,201	6,201	26,402
<i>Total Scholarships/Grants****</i>	66,121	21,417	87,538	12,186	99,724
Self-Help					
Federal Student Loans (excl. parent loans)	66,431	8,502	74,933	12,733	87,666
Subsidized	54,420	864	55,284	71	55,355
Unsubsidized	45,125	8,026	53,151	12,406	65,557
Other	1,442	10	1,452	3,207	4,659
State Student Loans (excl. parent loans)	23	0	23	5	28
Institution Student Loans (excl. parent loans)	9	0	9	5	14
Federal Work-Study	2,972	6	2,978	104	3,082
Other campus employment (excluding graduate assistantships)	13,182	6,629	19,811	3,962	23,773
Graduate Assistantships***	15	11	26	7,622	7,648
<i>Total self-help (excluding parent loans)****</i>	64,359	14,309	78,668	21,094	99,762
Parent/Private loans	12,322	3,698	16,020	701	16,721
Total Number of Aid Recipients****	79,936	33,352	113,288	26,199	139,487

* data reflect awards for the total 2015 fiscal year

** total aid provided to students with any financial need is counted in this column, including aid in amounts that exceed students' levels of need

*** reflects stipends awarded

**** unduplicated recipients

*****includes Other Tuition Scholarships (ABOR Policy 4-301, 4-305, 4-308, 4-316, 6-902)

NUMBER OF AID RECIPIENTS

ASU FY 2015

Number of Aid Recipients (award-level) *

	Undergraduate			Graduate/First Professional	Total University
	Students Showing Need **	Students Not Showing Need	Total Undergraduate		
Scholarships/Grants					
Federal	28,237	1,748	29,985	890	30,875
Pell	27,100	495	27,595	0	27,595
Other	5,653	1,291	6,944	890	7,834
State	476	2	478	0	478
Arizona	387	0	387	0	387
Outside Arizona	89	2	91	0	91
Institutional	27,287	10,392	37,679	4,266	41,945
RHHE (AIMS)	1,728	1,692	3,420	0	3,420
Other: Non-RHHE (AIMS)****	25,761	8,791	34,552	4,226	38,778
AFAT	4,620	0	4,620	0	4,620
Private/External	5,782	4,668	10,450	2,416	12,866
<i>Total Scholarships/Grants****</i>	40,328	14,893	55,221	6,532	61,753
Self-Help			0		0
Federal Student Loans (excl. parent loans)	34,063	4,760	38,823	6,962	45,785
Subsidized	31,874	864	32,738	2	32,740
Unsubsidized	26,918	4,453	31,371	6,723	38,094
Other	703	5	708	3,119	3,827
State Student Loans (excl. parent loans)	4	0	4	0	4
Institution Student Loans (excl. parent loans)	0	0	0	0	0
Federal Work-Study	1,613	3	1,616	74	1,690
Other campus employment (excluding graduate assistantships)	5,734	2,689	8,423	2,547	10,970
Graduate Assistantships***	15	11	26	3,780	3,806
<i>Total self-help (excluding parent loans)***</i>	36,011	6,988	42,999	11,346	54,345
Parent/Private loans	6,279	1,889	8,168	211	8,379
Total Number of Aid Recipients****	46,475	18,283	64,758	14,183	78,941

* data reflect awards for the total 2015 fiscal year

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*** reflects stipends awarded

**** unduplicated recipients

*****includes Other Tuition Scholarships (ABOR Policy 4-301, 4-305, 4-308, 4-316, 6-902)

NUMBER OF AID RECIPIENTS

NAU FY 2015

Number of Aid Recipients (award-level) *

	Undergraduate			Graduate/First Professional	Total University
	Students Showing Need **	Students Not Showing Need	Total Undergraduate		
Scholarships/Grants					
Federal	9,910	49	9,959	140	10,099
Pell	9,739	0	9,739	0	9,739
Other	1,519	49	1,568	140	1,708
State	1	1	2	4	6
Arizona	0	0	0	0	0
Outside Arizona	1	1	2	4	6
Institutional	8,955	5,386	14,341	1,846	16,187
RHHE (AIMS)	632	516	1,148	0	1,148
Other: Non-RHHE (AIMS)****	8,753	2,594	11,347	1,846	13,193
AFAT	1,189	0	1,189	0	1,189
Private/External	1,913	778	2,691	225	2,916
<i>Total Scholarships/Grants****</i>	12,821	3,558	16,379	1,980	18,359
Self-Help			0		
Federal Student Loans (excl. parent loans)	11,404	1,956	13,360	2,045	15,405
Subsidized	11,111	0	11,111	0	11,111
Unsubsidized	9,101	1,791	10,892	2,039	12,931
Other	316	1	317	75	392
State Student Loans (excl. parent loans)	11	0	11	0	11
Institution Student Loans (excl. parent loans)	0	0	0	0	0
Federal Work-Study	416	0	416	0	416
Other campus employment (excluding graduate assistantships)	2,726	1,352	4,078	447	4,525
Graduate Assistantships***	0	0	0	631	631
<i>Total self-help (excluding parent loans)***</i>	14,557	3,308	17,865	3,123	20,988
Parent/Private loans	2,520	877	3,397	329	3,726
Total Number of Aid Recipients****	15,223	4,950	20,173	3,328	23,501

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*** reflects stipends awarded

**** unduplicated recipients

*****includes Other Tuition Scholarships (ABOR Policy 4-301, 4-305, 4-308, 4-316, 6-902)

NUMBER OF AID RECIPIENTS

UA FY 2015

Number of Aid Recipients (award-level) *

	Undergraduate			Graduate/First Professional	Total University
	Students Showing Need **	Students Not Showing Need	Total Undergraduate		
Scholarships/Grants					
Federal	12,054	138	12,192	170	12,362
Pell	11,258	0	11,258	32	11,290
Other	796	138	934	138	1,072
State	238	1	239	38	277
Arizona	238	0	238	38	276
Outside Arizona		1	1		1
Institutional	14,539	7,291	21,830	4,528	26,358
RHHE (AIMS)	962	1,247	2,209	7	2,216
Other: Non-RHHE (AIMS)****	13,577	6,044	19,621	4,521	24,142
AFAT	1,059		1,059	2	1,061
Private/External	4,226	2,834	7,060	3,560	10,620
Total Scholarships/Grants****	12,972	2,966	15,938	3,674	19,612
Self-Help					
Federal Student Loans (excl. parent loans)	20,964	1,786	22,750	3,726	26,476
Subsidized	11,435	0	11,435	69	11,504
Unsubsidized	9,106	1,782	10,888	3,644	14,532
Other	423	4	427	13	440
State Student Loans (excl. parent loans)	8	0	8	5	13
Institution Student Loans (excl. parent loans)	9	0	9	5	14
Federal Work-Study	943	3	946	30	976
Other campus employment (excluding graduate assistantships)	4,722	2,588	7,310	968	8,278
Graduate Assistantships***	0	0	0	3,211	3,211
Total self-help (excluding parent loans)***	13,791	4,013	17,804	6,625	24,429
Parent/Private loans	3,523	932	4,455	161	4,616
Total Number of Aid Recipients****	18,238	10,119	28,357	8,688	37,045

* data reflect awards for the total 2015 fiscal year

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*** reflects stipends awarded

**** unduplicated recipients

*****includes Other Tuition Scholarships (ABOR Policy 4-301, 4-305, 4-308, 4-316, 6-902)

STUDENTS WHO WERE AWARDED AID

**Arizona University System Fall 2014 Students
Enrolled Students Who Were Awarded Aid (student-level) ***

		Arizona resident (full-time)		Nonresident (full-time)		All Part-Time Undergraduates	All Students (TOTALS)
		First time freshmen	All undergrads	First time freshmen	All undergrads		
Students Showing Need							
1	Total number of degree seeking students	13,123	68,469	9,104	35,201	19,817	123,487
2	Number of students from previous row who applied for needbased aid	11,598	53,671	6,330	20,117	12,894	86,682
3	Number of students from previous row with need	8,913	45,885	4,658	16,005	11,686	73,576
4	Number of students from previous row who were awarded any aid	8,796	45,330	4,522	15,559	11,174	72,063
5	Number of students from row 4 who were awarded any needbased gift aid	8,077	40,658	3,891	12,371	8,385	61,414
6	Number of students from row 4 who were awarded any needbased selfhelp aid	5,074	31,111	3,187	11,985	8,853	51,949
7	Number of students from row 4 who were awarded any nonneedbased gift aid	2,287	7,462	774	2,168	480	10,110
8	Number of students from row 4 whose need was fully met (exclude PLUS loans, unsubsidized loans, and private alternative loans)	1,547	6,304	802	2,466	524	9,294
9	On average, percentage of need that was met of students who were awarded any needbased aid. Exclude aid awarded in excess of need, as well as replaced EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	68.6%	62.8%	49.5%	48.1%	40.6%	56.8%
10	Average aid package of those in row 4. Exclude aid awarded to replace EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	\$13,299	\$12,368	\$13,811	\$13,468	\$7,470	\$11,852
11	Average needbased gift aid award for those in row 5	\$10,321	\$8,967	\$10,334	\$9,270	\$4,912	\$8,474
12	Average needbased selfhelp award (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6	\$3,386	\$4,372	\$3,406	\$4,375	\$4,100	\$4,326
13	Average needbased loan (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6 who were awarded a needbased loan	\$3,206	\$4,161	\$3,251	\$4,195	\$4,034	\$4,146
Students Not Showing Need							
14	Total number of degree seeking students (same as row 1 in previous section)	13,123	68,469	9,104	35,201	19,817	123,487
15	Number of total students in previous row who had no financial need and who were awarded institutional nonneedbased gift aid (exclude athletic and policy waivers and awards)	3,080	11,492	1,922	5,607	357	17,456
16	Average dollar amount of institutional nonneedbased gift aid to students in previous row	\$7,029	\$7,105	\$9,676	\$9,383	\$4,589	\$7,771

* data reflect awards for the fall 2014 students

STUDENTS WHO WERE AWARDED AID

ASU Fall 2014 Students Enrolled Students Who Were Awarded Aid (student-level) *

		Arizona resident (full-time)		Nonresident (full-time)		All Part-Time Undergraduates	All Students (TOTALS)
		First time freshmen	All undergrads	First time freshmen	All undergrads		
Students Showing Need							
1	Total number of degree seeking students	6,228	36,476	4,529	18,316	11,991	66,783
2	Number of students from previous row who applied for needbased aid	5,730	29,194	3,051	10,896	7,888	47,978
3	Number of students from previous row with need	4,380	25,027	2,286	8,937	7,247	41,211
4	Number of students from previous row who were awarded any aid	4,380	25,027	2,286	8,937	7,247	41,211
5	Number of students from row 4 who were awarded any needbased gift aid	4,348	23,334	2,074	7,272	5,282	35,888
6	Number of students from row 4 who were awarded any needbased selfhelp aid	2,363	17,610	1,615	7,103	5,969	30,682
7	Number of students from row 4 who were awarded any nonneedbased gift aid	517	1,828	307	745	105	2,678
8	Number of students from row 4 whose need was fully met (exclude PLUS loans, unsubsidized loans, and private alternative loans)	883	4,165	551	1,770	404	6,339
9	On average, percentage of need that was met of students who were awarded any needbased aid. Exclude aid awarded in excess of need, as well as replaced EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	72.9%	61.6%	55.3%	48.3%	36.6%	54.3%
10	Average aid package of those in row 4. Exclude aid awarded to replace EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	\$14,568	\$12,653	\$16,533	\$15,040	\$7,399	\$12,253
11	Average needbased gift aid award for those in row 5	\$11,761	\$8,997	\$11,097	\$9,242	\$4,586	\$8,397
12	Average needbased selfhelp award (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6	\$3,303	\$4,470	\$3,224	\$4,428	\$4,163	\$4,400
13	Average needbased loan (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6 who were awarded a needbased loan	\$3,159	\$4,190	\$3,065	\$4,192	\$4,090	\$4,169
Students Not Showing Need							
14	Total number of degree seeking students (same as row 1 in previous section)	6,228	36,476	4,529	18,316	11,991	66,783
15	Number of total students in previous row who had no financial need and who were awarded institutional nonneedbased gift aid (exclude athletic and policy waivers and awards)	1,553	5,795	959	2,977	204	8,976
16	Average dollar amount of institutional nonneedbased gift aid to students in previous row	\$6,848	\$7,198	\$10,361	\$9,098	\$4,454	\$7,766

* data reflect awards for the fall 2014 students

STUDENTS WHO WERE AWARDED AID

NAU Fall 2014 Students Enrolled Students Who Were Awarded Aid (student-level) *

	Arizona resident (full-time)		Nonresident (full-time)		All Part-Time Undergraduates	All Students (TOTALS)	
	First time freshmen	All undergrads	First time freshmen	All undergrads			
Students Showing Need							
1	Total number of degree seeking students	2,828	12,728	1,590	6,621	4,368	23,717
2	Number of students from previous row who applied for needbased aid	2,560	10,291	1,343	4,267	2,903	17,461
3	Number of students from previous row with need	2,033	8,801	978	3,290	2,574	14,665
4	Number of students from previous row who were awarded any aid	2,002	8,582	906	3,086	2,278	13,946
5	Number of students from row 4 who were awarded any needbased gift aid	1,438	6,397	570	1,967	1,666	10,030
6	Number of students from row 4 who were awarded any needbased selfhelp aid	1,288	5,914	734	2,518	1,643	10,075
7	Number of students from row 4 who were awarded any nonneedbased gift aid	1,496	4,794	265	967	353	6,114
8	Number of students from row 4 whose need was fully met (exclude PLUS loans, unsubsidized loans, and private alternative loans)	367	998	46	221	80	1,299
9	On average, percentage of need that was met of students who were awarded any needbased aid. Exclude aid awarded in excess of need, as well as replaced EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	70.2%	63.7%	42.7%	47.2%	42.3%	56.6%
10	Average aid package of those in row 4. Exclude aid awarded to replace EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	\$13,088	\$11,726	\$8,977	\$9,859	\$6,709	\$10,505
11	Average needbased gift aid award for those in row 5	\$7,041	\$6,746	\$6,325	\$6,516	\$4,420	\$6,314
12	Average needbased selfhelp award (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6	\$3,498	\$4,300	\$3,693	\$4,341	\$3,944	\$4,252
13	Average needbased loan (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6 who were awarded a needbased loan	\$3,261	\$4,176	\$3,487	\$4,227	\$3,903	\$4,144
Students Not Showing Need		795	3,927	612	3,331	1,794	9,052
14	Total number of degree seeking students (same as row 1 in previous section)	2,828	12,728	1,590	6,621	4,368	23,717
15	Number of total students in previous row who had no financial need and who were awarded institutional nonneedbased gift aid (exclude athletic and policy waivers and awards)	557	1,996	45	252	47	2,295
16	Average dollar amount of institutional nonneedbased gift aid to students in previous row	\$7,035	\$6,478	\$7,646	\$6,354	\$3,965	\$6,305

* data reflect awards for the fall 2014 students

STUDENTS WHO WERE AWARDED AID

UA Fall 2014 Students Enrolled Students Who Were Awarded Aid (student-level) *

		Arizona resident (full-time)		Nonresident (full-time)		All Part-Time Undergraduates	All Students (TOTALS)
		First time freshmen	All undergrads	First time freshmen	All undergrads		
Students Showing Need							
1	Total number of degree seeking students	4,067	19,265	2,985	10,264	3,458	32,987
2	Number of students from previous row who applied for needbased aid	3,308	14,186	1,936	4,954	2,103	21,243
3	Number of students from previous row with need	2,500	12,057	1,394	3,778	1,865	17,700
4	Number of students from previous row who were awarded any aid	2,414	11,721	1,330	3,536	1,649	16,906
5	Number of students from row 4 who were awarded any needbased gift aid	2,291	10,927	1,247	3,132	1,437	15,496
6	Number of students from row 4 who were awarded any needbased selfhelp aid	1,423	7,587	838	2,364	1,241	11,192
7	Number of students from row 4 who were awarded any nonneedbased gift aid	274	840	202	456	22	1,318
8	Number of students from row 4 whose need was fully met (exclude PLUS loans, unsubsidized loans, and private alternative loans)	297	1,141	205	475	40	1,656
9	On average, percentage of need that was met of students who were awarded any needbased aid. Exclude aid awarded in excess of need, as well as replaced EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	62.8%	63.1%	50.4%	48.9%	43.0%	58.2%
10	Average aid package of those in row 4. Exclude aid awarded to replace EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	\$11,171	\$12,231	\$12,425	\$12,643	\$8,837	\$11,986
Self-Help		\$9,645	\$10,203	\$10,898	\$11,065	\$6,682	\$10,051
12	Average needbased selfhelp award (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6	\$3,421	\$4,200	\$3,504	\$4,252	\$4,005	\$4,189
13	Average needbased loan (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6 who were awarded a needbased loan	\$3,236	\$4,081	\$3,403	\$4,170	\$3,938	\$4,084
Students Not Showing Need							
14	Total number of degree seeking students (same as row 1 in previous section)	4,067	19,265	2,985	10,264	3,458	32,987
15	Number of total students in previous row who had no financial need and who were awarded institutional nonneedbased gift aid (exclude athletic and policy waivers and awards)	970	3,701	918	2,378	106	6,185
16	Average dollar amount of institutional nonneedbased gift aid to students in previous row	\$7,317	\$7,298	\$9,060	\$10,060	\$5,125	\$8,323

* data reflect awards for the fall 2014 students

MINORITY STUDENTS WHO WERE AWARDED AID

Arizona University System Fall 2014 Students Enrolled Minority Students Who Were Awarded Aid (student-level) *

		Arizona resident (full-time)		Nonresident (full-time)		All Part-Time Undergraduates	All Students (TOTALS)
		First time freshmen	All undergrads	First time freshmen	All undergrads		
Students Showing Need							
1	Total number of degree seeking students	5,823	28,397	2,874	10,979	7,601	46,977
2	Number of students from previous row who applied for needbased aid	5,441	24,691	2,504	8,053	5,471	38,215
3	Number of students from previous row with need	4,635	22,409	2,051	6,910	5,119	34,438
4	Number of students from previous row who were awarded any aid	4,586	22,215	1,997	6,753	4,876	33,844
5	Number of students from row 4 who were awarded any needbased gift aid	4,343	20,496	1,746	5,504	4,201	30,201
6	Number of students from row 4 who were awarded any needbased selfhelp aid	2,748	15,420	1,451	5,251	3,911	24,582
7	Number of students from row 4 who were awarded any nonneedbased gift aid	949	3,079	336	971	201	4,251
8	Number of students from row 4 whose need was fully met (exclude PLUS loans, unsubsidized loans, and private alternative loans)	701	2,853	336	1,056	194	4,103
9	On average, percentage of need that was met of students who were awarded any needbased aid. Exclude aid awarded in excess of need, as well as replaced EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	67.6%	63.0%	48.7%	48.5%	40.2%	57.2%
10	Average aid package of those in row 4. Exclude aid awarded to replace EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	\$14,012	\$13,048	\$14,322	\$14,118	\$7,595	\$12,485
11	Average needbased gift aid award for those in row 5	\$11,061	\$9,635	\$10,608	\$9,751	\$4,942	\$9,034
12	Average needbased selfhelp award (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6	\$2,001	\$4,365	\$3,503	\$4,390	\$4,068	\$4,323
13	Average needbased loan (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6 who were awarded a needbased loan	\$3,222	\$4,107	\$3,297	\$4,173	\$3,977	\$4,099
Students Not Showing Need							
14	Total number of degree seeking students (same as row 1 in previous section)	5,823	28,397	2,874	10,979	7,601	46,977
15	Number of total students in previous row who had no financial need and who were awarded institutional nonneedbased gift aid (exclude athletic and policy waivers and awards)	845	2,949	405	1,239	95	4,283
16	Average dollar amount of institutional nonneedbased gift aid to students in previous row	\$7,124	\$7,303	\$11,856	\$12,953	\$4,862	\$8,866

* data reflect awards for the fall 2014 students

MINORITY STUDENTS WHO WERE AWARDED AID

ASU Fall 2014 Students

Enrolled Minority Students Who Were Awarded Aid (student-level) *

		Arizona resident (full-time)		Nonresident (full-time)		All Part-Time Undergraduates	All Students (TOTALS)
		First time freshmen	All undergrads	First time freshmen	All undergrads		
Students Showing Need							
1	Total number of degree seeking students	2,855	15,170	1,292	5,152	4,342	24,664
2	Number of students from previous row who applied for needbased aid	2,712	13,276	1,169	4,279	3,120	20,675
3	Number of students from previous row with need	2,312	12,038	984	3,769	2,934	18,741
4	Number of students from previous row who were awarded any aid	2,312	12,038	984	3,769	2,934	18,741
5	Number of students from row 4 who were awarded any needbased gift aid	2,298	11,345	891	3,110	2,160	16,615
6	Number of students from row 4 who were awarded any needbased selfhelp aid	1,294	8,540	717	3,025	2,458	14,023
7	Number of students from row 4 who were awarded any nonneedbased gift aid	221	762	124	289	27	1,078
8	Number of students from row 4 whose need was fully met (exclude PLUS loans, unsubsidized loans, and private alternative loans)	414	1,890	213	694	137	2,721
9	On average, percentage of need that was met of students who were awarded any needbased aid. Exclude aid awarded in excess of need, as well as replaced EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	72.3%	62.3%	51.8%	47.2%	35.4%	55.0%
10	Average aid package of those in row 4. Exclude aid awarded to replace EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	\$15,345	\$13,270	\$16,568	\$15,342	\$7,333	\$12,768
11	Average needbased gift aid award for those in row 5	\$12,654	\$9,668	\$10,975	\$9,349	\$4,529	\$8,940
12	Average needbased selfhelp award (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6	\$339	\$4,473	\$3,321	\$4,474	\$4,157	\$4,417
13	Average needbased loan (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6 who were awarded a needbased loan	\$3,196	\$4,136	\$3,098	\$4,184	\$4,059	\$4,130
Students Not Showing Need							
14	Total number of degree seeking students (same as row 1 in previous section)	2,855	15,170	1,292	5,152	4,342	24,664
15	Number of total students in previous row who had no financial need and who were awarded institutional nonneedbased gift aid (exclude athletic and policy waivers and awards)	447	1,572	190	570	46	2,188
16	Average dollar amount of institutional nonneedbased gift aid to students in previous row	\$6,907	\$7,296	\$12,662	\$11,261	\$4,879	\$8,278

* data reflect awards for the fall 2014 students

MINORITY STUDENTS WHO WERE AWARDED AID

NAU Fall 2014 Students

Enrolled Minority Students Who Were Awarded Aid (student-level) *

		Arizona resident (full-time)		Nonresident (full-time)		All Part-Time Undergraduates	All Students (TOTALS)
		First time freshmen	All undergrads	First time freshmen	All undergrads		
Students Showing Need							
1	Total number of degree seeking students	1,023	4,363	700	3,104	1,713	9,180
2	Number of students from previous row who applied for needbased aid	989	3,920	587	1,831	1,183	6,934
3	Number of students from previous row with need	866	3,583	468	1,527	1,092	6,202
4	Number of students from previous row who were awarded any aid	856	3,520	443	1,455	963	5,938
5	Number of students from row 4 who were awarded any needbased gift aid	678	2,850	324	1,044	1,175	5,069
6	Number of students from row 4 who were awarded any needbased selfhelp aid	592	2,470	375	1,217	696	4,383
7	Number of students from row 4 who were awarded any nonneedbased gift aid	586	1,907	113	435	160	2,502
8	Number of students from row 4 whose need was fully met (exclude PLUS loans, unsubsidized loans, and private alternative loans)	129	335	21	102	30	467
9	On average, percentage of need that was met of students who were awarded any needbased aid. Exclude aid awarded in excess of need, as well as replaced EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	67.5%	62.7%	43.6%	48.0%	41.4%	55.7%
10	Average aid package of those in row 4. Exclude aid awarded to replace EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	\$13,804	\$12,423	\$9,952	\$10,763	\$6,891	\$11,134
11	Average needbased gift aid award for those in row 5	\$7,285	\$6,959	\$6,626	\$6,706	\$4,323	\$6,478
12	Average needbased selfhelp award (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6	\$3,577	\$4,321	\$3,757	\$4,319	\$3,896	\$4,253
13	Average needbased loan (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6 who were awarded a needbased loan	\$3,297	\$4,155	\$3,494	\$4,173	\$3,823	\$4,106
Students Not Showing Need							
14	Total number of degree seeking students (same as row 1 in previous section)	1,023	4,363	700	3,104	1,713	9,180
15	Number of total students in previous row who had no financial need and who were awarded institutional nonneedbased gift aid (exclude athletic and policy waivers and awards)	102	332	16	114	22	468
16	Average dollar amount of institutional nonneedbased gift aid to students in previous row	\$7,054	\$6,475	\$8,521	\$6,411	\$3,854	\$6,182

* data reflect awards for the fall 2014 students

MINORITY STUDENTS WHO WERE AWARDED AID

UA Fall 2014 Students

Enrolled Minority Students Who Were Awarded Aid (student-level) *

		Arizona resident (full-time)		Nonresident (full-time)		All Part-Time Undergraduates	All Students (TOTALS)
		First time freshmen	All undergrads	First time freshmen	All undergrads		
Students Showing Need							
1	Total number of degree seeking students	1,945	8,864	882	2,723	1,546	13,133
2	Number of students from previous row who applied for needbased aid	1,740	7,495	748	1,943	1,168	10,606
3	Number of students from previous row with need	1,457	6,788	599	1,614	1,093	9,495
4	Number of students from previous row who were awarded any aid	1,418	6,657	570	1,529	979	9,165
5	Number of students from row 4 who were awarded any needbased gift aid	1,367	6,301	531	1,350	866	8,517
6	Number of students from row 4 who were awarded any needbased selfhelp aid	862	4,410	359	1,009	757	6,176
7	Number of students from row 4 who were awarded any nonneedbased gift aid	142	410	99	247	14	671
8	Number of students from row 4 whose need was fully met (exclude PLUS loans, unsubsidized loans, and private alternative loans)	158	628	102	260	27	915
9	On average, percentage of need that was met of students who were awarded any needbased aid. Exclude aid awarded in excess of need, as well as replaced EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	63.0%	63.9%	50.6%	50.4%	43.7%	59.5%
10	Average aid package of those in row 4. Exclude aid awarded to replace EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	\$11,964	\$12,978	\$13,840	\$14,293	\$9,073	\$12,780
Self-Help		\$10,257	\$10,785	\$12,422	\$13,031	\$6,814	\$10,737
12	Average needbased selfhelp award (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6	\$3,415	\$4,181	\$3,600	\$4,223	\$3,938	\$4,158
13	Average needbased loan (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6 who were awarded a needbased loan	\$3,210	\$4,024	\$3,488	\$4,139	\$3,851	\$4,022
Students Not Showing Need							
14	Total number of degree seeking students (same as row 1 in previous section)	1,945	8,864	882	2,723	1,546	13,133
15	Number of total students in previous row who had no financial need and who were awarded institutional nonneedbased gift aid (exclude athletic and policy waivers and awards)	296	1,045	199	555	27	1,627
16	Average dollar amount of institutional nonneedbased gift aid to students in previous row	\$7,476	\$7,577	\$11,354	\$16,034	\$5,656	\$10,430

* data reflect awards for the fall 2014 students

ALL UNDERGRADUATE STUDENTS AWARDED AID (BY LEVEL OF NEED)

Arizona University System - Fall 2014 Students - All Undergraduates Enrolled Students Who Were Awarded Aid (student-level by INCOME) *

	Pell Eligible (very needy)		Non-Pell Eligible (needy)		Other Students		
	First time freshmen	All undergrads	First time freshmen	All undergrads	First time freshmen	All undergrads	
Students Showing Need							
1	Total number of degree seeking students	7,604	43,663	6,912	29,914	9,252	49,898
2	Number of students from previous row who applied for needbased aid	7,604	43,662	6,911	29,914	4,568	13,106
3	Number of students from previous row with need	7,604	43,662	6,912	29,914	N.A.	N.A.
4	Number of students from previous row who were awarded any aid	7,572	43,407	6,593	28,656	N.A.	N.A.
5	Number of students from row 4 who were awarded any needbased gift aid	7,559	43,240	5,123	18,174	N.A.	N.A.
6	Number of students from row 4 who were awarded any needbased selfhelp aid	5,182	31,770	3,704	20,179	N.A.	N.A.
7	Number of students from row 4 who were awarded any nonneedbased gift aid	1,089	4,292	2,029	5,818	N.A.	N.A.
8	Number of students from row 4 whose need was fully met (exclude PLUS loans, unsubsidized loans, and private alternative loans)	481	2,654	1,896	6,640	N.A.	N.A.
9	On average, percentage of need that was met of students who were awarded any needbased aid. Exclude aid awarded in excess of need, as well as replaced EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	57.4%	54.5%	65.0%	59.3%	N.A.	N.A.
10	Average aid package of those in row 4. Exclude aid awarded to replace EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	\$13,299	\$12,368	\$13,811	\$13,468	\$7,470	\$11,852
11	Average needbased gift aid award for those in row 5	\$10,321	\$8,967	\$10,334	\$9,270	\$4,912	\$8,474
12	Average needbased selfhelp award (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6	\$3,386	\$4,372	\$3,406	\$4,375	\$4,100	\$4,326
13	Average needbased loan (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6 who were awarded a needbased loan	\$3,206	\$4,161	\$3,251	\$4,195	\$4,034	\$4,146
Students Not Showing Need							
		0	0	0	0	0	0
14	Total number of degree seeking students (same as row 1 in previous section)	7,604	43,663	6,912	29,914	9,252	49,898
15	Number of total students in previous row who had no financial need and who were awarded institutional nonneedbased gift aid (exclude athletic and policy waivers and awards)	N.A.	N.A.	N.A.	N.A.	5,083	17,439
16	Average dollar amount of institutional nonneedbased gift aid to students in previous row	N.A.	N.A.	N.A.	N.A.	\$7,756	\$7,488

* data reflect awards for the fall 2014 students

ALL UNDERGRADUATE STUDENTS AWARDED AID (BY LEVEL OF NEED)

**ASU - Fall 2014 Students - All Undergraduates
Enrolled Students Who Were Awarded Aid (student-level by INCOME) ***

		Pell Eligible (very needy)		Non-Pell Eligible (needy)		Other Students	
		First time freshmen	All undergrads	First time freshmen	All undergrads	First time freshmen	All undergrads
Students Showing Need							
1	Total number of degree seeking students	3,508	24,067	3,347	17,144	4,224	25,572
2	Number of students from previous row who applied for needbased aid	3,508	24,067	3,346	17,144	2,141	6,767
3	Number of students from previous row with need	3,508	24,067	3,347	17,144	N.A.	N.A.
4	Number of students from previous row who were awarded any aid	3,508	24,067	3,347	17,144	N.A.	N.A.
5	Number of students from row 4 who were awarded any needbased gift aid	3,508	24,067	3,077	11,821	N.A.	N.A.
6	Number of students from row 4 who were awarded any needbased selfhelp aid	2,300	18,258	1,813	12,424	N.A.	N.A.
7	Number of students from row 4 who were awarded any nonneedbased gift aid	79	422	748	2,256	N.A.	N.A.
8	Number of students from row 4 whose need was fully met (exclude PLUS loans, unsubsidized loans, and private alternative loans)	338	1,917	1,104	4,422	N.A.	N.A.
9	On average, percentage of need that was met of students who were awarded any needbased aid. Exclude aid awarded in excess of need, as well as replaced EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	62.3%	51.9%	69.8%	57.8%	N.A.	N.A.
10	Average aid package of those in row 4. Exclude aid awarded to replace EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	\$17,601	\$13,786	\$12,310	\$10,065	N.A.	N.A.
11	Average needbased gift aid award for those in row 5	\$13,770	\$9,183	\$8,675	\$6,798	N.A.	N.A.
12	Average needbased selfhelp award (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6	\$3,466	\$4,599	\$2,957	\$4,077	N.A.	N.A.
13	Average needbased loan (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6 who were awarded a needbased loan	\$3,267	\$4,309	\$2,895	\$3,944	N.A.	N.A.
Students Not Showing Need							
14	Total number of degree seeking students (same as row 1 in previous section)	3,508	24,067	3,347	17,144	4,224	25,572
15	Number of total students in previous row who had no financial need and who were awarded institutional nonneedbased gift aid (exclude athletic and policy waivers and awards)	N.A.	N.A.	N.A.	N.A.	2,534	8,976
16	Average dollar amount of institutional nonneedbased gift aid to students in previous row	N.A.	N.A.	N.A.	N.A.	\$8,146	\$7,766

* data reflect awards for the fall 2014 students

ALL UNDERGRADUATE STUDENTS AWARDED AID (BY LEVEL OF NEED)

**NAU - Fall 2014 Students - All Undergraduates
Enrolled Students Who Were Awarded Aid (student-level by INCOME) ***

		Pell Eligible (very needy)		Non-Pell Eligible (needy)		Other Students	
		First time freshmen	All undergrads	First time freshmen	All undergrads	First time freshmen	All undergrads
Students Showing Need							
1	Total number of degree seeking students	1,836	9,014	1,498	5,651	1,611	9,040
2	Number of students from previous row who applied for needbased aid	1,836	9,014	1,498	5,651	989	2,796
3	Number of students from previous row with need	1,836	9,014	1,498	5,651	N.A.	N.A.
4	Number of students from previous row who were awarded any aid	1,805	8,784	1,377	5,162	N.A.	N.A.
5	Number of students from row 4 who were awarded any needbased gift aid	1,792	8,617	416	1,413	N.A.	N.A.
6	Number of students from row 4 who were awarded any needbased selfhelp aid	1,338	6,259	895	3,816	N.A.	N.A.
7	Number of students from row 4 who were awarded any nonneedbased gift aid	971	3,666	836	2,448	N.A.	N.A.
8	Number of students from row 4 whose need was fully met (exclude PLUS loans, unsubsidized loans, and private alternative loans)	84	274	340	1,025	N.A.	N.A.
9	On average, percentage of need that was met of students who were awarded any needbased aid. Exclude aid awarded in excess of need, as well as replaced EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	57.6%	54.4%	62.8%	60.4%	N.A.	N.A.
10	Average aid package of those in row 4. Exclude aid awarded to replace EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	\$14,264	\$12,407	\$7,803	\$7,181	N.A.	N.A.
11	Average needbased gift aid award for those in row 5	\$7,501	\$6,827	\$3,510	\$3,188	N.A.	N.A.
12	Average needbased selfhelp award (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6	\$3,783	\$5,254	\$3,204	\$4,051	N.A.	N.A.
13	Average needbased loan (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6 who were awarded a needbased loan	\$3,474	\$4,217	\$3,170	\$4,027	N.A.	N.A.
Students Not Showing Need							
14	Total number of degree seeking students (same as row 1 in previous section)	1,836	9,014	1,498	5,651	1,611	9,040
15	Number of total students in previous row who had no financial need and who were awarded institutional nonneedbased gift aid (exclude athletic and policy waivers and awards)	N.A.	N.A.	N.A.	N.A.	600	2,278
16	Average dollar amount of institutional nonneedbased gift aid to students in previous row	N.A.	N.A.	N.A.	N.A.	\$7,049	\$6,375

* data reflect awards for the fall 2014 students

ALL UNDERGRADUATE STUDENTS AWARDED AID (BY LEVEL OF NEED)

**UA - Fall 2014 Students - All Undergraduates
Enrolled Students Who Were Awarded Aid (student-level by INCOME) ***

		Pell Eligible (very needy)		Non-Pell Eligible (needy)		Other Students	
		First time freshmen	All undergrads	First time freshmen	All undergrads	First time freshmen	All undergrads
Students Showing Need							
1	Total number of degree seeking students	2,260	10,582	2,067	7,119	3,417	15,286
2	Number of students from previous row who applied for needbased aid	2,260	10,581	2,067	7,119	1,438	3,543
3	Number of students from previous row with need	2,260	10,581	2,067	7,119	N.A.	N.A.
4	Number of students from previous row who were awarded any aid	2,259	10,556	1,869	6,350	N.A.	N.A.
5	Number of students from row 4 who were awarded any needbased gift aid	2,259	10,556	1,630	4,940	N.A.	N.A.
6	Number of students from row 4 who were awarded any needbased selfhelp aid	1,544	7,253	996	3,939	N.A.	N.A.
7	Number of students from row 4 who were awarded any nonneedbased gift aid	39	204	445	1,114	N.A.	N.A.
8	Number of students from row 4 whose need was fully met (exclude PLUS loans, unsubsidized loans, and private alternative loans)	59	463	452	1,193	N.A.	N.A.
9	On average, percentage of need that was met of students who were awarded any needbased aid. Exclude aid awarded in excess of need, as well as replaced EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	52.4%	57.3%	62.2%	59.7%	N.A.	N.A.
10	Average aid package of those in row 4. Exclude aid awarded to replace EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	\$13,988	\$14,370	\$8,339	\$8,022	N.A.	N.A.
Self-Help		\$11,554	\$11,423	\$7,548	\$7,119	N.A.	N.A.
12	Average needbased selfhelp award (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6	\$3,560	\$4,289	\$3,295	\$4,005	N.A.	N.A.
13	Average needbased loan (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6 who were awarded a needbased loan	\$3,383	\$4,165	\$3,187	\$3,937	N.A.	N.A.
Students Not Showing Need							
14	Total number of degree seeking students (same as row 1 in previous section)	2,260	10,582	2,067	7,119	3,417	15,286
15	Number of total students in previous row who had no financial need and who were awarded institutional nonneedbased gift aid (exclude athletic and policy waivers and awards)	N.A.	N.A.	N.A.	N.A.	1,949	6,185
16	Average dollar amount of institutional nonneedbased gift aid to students in previous row	N.A.	N.A.	N.A.	N.A.	\$8,073	\$8,323

* data reflect awards for the fall 2014 students

ARIZONA RESIDENT UNDERGRADUATE STUDENTS AWARDED AID (BY LEVEL OF NEED)

**Arizona University System - Fall 2014 Students - Arizona Resident Undergraduates Only
Enrolled Students Who Were Awarded Aid (student-level by INCOME) ***

	Pell Eligible (very needy)		Non-Pell Eligible (needy)		Other Students		
	First time freshmen	All undergrads	First time freshmen	All undergrads	First time freshmen	All undergrads	
Students Showing Need							
1	Total number of degree seeking students	5,594	34,380	3,806	19,137	4,400	27,367
2	Number of students from previous row who applied for needbased aid	5,594	34,379	3,806	19,137	2,764	8,458
3	Number of students from previous row with need	5,594	34,379	3,806	19,137	N.A.	N.A.
4	Number of students from previous row who were awarded any aid	5,578	34,176	3,663	18,404	N.A.	N.A.
5	Number of students from row 4 who were awarded any needbased gift aid	5,566	34,030	2,900	12,271	N.A.	N.A.
6	Number of students from row 4 who were awarded any needbased selfhelp aid	3,586	24,265	1,813	12,463	N.A.	N.A.
7	Number of students from row 4 who were awarded any nonneedbased gift aid	910	3,592	1,404	4,235	N.A.	N.A.
8	Number of students from row 4 whose need was fully met (exclude PLUS loans, unsubsidized loans, and private alternative loans)	361	2,090	1,203	4,524	N.A.	N.A.
9	On average, percentage of need that was met of students who were awarded any needbased aid. Exclude aid awarded in excess of need, as well as replaced EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	64.3%	57.7%	72.7%	63.9%	N.A.	N.A.
10	Average aid package of those in row 4. Exclude aid awarded to replace EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	\$13,299	\$12,368	\$13,811	\$13,468	\$7,470	\$11,852
11	Average needbased gift aid award for those in row 5	\$10,321	\$8,967	\$10,334	\$9,270	\$4,912	\$8,474
12	Average needbased selfhelp award (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6	\$3,386	\$4,372	\$3,406	\$4,375	\$4,100	\$4,326
13	Average needbased loan (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6 who were awarded a needbased loan	\$3,206	\$4,161	\$3,251	\$4,195	\$4,034	\$4,146
Students Not Showing Need							
		0	0	0	0	0	0
14	Total number of degree seeking students (same as row 1 in previous section)	5,594	34,380	3,806	19,137	4,400	27,367
15	Number of total students in previous row who had no financial need and who were awarded institutional nonneedbased gift aid (exclude athletic and policy waivers and awards)	N.A.	N.A.	N.A.	N.A.	3,089	11,609
16	Average dollar amount of institutional nonneedbased gift aid to students in previous row	N.A.	N.A.	N.A.	N.A.	\$7,059	\$6,960

* data reflect awards for the fall 2014 students

ARIZONA RESIDENT UNDERGRADUATE STUDENTS AWARDED AID (BY LEVEL OF NEED)

**ASU - Fall 2014 Students - Arizona Resident Undergraduates Only
Enrolled Students Who Were Awarded Aid (student-level by INCOME) ***

		Pell Eligible (very needy)		Non-Pell Eligible (needy)		Other Students	
		First time freshmen	All undergrads	First time freshmen	All undergrads	First time freshmen	All undergrads
Students Showing Need							
1	Total number of degree seeking students	2,610	18,163	1,822	10,797	1,891	14,006
2	Number of students from previous row who applied for needbased aid	2,610	18,163	1,822	10,797	1,358	4,477
3	Number of students from previous row with need	2,610	18,163	1,822	10,797	N.A.	N.A.
4	Number of students from previous row who were awarded any aid	2,610	18,163	1,822	10,797	N.A.	N.A.
5	Number of students from row 4 who were awarded any needbased gift aid	2,610	18,163	1,785	8,166	N.A.	N.A.
6	Number of students from row 4 who were awarded any needbased selfhelp aid	1,552	13,302	841	7,500	N.A.	N.A.
7	Number of students from row 4 who were awarded any nonneedbased gift aid	60	343	457	1,526	N.A.	N.A.
8	Number of students from row 4 whose need was fully met (exclude PLUS loans, unsubsidized loans, and private alternative loans)	243	1,468	644	2,902	N.A.	N.A.
9	On average, percentage of need that was met of students who were awarded any needbased aid. Exclude aid awarded in excess of need, as well as replaced EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	70.9%	56.3%	74.9%	61.6%	N.A.	N.A.
10	Average aid package of those in row 4. Exclude aid awarded to replace EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	\$17,569	\$13,681	\$10,096	\$8,976	N.A.	N.A.
11	Average needbased gift aid award for those in row 5	\$14,944	\$9,694	\$6,953	\$5,736	N.A.	N.A.
12	Average needbased selfhelp award (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6	\$3,482	\$4,596	\$2,916	\$4,087	N.A.	N.A.
13	Average needbased loan (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6 who were awarded a needbased loan	\$3,298	\$4,283	\$2,864	\$3,942	N.A.	N.A.
Students Not Showing Need							
14	Total number of degree seeking students (same as row 1 in previous section)	2,610	18,163	1,822	10,797	1,891	14,006
15	Number of total students in previous row who had no financial need and who were awarded institutional nonneedbased gift aid (exclude athletic and policy waivers and awards)	N.A.	N.A.	N.A.	N.A.	1,561	5,866
16	Average dollar amount of institutional nonneedbased gift aid to students in previous row	N.A.	N.A.	N.A.	N.A.	\$6,829	\$7,168

* data reflect awards for the fall 2014 students

ARIZONA RESIDENT UNDERGRADUATE STUDENTS AWARDED AID (BY LEVEL OF NEED)

**NAU - Fall 2014 Students - Arizona Resident Undergraduates Only
Enrolled Students Who Were Awarded Aid (student-level by INCOME) ***

		Pell Eligible (very needy)		Non-Pell Eligible (needy)		Other Students	
		First time freshmen	All undergrads	First time freshmen	All undergrads	First time freshmen	All undergrads
Students Showing Need							
1	Total number of degree seeking students	1,275	7,142	914	3,822	858	5,184
2	Number of students from previous row who applied for needbased aid	1,275	7,142	914	3,822	557	1,702
3	Number of students from previous row with need	1,275	7,142	914	3,822	N.A.	N.A.
4	Number of students from previous row who were awarded any aid	1,260	6,963	877	3,555	N.A.	N.A.
5	Number of students from row 4 who were awarded any needbased gift aid	1,248	6,817	292	1,005	N.A.	N.A.
6	Number of students from row 4 who were awarded any needbased selfhelp aid	904	4,823	491	2,476	N.A.	N.A.
7	Number of students from row 4 who were awarded any nonneedbased gift aid	824	3,100	694	2,001	N.A.	N.A.
8	Number of students from row 4 whose need was fully met (exclude PLUS loans, unsubsidized loans, and private alternative loans)	75	222	299	847	N.A.	N.A.
9	On average, percentage of need that was met of students who were awarded any needbased aid. Exclude aid awarded in excess of need, as well as replaced EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	64.8%	56.6%	74.2%	66.6%	N.A.	N.A.
10	Average aid package of those in row 4. Exclude aid awarded to replace EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	\$15,309	\$12,349	\$9,175	\$7,720	N.A.	N.A.
11	Average needbased gift aid award for those in row 5	\$7,791	\$6,764	\$3,547	\$3,218	N.A.	N.A.
12	Average needbased selfhelp award (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6	\$3,677	\$4,312	\$3,132	\$4,038	N.A.	N.A.
13	Average needbased loan (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6 who were awarded a needbased loan	\$3,365	\$4,272	\$3,105	\$4,003	N.A.	N.A.
Students Not Showing Need							
14	Total number of degree seeking students (same as row 1 in previous section)	1,275	7,142	914	3,822	858	5,184
15	Number of total students in previous row who had no financial need and who were awarded institutional nonneedbased gift aid (exclude athletic and policy waivers and awards)	N.A.	N.A.	N.A.	N.A.	557	2,011
16	Average dollar amount of institutional nonneedbased gift aid to students in previous row	N.A.	N.A.	N.A.	N.A.	\$7,035	\$6,437

* data reflect awards for the fall 2014 students

ARIZONA RESIDENT UNDERGRADUATE STUDENTS AWARDED AID (BY LEVEL OF NEED)

**UA - Fall 2014 Students - Arizona Resident Undergraduates Only
Enrolled Students Who Were Awarded Aid (student-level by INCOME) ***

		Pell Eligible (very needy)		Non-Pell Eligible (needy)		Other Students	
		First time freshmen	All undergrads	First time freshmen	All undergrads	First time freshmen	All undergrads
Students Showing Need							
1	Total number of degree seeking students	1,709	9,075	1,070	4,518	1,651	8,177
2	Number of students from previous row who applied for needbased aid	1,709	9,074	1,070	4,518	849	2,279
3	Number of students from previous row with need	1,709	9,074	1,070	4,518	N.A.	N.A.
4	Number of students from previous row who were awarded any aid	1,708	9,050	964	4,052	N.A.	N.A.
5	Number of students from row 4 who were awarded any needbased gift aid	1,708	9,050	823	3,100	N.A.	N.A.
6	Number of students from row 4 who were awarded any needbased selfhelp aid	1,130	6,140	481	2,487	N.A.	N.A.
7	Number of students from row 4 who were awarded any nonneedbased gift aid	26	149	253	708	N.A.	N.A.
8	Number of students from row 4 whose need was fully met (exclude PLUS loans, unsubsidized loans, and private alternative loans)	43	400	260	775	N.A.	N.A.
9	On average, percentage of need that was met of students who were awarded any needbased aid. Exclude aid awarded in excess of need, as well as replaced EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	57.1%	60.2%	68.9%	63.7%	N.A.	N.A.
10	Average aid package of those in row 4. Exclude aid awarded to replace EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	\$13,378	\$14,056	\$6,912	\$7,044	N.A.	N.A.
Self-Help		\$11,047	\$11,168	\$6,219	\$6,011	N.A.	N.A.
12	Average needbased selfhelp award (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6	\$3,524	\$4,256	\$3,213	\$3,984	N.A.	N.A.
13	Average needbased loan (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6 who were awarded a needbased loan	\$3,322	\$4,126	\$3,070	\$3,916	N.A.	N.A.
Students Not Showing Need							
14	Total number of degree seeking students (same as row 1 in previous section)	1,709	9,075	1,070	4,518	1,651	8,177
15	Number of total students in previous row who had no financial need and who were awarded institutional nonneedbased gift aid (exclude athletic and policy waivers and awards)	N.A.	N.A.	N.A.	N.A.	971	3,732
16	Average dollar amount of institutional nonneedbased gift aid to students in previous row	N.A.	N.A.	N.A.	N.A.	\$7,313	\$7,275

* data reflect awards for the fall 2014 students

NON-RESIDENT UNDERGRADUATE STUDENTS AWARDED AID (BY LEVEL OF NEED)

Arizona University System - Fall 2014 Students - Non-Resident Undergraduates Only Enrolled Students Who Were Awarded Aid (student-level by INCOME) *

	Pell Eligible (very needy)		Non-Pell Eligible (needy)		Other Students		
	First time freshmen	All undergrads	First time freshmen	All undergrads	First time freshmen	All undergrads	
Students Showing Need							
1	Total number of degree seeking students	2,010	9,283	3,106	10,777	4,852	22,543
2	Number of students from previous row who applied for needbased aid	2,010	9,283	3,106	10,777	1,804	4,648
3	Number of students from previous row with need	2,010	9,283	3,106	10,777	N.A.	N.A.
4	Number of students from previous row who were awarded any aid	1,994	9,231	2,930	10,252	N.A.	N.A.
5	Number of students from row 4 who were awarded any needbased gift aid	1,993	9,210	2,223	5,903	N.A.	N.A.
6	Number of students from row 4 who were awarded any needbased selfhelp aid	1,596	7,505	1,891	7,716	N.A.	N.A.
7	Number of students from row 4 who were awarded any nonneedbased gift aid	179	700	625	1,583	N.A.	N.A.
8	Number of students from row 4 whose need was fully met (exclude PLUS loans, unsubsidized loans, and private alternative loans)	120	564	693	2,116	N.A.	N.A.
9	On average, percentage of need that was met of students who were awarded any needbased aid. Exclude aid awarded in excess of need, as well as replaced EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	38.8%	41.1%	53.7%	50.3%	N.A.	N.A.
10	Average aid package of those in row 4. Exclude aid awarded to replace EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	\$13,299	\$12,368	\$13,811	\$13,468	\$7,470	\$11,852
11	Average needbased gift aid award for those in row 5	\$10,321	\$8,967	\$10,334	\$9,270	\$4,912	\$8,474
12	Average needbased selfhelp award (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6	\$3,386	\$4,372	\$3,406	\$4,375	\$4,100	\$4,326
13	Average needbased loan (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6 who were awarded a needbased loan	\$3,206	\$4,161	\$3,251	\$4,195	\$4,034	\$4,146
Students Not Showing Need							
		0	0	0	0	0	0
14	Total number of degree seeking students (same as row 1 in previous section)	2,010	9,283	3,106	10,777	4,852	22,543
15	Number of total students in previous row who had no financial need and who were awarded institutional nonneedbased gift aid (exclude athletic and policy waivers and awards)	N.A.	N.A.	N.A.	N.A.	1,994	5,830
16	Average dollar amount of institutional nonneedbased gift aid to students in previous row	N.A.	N.A.	N.A.	N.A.	\$8,772	\$8,239

* data reflect awards for the fall 2014 students

NON-RESIDENT UNDERGRADUATE STUDENTS AWARDED AID (BY LEVEL OF NEED)

ASU - Fall 2014 Students - Non-Resident Undergraduates Only Enrolled Students Who Were Awarded Aid (student-level by INCOME) *

		Pell Eligible (very needy)		Non-Pell Eligible (needy)		Other Students	
		First time freshmen	All undergrads	First time freshmen	All undergrads	First time freshmen	All undergrads
Students Showing Need							
1	Total number of degree seeking students	898	5,904	1,525	6,347	2,333	11,566
2	Number of students from previous row who applied for needbased aid	898	5,904	1,525	6,347	783	2,290
3	Number of students from previous row with need	898	5,904	1,525	6,347	N.A.	N.A.
4	Number of students from previous row who were awarded any aid	898	5,904	1,525	6,347	N.A.	N.A.
5	Number of students from row 4 who were awarded any needbased gift aid	898	5,904	1,292	3,655	N.A.	N.A.
6	Number of students from row 4 who were awarded any needbased selfhelp aid	748	4,956	972	4,924	N.A.	N.A.
7	Number of students from row 4 who were awarded any nonneedbased gift aid	19	79	291	730	N.A.	N.A.
8	Number of students from row 4 whose need was fully met (exclude PLUS loans, unsubsidized loans, and private alternative loans)	95	449	460	1,520	N.A.	N.A.
9	On average, percentage of need that was met of students who were awarded any needbased aid. Exclude aid awarded in excess of need, as well as replaced EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	37.5%	38.2%	63.7%	51.4%	N.A.	N.A.
10	Average aid package of those in row 4. Exclude aid awarded to replace EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	\$17,694	\$14,111	\$14,961	\$11,930	N.A.	N.A.
11	Average needbased gift aid award for those in row 5	\$10,356	\$7,610	\$11,053	\$9,169	N.A.	N.A.
12	Average needbased selfhelp award (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6	\$3,421	\$4,609	\$3,004	\$4,058	N.A.	N.A.
13	Average needbased loan (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6 who were awarded a needbased loan	\$3,187	\$4,382	\$2,928	\$3,948	N.A.	N.A.
Students Not Showing Need							
14	Total number of degree seeking students (same as row 1 in previous section)	898	5,904	1,525	6,347	2,333	11,566
15	Number of total students in previous row who had no financial need and who were awarded institutional nonneedbased gift aid (exclude athletic and policy waivers and awards)	N.A.	N.A.	N.A.	N.A.	973	3,110
16	Average dollar amount of institutional nonneedbased gift aid to students in previous row	N.A.	N.A.	N.A.	N.A.	\$10,259	\$8,894

* data reflect awards for the fall 2014 students

NON-RESIDENT UNDERGRADUATE STUDENTS AWARDED AID (BY LEVEL OF NEED)

NAU - Fall 2014 Students - Non-Resident Undergraduates Only Enrolled Students Who Were Awarded Aid (student-level by INCOME) *

		Pell Eligible (very needy)		Non-Pell Eligible (needy)		Other Students	
		First time freshmen	All undergrads	First time freshmen	All undergrads	First time freshmen	All undergrads
Students Showing Need							
1	Total number of degree seeking students	561	1,872	584	1,829	753	3,868
2	Number of students from previous row who applied for needbased aid	561	1,872	584	1,829	432	1,094
3	Number of students from previous row with need	561	1,872	584	1,829	N.A.	N.A.
4	Number of students from previous row who were awarded any aid	545	1,821	500	1,607	N.A.	N.A.
5	Number of students from row 4 who were awarded any needbased gift aid	544	1,800	124	408	N.A.	N.A.
6	Number of students from row 4 who were awarded any needbased selfhelp aid	434	1,436	404	1,340	N.A.	N.A.
7	Number of students from row 4 who were awarded any nonneedbased gift aid	147	566	142	447	N.A.	N.A.
8	Number of students from row 4 whose need was fully met (exclude PLUS loans, unsubsidized loans, and private alternative loans)	9	52	41	178	N.A.	N.A.
9	On average, percentage of need that was met of students who were awarded any needbased aid. Exclude aid awarded in excess of need, as well as replaced EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	41.2%	45.8%	42.3%	46.7%	N.A.	N.A.
10	Average aid package of those in row 4. Exclude aid awarded to replace EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	\$11,846	\$12,631	\$5,330	\$5,966	N.A.	N.A.
11	Average needbased gift aid award for those in row 5	\$6,837	\$7,064	\$3,422	\$3,113	N.A.	N.A.
12	Average needbased selfhelp award (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6	\$4,005	\$7,771	\$3,293	\$4,075	N.A.	N.A.
13	Average needbased loan (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6 who were awarded a needbased loan	\$3,680	\$4,272	\$3,105	\$4,070	N.A.	N.A.
Students Not Showing Need							
14	Total number of degree seeking students (same as row 1 in previous section)	561	1,872	584	1,829	753	3,868
15	Number of total students in previous row who had no financial need and who were awarded institutional nonneedbased gift aid (exclude athletic and policy waivers and awards)	N.A.	N.A.	N.A.	N.A.	43	267
16	Average dollar amount of institutional nonneedbased gift aid to students in previous row	N.A.	N.A.	N.A.	N.A.	\$7,228	\$5,907

* data reflect awards for the fall 2014 students

NON-RESIDENT UNDERGRADUATE STUDENTS AWARDED AID (BY LEVEL OF NEED)

**UA - Fall 2014 Students - Non-Resident Undergraduates Only
Enrolled Students Who Were Awarded Aid (student-level by INCOME) ***

		Pell Eligible (very needy)		Non-Pell Eligible (needy)		Other Students	
		First time freshmen	All undergrads	First time freshmen	All undergrads	First time freshmen	All undergrads
Students Showing Need							
1	Total number of degree seeking students	551	1,507	997	2,601	1,766	7,109
2	Number of students from previous row who applied for needbased aid	551	1,507	997	2,601	589	1,264
3	Number of students from previous row with need	551	1,507	997	2,601	N.A.	N.A.
4	Number of students from previous row who were awarded any aid	551	1,506	905	2,298	N.A.	N.A.
5	Number of students from row 4 who were awarded any needbased gift aid	551	1,506	807	1,840	N.A.	N.A.
6	Number of students from row 4 who were awarded any needbased selfhelp aid	414	1,113	515	1,452	N.A.	N.A.
7	Number of students from row 4 who were awarded any nonneedbased gift aid	13	55	192	406	N.A.	N.A.
8	Number of students from row 4 whose need was fully met (exclude PLUS loans, unsubsidized loans, and private alternative loans)	16	63	192	418	N.A.	N.A.
9	On average, percentage of need that was met of students who were awarded any needbased aid. Exclude aid awarded in excess of need, as well as replaced EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	37.6%	39.4%	55.1%	52.8%	N.A.	N.A.
10	Average aid package of those in row 4. Exclude aid awarded to replace EFC (exclude PLUS loans, unsubsidized loans, and private alternative loans)	\$15,877	\$16,261	\$9,858	\$9,746	N.A.	N.A.
Self-Help		\$13,128	\$12,956	\$8,904	\$8,985	N.A.	N.A.
12	Average needbased selfhelp award (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6	\$3,658	\$4,472	\$3,371	\$4,039	N.A.	N.A.
13	Average needbased loan (exclude PLUS loans, unsubsidized loans, and private alternative loans) of those in row 6 who were awarded a needbased loan	\$3,541	\$4,369	\$3,293	\$3,974	N.A.	N.A.
Students Not Showing Need							
14	Total number of degree seeking students (same as row 1 in previous section)	551	1,507	997	2,601	1,766	7,109
15	Number of total students in previous row who had no financial need and who were awarded institutional nonneedbased gift aid (exclude athletic and policy waivers and awards)	N.A.	N.A.	N.A.	N.A.	978	2,453
16	Average dollar amount of institutional nonneedbased gift aid to students in previous row	N.A.	N.A.	N.A.	N.A.	\$8,827	\$9,916

* data reflect awards for the fall 2014 students

FINANCIAL AID AWARDED BY INCOME LEVEL

Arizona University System - Financial Aid Awarded by Income Level Full-Time Undergraduate Students FY 2015 - Arizona Residents

	Student No. ¹	Tuition ²	COA ²	Aid Package ³	Aid without Loans ⁴	Total Gift Aid ⁵	Institutional Aid Only ⁶
Family Income < \$20,000	7,880	\$10,341	\$21,368	\$16,559	\$12,470	\$12,068	\$5,789
Family Income \$20,000 - \$34,999	5,720	\$10,341	\$21,368	\$16,245	\$12,738	\$12,230	\$6,208
Family Income \$35,000 - \$49,999	4,910	\$10,341	\$21,368	\$14,889	\$11,230	\$10,653	\$6,325
Family Income \$50,000 - \$64,999	3,981	\$10,341	\$21,368	\$12,362	\$8,583	\$8,045	\$5,884
Family Income \$65,000 - \$79,999	3,478	\$10,341	\$21,368	\$11,298	\$7,491	\$7,080	\$5,764
Family Income \$80,000 - \$119,999	7,374	\$10,341	\$21,368	\$10,190	\$6,666	\$6,220	\$5,423
Family Income >= \$120,000	8,714	\$10,341	\$21,368	\$9,095	\$6,444	\$6,112	\$5,498
Overall	42,057	\$10,341	\$21,368	\$12,826	\$9,316	\$8,872	\$5,791

Note 1: Limited to students who were full-time undergraduate students for Fall 2014, AZ residents, and valid FAFSA filers for 2014-2015.

Note 2: Average standard first year tuition and COA figure for AZ residents for 2014-2015

Note 3: All types of aid excluding Parent Plus Loan, Alternative loans, and Short Term loans, paid during Fall 2014 semester.

Note 4: Aid excluding all types of loans paid during Fall 2014.

Note 5: Total gift aid excluding Veteran benefits and Employee and Employee Dependent benefits paid during Fall 2014 semester.

Note 6: Refers to RSA and Institutional Scholarships paid during Fall 2014 semester.

FINANCIAL AID AWARDED BY INCOME LEVEL

ASU - Financial Aid Awarded by Income Level Full-Time Undergraduate Students FY 2015 - Arizona Residents

	Student No. ¹	Tuition ²	COA ²	Aid Package ³	Aid without Loans ⁴	Total Gift Aid ⁵	Institutional Aid Only ⁶
Family Income < \$20,000	3,057	\$10,157	\$21,591	\$17,239	\$14,085	\$13,245	\$7,437
Family Income \$20,000 - \$34,999	2,531	\$10,157	\$21,591	\$17,095	\$14,020	\$13,070	\$7,693
Family Income \$35,000 - \$49,999	2,366	\$10,157	\$21,591	\$15,510	\$12,015	\$11,046	\$7,293
Family Income \$50,000 - \$64,999	2,065	\$10,157	\$21,591	\$13,048	\$9,335	\$8,574	\$6,600
Family Income \$65,000 - \$79,999	1,781	\$10,157	\$21,591	\$12,372	\$8,859	\$8,177	\$6,801
Family Income \$80,000 - \$119,999	3,855	\$10,157	\$21,591	\$11,281	\$8,251	\$7,534	\$6,676
Family Income >= \$120,000	4,943	\$10,157	\$21,591	\$10,063	\$8,245	\$7,779	\$7,067
Overall	20,598	\$10,157	\$21,591	\$13,345	\$10,687	\$9,918	\$7,137

Note 1: Limited to students who were full-time undergraduate students for Fall 2014, AZ residents, and valid FAFSA filers for 2014-2015.

Note 2: Average standard first year tuition and COA figure for AZ residents for 2014-2015

Note 3: All types of aid excluding Parent Plus Loan, Alternative loans, and Short Term loans, paid during Fall 2014 semester.

Note 4: Aid excluding all types of loans paid during Fall 2014.

Note 5: Total gift aid excluding Veteran benefits and Employee and Employee Dependent benefits paid during Fall 2014 semester.

Note 6: Refers to RSA and Institutional Scholarships paid during Fall 2014 semester.

FINANCIAL AID AWARDED BY INCOME LEVEL

NAU - Financial Aid Awarded by Income Level Full-Time Undergraduate Students FY 2015 - Arizona Residents

	Student No. ¹	Tuition ^{2,7}	COA ²	Aid Package ³	Aid without Loans ⁴	Total Gift Aid ⁵	Institutional Aid Only ⁶
Family Income < \$20,000	965	\$9,989	\$20,009	\$16,840	\$13,013	\$12,770	\$6,803
Family Income \$20,000 - \$34,999	992	\$9,989	\$20,009	\$16,792	\$12,787	\$12,580	\$7,121
Family Income \$35,000 - \$49,999	924	\$9,989	\$20,009	\$15,369	\$11,566	\$11,340	\$8,055
Family Income \$50,000 - \$64,999	812	\$9,989	\$20,009	\$12,947	\$9,263	\$9,094	\$7,856
Family Income \$65,000 - \$79,999	707	\$9,989	\$20,009	\$11,926	\$8,281	\$8,159	\$7,540
Family Income \$80,000 - \$119,999	1,493	\$9,989	\$20,009	\$10,537	\$7,514	\$7,360	\$7,076
Family Income >= \$120,000	1,487	\$9,989	\$20,009	\$9,031	\$6,863	\$6,741	\$6,705
Overall	7,380	\$9,989	\$20,009	\$12,902	\$9,898	\$9,721	\$7,327

Note 1: Limited to students who were full-time undergraduate students for Fall 2014, AZ residents, and valid FAFSA filers for 2014-2015.

Note 2: Average standard first year tuition and COA figure for AZ residents for 2014-2015

Note 3: All types of aid excluding Parent Plus Loan, Alternative loans, and Short Term loans, paid during Fall 2014 semester.

Note 4: Aid excluding all types of loans paid during Fall 2014.

Note 5: Total gift aid excluding Veteran benefits and Employee and Employee Dependent benefits paid during Fall 2014 semester.

Note 6: Refers to RSA and Institutional Scholarships paid during Fall 2014 semester.

Note 7: NAU has multiple tuition rates based on year entered school. This is the current freshman Pledge tuition rate.

FINANCIAL AID AWARDED BY INCOME LEVEL

UA - Financial Aid Awarded by Income Level Full-Time Undergraduate Students FY 2015 - Arizona Residents

	Student No. ¹	Tuition ²	COA ²	Aid Package ³	Aid without Loans ⁴	Total Gift Aid ⁵	Institutional Aid Only ⁶
Family Income < \$20,000	3,858	\$11,000	\$21,900	\$15,949	\$11,053	\$10,960	\$4,230
Family Income \$20,000 - \$34,999	2,197	\$11,000	\$21,900	\$15,435	\$11,709	\$11,477	\$4,802
Family Income \$35,000 - \$49,999	1,620	\$11,000	\$21,900	\$14,277	\$10,524	\$10,169	\$5,125
Family Income \$50,000 - \$64,999	1,104	\$11,000	\$21,900	\$11,672	\$7,817	\$7,364	\$4,824
Family Income \$65,000 - \$79,999	990	\$11,000	\$21,900	\$10,290	\$6,209	\$5,942	\$4,497
Family Income \$80,000 - \$119,999	2,026	\$11,000	\$21,900	\$9,238	\$5,199	\$4,894	\$4,018
Family Income >= \$120,000	2,284	\$11,000	\$21,900	\$8,344	\$4,911	\$4,635	\$3,952
Overall	14,079	\$11,000	\$21,900	\$12,744	\$8,661	\$8,416	\$4,412

Note 1: Limited to students who were full-time or Self-Help

Note 2: Average standard first year tuition and COA figure for AZ residents for 2014-2015

Note 3: All types of aid excluding Parent Plus Loan, Alternative loans, and Short Term loans, paid during Fall 2014 semester.

Note 4: Aid excluding all types of loans paid during Fall 2014.

Note 5: Total gift aid excluding Veteran benefits and Employee and Employee Dependent benefits paid during Fall 2014 semester.

Note 6: Refers to RSA and Institutional Scholarships paid during Fall 2014 semester.

INDEBTEDNESS

Arizona University System 2014-15 Degree Recipients Indebtedness

	Arizona Resident		Non-resident		All Students	
	2014-2015 degrees		2014-2015 degrees		2014-2015 degrees	
	Baccalaureate degree recipients	Graduate/First Professional degree recipients	Baccalaureate degree recipients	Graduate/First Professional degree recipients	Baccalaureate degree recipients	Graduate/First Professional degree recipients
Percentage who borrowed at any time through any loan programs (federal, state, subsidized, unsubsidized, private, etc.; exclude parent loans) Include only students who borrowed while enrolled at your university.	64%	65%	51%	38%	60.3%	53.1%
Average per-borrower cumulative indebtedness of those in previous row.	\$22,154	\$52,365	\$28,080	\$40,640	\$23,470	\$49,526

INDEBTEDNESS

ASU 2014-15 Degree Recipients Indebtedness

	Arizona Resident		Non-resident		All Students	
	2014-2015 degrees		2014-2015 degrees		2014-2015 degrees	
	Baccalaureate degree recipients	Graduate/First Professional degree recipients	Baccalaureate degree recipients	Graduate/First Professional degree recipients	Baccalaureate degree recipients	Graduate/First Professional degree recipients
Percentage who borrowed at any time through any loan programs (federal, state, subsidized, unsubsidized, private, etc.; exclude parent loans) Include only students who borrowed while enrolled at your university.	67.7%	66.5%	57.5%	32.8%	65.1%	48.1%
Average per-borrower cumulative indebtedness of those in previous row.	\$22,721	\$49,317	\$29,139	\$45,674	\$24,174	\$47,955

INDEBTEDNESS

NAU 2014-15 Degree Recipients Indebtedness

	Arizona Resident		Non-resident		All Students	
	2014-2015 degrees		2014-2015 degrees		2014-2015 degrees	
	Baccalaureate degree recipients	Graduate/First Professional degree recipients	Baccalaureate degree recipients	Graduate/First Professional degree recipients	Baccalaureate degree recipients	Graduate/First Professional degree recipients
Percentage who borrowed at any time through any loan programs (federal, state, subsidized, unsubsidized, private, etc.; exclude parent loans) Include only students who borrowed while enrolled at your university.	67.6%	65.3%	55.5%	51.7%	64.7%	63.0%
Average per-borrower cumulative indebtedness of those in previous row.	\$22,155	\$40,251	\$26,363	\$31,205	\$23,022	\$38,994

INDEBTEDNESS

UA 2014-15 Degree Recipients Indebtedness

	Arizona Resident		Non-resident		All Students	
	2014-2015 degrees		2014-2015 degrees		2014-2015 degrees	
	Baccalaureate degree recipients	Graduate/First Professional degree recipients	Baccalaureate degree recipients	Graduate/First Professional degree recipients	Baccalaureate degree recipients	Graduate/First Professional degree recipients
Percentage who borrowed at any time through any loan programs (federal, state, subsidized, unsubsidized, private, etc.; exclude parent loans) Include only students who borrowed while enrolled at your university.	56.3%	62.9%	39.2%	29.0%	51.2%	48.2%
Average per-borrower cumulative indebtedness of those in previous row.	\$21,587	\$67,526	\$28,737	\$45,042	\$23,214	\$61,629

STUDENT INDEBTEDNESS BY INCOME LEVEL

ARIZONA UNIVERSITY SYSTEM - Indebtedness by Income Resident/Dependent Undergraduate Degree Recipients - F

	Total	Number with Loans	Avg. Amt of Loans
Family Income < \$20,000	858	633	\$18,056
Family Income \$20,000 - \$34,999	813	608	\$18,413
Family Income \$35,000 - \$49,999	804	597	\$18,612
Family Income \$50,000 - \$64,999	727	556	\$19,390
Family Income \$65,000 - \$79,999	597	479	\$20,997
Family Income \$80,000 - \$119,999	1,396	1,092	\$21,085
Family Income >= \$120,000	1,668	1,217	\$21,513
Overall	6,863	5,182	\$20,027

STUDENT INDEBTEDNESS BY INCOME LEVEL

ASU - Indebtedness by Income Level

Resident/Dependent Undergraduate Degree Recipients - FY 2015

	Total	Number with Loans	Avg. Amt of Loans
Family Income < \$20,000	425	313	\$18,548
Family Income \$20,000 - \$34,999	391	300	\$17,713
Family Income \$35,000 - \$49,999	376	280	\$17,491
Family Income \$50,000 - \$64,999	368	293	\$19,243
Family Income \$65,000 - \$79,999	293	236	\$19,817
Family Income \$80,000 - \$119,999	644	515	\$19,792
Family Income >= \$120,000	789	600	\$20,409
Overall	3,286	2,537	\$19,224

STUDENT INDEBTEDNESS BY INCOME LEVEL

NAU - Indebtedness by Income Level

Resident/Dependent Undergraduate Degree Recipients - FY 2015

	Total	Number with Loans	Avg. Amt of Loans
Family Income < \$20,000	123	92	\$20,413
Family Income \$20,000 - \$34,999	167	132	\$22,388
Family Income \$35,000 - \$49,999	195	147	\$20,795
Family Income \$50,000 - \$64,999	198	157	\$19,949
Family Income \$65,000 - \$79,999	171	143	\$23,147
Family Income \$80,000 - \$119,999	454	346	\$23,001
Family Income >= \$120,000	595	424	\$22,659
Overall	1,903	1,441	\$22,136

STUDENT INDEBTEDNESS BY INCOME LEVEL

UA - Indebtedness by Income Level

Resident/Dependent Undergraduate Degree Recipients - FY 2015

	Total	Number with Loans	Avg. Amt of Loans
Family Income < \$20,000	310	228	\$16,428
Family Income \$20,000 - \$34,999	255	176	\$16,627
Family Income \$35,000 - \$49,999	233	170	\$18,570
Family Income \$50,000 - \$64,999	161	106	\$18,967
Family Income \$65,000 - \$79,999	133	100	\$20,706
Family Income \$80,000 - \$119,999	298	231	\$21,097
Family Income >= \$120,000	284	193	\$22,428
Overall	1,674	1,204	\$19,196

ARIZONA FINANCIAL AID TRUST (AFAT)

Arizona University System FY 2015 Arizona Financial Aid Trust *

	Undergraduate		Graduate		All Students	
	Number	Amount	Number	Amount	Number	Amount
Resident	7,906	\$20,675,186	4	\$7,470	7,910	\$20,682,656
Non-resident	2	\$4,220	0	\$0	2	\$4,220
Total	7,908	\$20,679,406	4	\$7,470	7,912	\$20,686,876

Total amount budgeted	\$21,645,617
Total amount disbursed	\$20,686,876
Difference	\$958,741

* data reflect awards for the total 2015 fiscal year

ARIZONA FINANCIAL AID TRUST (AFAT)

ASU FY 2015

Arizona Financial Aid Trust *

	Undergraduate		Graduate		All Students	
	Number	Amount	Number	Amount	Number	Amount
Resident	4,620	\$11,104,585	0	\$0	4,620	\$11,104,585
Non-resident	0	\$0	0	\$0	0	\$0
Total	4,620	\$11,104,585	0	\$0	4,620	\$11,104,585

Total amount budgeted	\$12,115,617
Total amount disbursed	\$11,104,585
Difference	\$1,011,032

* data reflect awards for the total 2015 fiscal year

ARIZONA FINANCIAL AID TRUST (AFAT)

NAU FY 2015

Arizona Financial Aid Trust *

	Undergraduate		Graduate		All Students	
	Number	Amount	Number	Amount	Number	Amount
Resident	1,189	\$2,827,775	0	\$0	1,189	\$2,827,775
Non-resident	0	\$0	0	\$0	0	\$0
Total	1,189	2,827,775	0	0	1,189	2,827,775

Total amount budgeted	\$2,830,000
Total amount disbursed	\$2,827,775
Difference	\$2,225

* data reflect awards for the total 2015 fiscal year

ARIZONA FINANCIAL AID TRUST (AFAT)

UA FY 2015

Arizona Financial Aid Trust *

	Undergraduate		Graduate		All Students	
	Number	Amount	Number	Amount	Number	Amount
Resident	2,097	\$6,742,826	4	\$7,470	2,101	\$6,750,296
Non-resident	2	\$4,220	0	\$0	2	\$4,220
Total	2,099	\$6,747,046	4	\$7,470	2,103	\$6,754,516

Total amount budgeted	\$6,700,000
Total amount disbursed	\$6,754,516
Difference	-\$54,516

* data reflect awards for the total 2015 fiscal year

AVERAGE TUITION PAID

Arizona University System 2014-15 Full-Time Undergraduate Students - Arizona Residents Average Tuition Paid (Tuition and Mandatory Fees Less Gift Aid)

Tuition and Mandatory Fees	Number of Students	Average Amount
\$0	20,371	\$0
\$1 - \$499	1,306	\$268
\$500 - \$999	3,859	\$803
\$1,000 - \$1,499	3,160	\$1,344
\$1,500 - \$1,999	1,810	\$1,797
\$2,000 - \$2,499	1,741	\$2,235
\$2,500 - \$2,999	1,974	\$2,774
\$3,000 - \$3,499	1,536	\$3,265
\$3,500 - \$3,999	1,480	\$3,747
\$4,000 - \$4,499	2,484	\$4,292
\$4,500 - \$4,999	1,341	\$4,776
\$5,000 - \$5,499	1,276	\$5,243
\$5,500 - \$5,999	2,360	\$5,744
\$6,000 - \$6,499	1,618	\$6,225
\$6,500 - \$6,999	1,049	\$6,742
\$7,000 - \$7,499	1,785	\$7,274
\$7,500 - \$7,999	739	\$7,743
\$8,000 - \$8,499	586	\$8,228
\$8,500 - \$8,999	573	\$8,740
\$9,000 - \$9,499	422	\$9,230
\$9,500 - \$9,999	249	\$9,716
>= \$10,000	358	\$10,872
No Gift Aid	11,361	\$10,180

N= 63,438

Average Tuition Paid **\$3,779**

AVERAGE TUITION PAID

ASU 2014-15 Full-Time Undergraduate Students - Arizona Residents Average Tuition Paid (Tuition and Mandatory Fees Less Gift Aid)

Tuition and Mandatory Fees	Number of Students	Average Amount
\$0	11698	\$0
\$1 - \$499	668	\$281
\$500 - \$999	1955	\$771
\$1,000 - \$1,499	1982	\$1,358
\$1,500 - \$1,999	837	\$1,764
\$2,000 - \$2,499	1034	\$2,213
\$2,500 - \$2,999	1029	\$2,718
\$3,000 - \$3,499	659	\$3,249
\$3,500 - \$3,999	643	\$3,743
\$4,000 - \$4,499	1939	\$4,310
\$4,500 - \$4,999	695	\$4,737
\$5,000 - \$5,499	670	\$5,228
\$5,500 - \$5,999	1783	\$5,732
\$6,000 - \$6,499	1116	\$6,203
\$6,500 - \$6,999	637	\$6,722
\$7,000 - \$7,499	1263	\$7,253
\$7,500 - \$7,999	482	\$7,737
\$8,000 - \$8,499	356	\$8,220
\$8,500 - \$8,999	287	\$8,741
\$9,000 - \$9,499	250	\$9,217
\$9,500 - \$9,999	67	\$9,678
>= \$10,000	4	\$10,048
No Gift Aid	6423	\$10,157

N= 36,477

Average Tuition Paid **\$3,800**

AVERAGE TUITION PAID

NAU 2014-15 Full-Time Undergraduate Students - Arizona Residents Average Tuition Paid (Tuition and Mandatory Fees Less Gift Aid)

Tuition and Mandatory Fees	Number of Students	Average Amount
\$0	3,918	\$0
\$1 - \$499	221	\$238
\$500 - \$999	1,511	\$850
\$1,000 - \$1,499	283	\$1,266
\$1,500 - \$1,999	155	\$1,746
\$2,000 - \$2,499	141	\$2,250
\$2,500 - \$2,999	142	\$2,770
\$3,000 - \$3,499	225	\$3,221
\$3,500 - \$3,999	214	\$3,748
\$4,000 - \$4,499	237	\$4,203
\$4,500 - \$4,999	116	\$4,760
\$5,000 - \$5,499	173	\$5,255
\$5,500 - \$5,999	162	\$5,765
\$6,000 - \$6,499	264	\$6,303
\$6,500 - \$6,999	185	\$6,779
\$7,000 - \$7,499	358	\$7,359
\$7,500 - \$7,999	76	\$7,781
\$8,000 - \$8,499	61	\$8,245
\$8,500 - \$8,999	78	\$8,757
\$9,000 - \$9,499	39	\$9,259
\$9,500 - \$9,999	11	\$9,636
>= \$10,000	3	\$11,419
No Gift Aid	1,903	\$9,065

N= 10,476

Average Tuition Paid **\$3,119**

AVERAGE TUITION PAID

UA 2014-15 Full-Time Undergraduate Students - Arizona Residents Average Tuition Paid (Tuition and Mandatory Fees Less Gift Aid)

Tuition and Mandatory Fees	Number of Students	Average Amount
\$0	4755	\$0
\$1 - \$499	417	\$263
\$500 - \$999	393	\$779
\$1,000 - \$1,499	895	\$1,337
\$1,500 - \$1,999	818	\$1,840
\$2,000 - \$2,499	566	\$2,271
\$2,500 - \$2,999	803	\$2,846
\$3,000 - \$3,499	652	\$3,297
\$3,500 - \$3,999	623	\$3,752
\$4,000 - \$4,499	308	\$4,248
\$4,500 - \$4,999	530	\$4,831
\$5,000 - \$5,499	433	\$5,262
\$5,500 - \$5,999	415	\$5,786
\$6,000 - \$6,499	238	\$6,239
\$6,500 - \$6,999	227	\$6,768
\$7,000 - \$7,499	164	\$7,246
\$7,500 - \$7,999	181	\$7,742
\$8,000 - \$8,499	169	\$8,238
\$8,500 - \$8,999	208	\$8,732
\$9,000 - \$9,499	133	\$9,246
\$9,500 - \$9,999	171	\$9,736
>= \$10,000	351	\$10,877
No Gift Aid	3035	\$10,927

N= 16,485

Average Tuition Paid \$4,150

ACADEMIC/MERIT SCHOLARSHIPS

FY 2015 Arizona University System All Academic/Merit Scholarships*

Arizona Resident First Year Undergraduate Students										
	Number of Applications	Number Admitted	Number Enrolled*	Merit Aid Recipient Information for Fall 2014 Cohort**						
				Number of Recipients	Average GPA	Average ACT Score	Average SAT Score	Average Amount of Award	Total Amount Awarded	Number of Renewals FY 2015
Academic/Merit Scholarships										
Public High Schools	33,214	27,818	11,669	7,321	3.66	25	1160	\$7,025	\$51,346,009	5,987
Charter Schools	2,210	1,834	722	484	3.66	27	1196	\$7,355	\$3,576,543	398
Private Schools	1,958	2,626	944	606	3.65	26	1175	\$7,205	\$4,409,805	510
Home Schools	85	63	38	31	3.92	18	1281	\$8,642	\$263,608	27
Other	89	60	33	18	3.51	8	1131	\$5,321	\$116,450	16
Totals	37,556	32,401	13,406	8,460	3.66	25.46	1163	\$7,055	\$59,712,416	6,938

* Limited to students who were Arizona resident first-time/full-time undergraduate students for Fall 2014.

** Limited to students who were first-time/full-time undergrad students for Fall 2014 and AZ residents who received a standard admission merit award (including RHHE) .

** Limited to students who decided to enroll; scholarships offered to students that did not enroll are not reflected in these numbers

ACADEMIC/MERIT SCHOLARSHIPS

FY 2015 ASU

All Academic/Merit Scholarships*

Arizona Resident First Year Undergraduate Students										
	Number of Applications	Number Admitted	Number Enrolled*	Merit Aid Recipient Information for Fall 2014 Cohort**						
				Number of Recipients	Average GPA	Average ACT Score	Average SAT Score	Average Amount of Award	Total Amount Awarded	Number of Renewals FY 2015
Academic/Merit Scholarships										
Public High Schools	11,605	10,740	5,499	3,560	3.63	26	1187	\$6,867	\$24,554,576	3,084
Charter Schools	762	718	357	245	3.67	28	1230	\$7,392	\$1,811,000	221
Private Schools	101	978	342	241	3.65	28	1219	\$7,118	\$1,715,493	225
Home Schools	28	27	20	18	3.91	28	1313	\$8,806	\$158,500	18
Other	20	19	10	1	3.29	0	1190	\$6,000	\$6,000	1
Totals	12,516	12,482	6,228	4,065	3.63	26	1192	\$6,922	\$28,245,568	3,549

* Limited to students who were Arizona resident first-time/full-time undergraduate students for Fall 2014.

** Limited to students who were first-time/full-time undergrad students for Fall 2014 and AZ residents who received a standard admission merit award (including RHHE) .

** Limited to students who decided to enroll; scholarships offered to students that did not enroll are not reflected in these numbers

ACADEMIC/MERIT SCHOLARSHIPS

**FY 2015 NAU
All Academic/Merit Scholarships***

Arizona Resident First Year Undergraduate Students										
	Number of Applications	Number Admitted	Number Enrolled*	Merit Aid Recipient Information for Fall 2014 Cohort**						
				Number of Recipients	Average GPA	Average ACT Score	Average SAT Score	Average Amount of Award	Total Amount Awarded	Number of Renewals FY 2015
Academic/Merit Scholarships										
Public High Schools	10,282	8,448	2,663	1,737	3.62	24	1105	\$6,893	\$11,972,597	1,443
Charter Schools	616	480	154	106	3.65	25	1119	\$6,894	\$730,810	87
Private Schools	676	585	158	105	3.62	24	1120	\$7,077	\$743,080	94
Home Schools	8	7	3	1	4.00	n/a	1290	\$9,120	\$9,120	1
Other	9	7	3	15	3.62	25	1119	\$6,963	\$104,450	14
Totals	11,591	9,527	2,981	1,964	3.62	24	1107	\$6,904	\$13,560,057	1,639

* Limited to students who were Arizona resident first-time/full-time undergraduate students for Fall 2014.

** Limited to students who were first-time/full-time undergrad students for Fall 2014 and AZ residents who received a standard admission merit award (including RHHE) .

** Limited to students who decided to enroll; scholarships offered to students that did not enroll are not reflected in these numbers

ACADEMIC/MERIT SCHOLARSHIPS

**FY 2015 UA
All Academic/Merit Scholarships***

Arizona Resident First Year Undergraduate Students										
	Number of Applications	Number Admitted	Number Enrolled*	Merit Aid Recipient Information for Fall 2014 Cohort**						
				Number of Recipients	Average GPA	Average ACT Score	Average SAT Score	Average Amount of Award	Total Amount Awarded	Number of Renewals FY 2015
Academic/Merit Scholarships										
Public High Schools	11,327	8,630	3,507	2,024	3.72	26	1188	\$7,314	\$14,818,836	1,460
Charter Schools	832	636	211	133	3.66	28	1239	\$7,780	\$1,034,733	90
Private Schools	1,181	1,063	444	260	3.68	26	1186	\$7,419	\$1,951,233	191
Home Schools	49	29	15	12	3.84	27	1241	\$7,999	\$95,988	8
Other	60	34	20	2	3.62		1085	\$3,000	\$6,000	1
Totals	13,449	10,392	4,197	2,431	3.71	26	1191	\$7,351	\$17,906,790	1,750

* Limited to students who were Arizona resident first-time/full-time undergraduate students for Fall 2014.

** Limited to students who were first-time/full-time undergrad students for Fall 2014 and AZ residents who received a standard admission merit award (including RHHE) .

ACADEMIC/MERIT SCHOLARSHIPS

**FY 2015 ASU
National Scholars Academic/Merit Scholarships***

Arizona Resident First Year Undergraduate Students										
	Number of Applications	Number Admitted	Number Enrolled*	Merit Aid Recipient Information for Fall 2014 Cohort**						
				Number of Recipients	Average GPA	Average ACT Score	Average SAT Score	Average Amount of Award	Total Amount Awarded	Number of Renewals FY 2015
Academic/Merit Scholarships										
Public High Schools	59	59	59	59	3.86	30	1451	\$13,458	\$794,000	57
Charter Schools	16	16	16	16	3.76	32	1386	\$13,000	\$208,000	16
Private Schools	7	7	7	7	3.80	30	1418	\$11,464	\$68,782	7
Home Schools	1	1	1	1	4.00	30	1320	\$16,000	\$16,000	1
Other	0	0	0	0	0.00	0	0	\$0	\$0	0
Totals	83	83	83	83	3.84	31	1435	\$13,253	\$1,086,782	81

* Limited to students who were Arizona resident first-time/full-time undergraduate students for Fall 2014.

** Limited to students who were first-time/full-time undergrad students for Fall 2014 and AZ residents who received a standard admission merit award (including RHHE) .

** Limited to students who decided to enroll; scholarships offered to students that did not enroll are not reflected in these numbers

ACADEMIC/MERIT SCHOLARSHIPS

FY 2015 ASU

President Academic/Merit Scholarships*

Arizona Resident First Year Undergraduate Students										
	Number of Applications	Number Admitted	Number Enrolled*	Merit Aid Recipient Information for Fall 2014 Cohort**						
				Number of Recipients	Average GPA	Average ACT Score	Average SAT Score	Average Amount of Award	Total Amount Awarded	Number of Renewals FY 2015
Academic/Merit Scholarships										
Public High Schools	775	775	775	775	3.84	30	1330	\$9,480	\$7,346,691	736
Charter Schools	71	71	71	71	3.84	31	1344	\$9,500	\$674,500	69
Private Schools	63	63	63	63	3.89	31	1343	\$9,480	\$606,711	63
Home Schools	13	13	13	13	3.89	29	1343	\$9,500	\$123,500	13
Other	0	0	0	0	0.00	0	0	\$0	\$0	0
Totals	922	922	922	922	3.84	30	1332	\$9,481	\$8,751,402	881

* Limited to students who were Arizona resident first-time/full-time undergraduate students for Fall 2014.

** Limited to students who were first-time/full-time undergrad students for Fall 2014 and AZ residents who received a standard admission merit award (including RHHE) .

** Limited to students who decided to enroll; scholarships offered to students that did not enroll are not reflected in these numbers

ACADEMIC/MERIT SCHOLARSHIPS

FY 2015 ASU

Provost Academic/Merit Scholarships*

Arizona Resident First Year Undergraduate Students										
	Number of Applications	Number Admitted	Number Enrolled*	Merit Aid Recipient Information for Fall 2014 Cohort**						
				Number of Recipients	Average GPA	Average ACT Score	Average SAT Score	Average Amount of Award	Total Amount Awarded	Number of Renewals FY 2015
Academic/Merit Scholarships										
Public High Schools	956	956	956	956	3.71	26	1190	\$7,882	\$7,534,912	863
Charter Schools	69	69	69	69	3.72	28	1218	\$7,942	\$548,000	67
Private Schools	67	67	67	67	3.70	27	1221	\$8,000	\$536,000	65
Home Schools	4	4	4	4	3.95	27	1125	\$8,000	\$32,000	4
Other	0	0	0	0	0.00	0	0	\$0	\$0	0
Totals	1,096	1,096	1,096	1,096	3.71	26	1194	\$7,893	\$8,650,912	999

* Limited to students who were Arizona resident first-time/full-time undergraduate students for Fall 2014.

** Limited to students who were first-time/full-time undergrad students for Fall 2014 and AZ residents who received a standard admission merit award (including RHHE) .

** Limited to students who decided to enroll; scholarships offered to students that did not enroll are not reflected in these numbers

ACADEMIC/MERIT SCHOLARSHIPS

FY 2015 ASU

Deans Academic/Merit Scholarships*

Arizona Resident First Year Undergraduate Students										
	Number of Applications	Number Admitted	Number Enrolled*	Merit Aid Recipient Information for Fall 2014 Cohort**						
				Number of Recipients	Average GPA	Average ACT Score	Average SAT Score	Average Amount of Award	Total Amount Awarded	Number of Renewals FY 2015
Academic/Merit Scholarships										
Public High Schools	1,356	1,356	1,356	1,356	3.51	24	1106	\$5,847	\$7,928,096	1,114
Charter Schools	68	68	68	68	3.51	25	1142	\$5,779	\$393,000	53
Private Schools	78	78	78	78	3.48	26	1137	\$5,923	\$462,000	69
Home Schools	0	0	0	0	0.00	0	0	\$0	\$0	0
Other	1	1	1	1	3.29	0	1190	\$6,000	\$6,000	1
Totals	1,503	1,503	1,503	1,503	3.51	24	1110	\$5,848	\$8,789,096	1,237

* Limited to students who were Arizona resident first-time/full-time undergraduate students for Fall 2014.

** Limited to students who were first-time/full-time undergrad students for Fall 2014 and AZ residents who received a standard admission merit award (including RHHE) .

** Limited to students who decided to enroll; scholarships offered to students that did not enroll are not reflected in these numbers

ACADEMIC/MERIT SCHOLARSHIPS

**FY 2015 ASU
University Academic/Merit Scholarships***

Arizona Resident First Year Undergraduate Students										
	Number of Applications	Number Admitted	Number Enrolled*	Merit Aid Recipient Information for Fall 2014 Cohort**						
				Number of Recipients	Average GPA	Average ACT Score	Average SAT Score	Average Amount of Award	Total Amount Awarded	Number of Renewals FY 2015
Academic/Merit Scholarships										
Public High Schools	412	412	412	412	3.39	22	1036	\$2,928	\$1,206,211	312
Charter Schools	21	21	21	21	3.43	22	1075	\$3,024	\$63,500	16
Private Schools	26	26	26	26	3.41	24	1078	\$2,962	\$77,000	21
Home Schools	0	0	0	0	0.00	0	0	\$0	\$0	0
Other	0	0	0	0	0.00	0	0	\$0	\$0	0
Totals	459	459	459	459	3.39	22	1041	\$2,934	\$1,346,711	349

* Limited to students who were Arizona resident first-time/full-time undergraduate students for Fall 2014.

** Limited to students who were first-time/full-time undergrad students for Fall 2014 and AZ residents who received a standard admission merit award (including RHHE) .

** Limited to students who decided to enroll; scholarships offered to students that did not enroll are not reflected in these numbers

ACADEMIC/MERIT SCHOLARSHIPS

FY 2015 ASU

Regents High Honors Endorsement (RHHE) Academic/Merit Scholarships*

Arizona Resident First Year Undergraduate Students										
	Number of Applications	Number Admitted	Number Enrolled*	Merit Aid Recipient Information for Fall 2014 Cohort**						
				Number of Recipients	Average GPA	Average ACT Score	Average SAT Score	Average Amount of Award	Total Amount Awarded	Number of Renewals FY 2015
Academic/Merit Scholarships										
Public High Schools	2	2	2	2	3.68	0	1250	\$9,208	\$18,416	2
Charter Schools	0	0	0	0	0.00	0	0	\$0	\$0	0
Private Schools	0	0	0	0	0.00	0	0	\$0	\$0	0
Home Schools	0	0	0	0	0.00	0	0	\$0	\$0	0
Other	0	0	0	0	0.00	0	0	\$0	\$0	0
Totals	2	2	2	2	3.68	0	1250	\$9,208	\$18,416	2

* Limited to students who were Arizona resident first-time/full-time undergraduate students for Fall 2014.

** Limited to students who were first-time/full-time undergrad students for Fall 2014 and AZ residents who received a standard admission merit award (including RHHE) .

** Limited to students who decided to enroll; scholarships offered to students that did not enroll are not reflected in these numbers

ACADEMIC/MERIT SCHOLARSHIPS

FY 2015 NAU

President's Academic/Merit Scholarships*

Arizona Resident First Year Undergraduate Students										
	Number of Applications	Number Admitted	Number Enrolled*	Merit Aid Recipient Information for Fall 2014 Cohort**						
				Number of Recipients	Average GPA	Average ACT Score	Average SAT Score	Average Amount of Award	Total Amount Awarded	Number of Renewals FY 2015
Academic/Merit Scholarships										
Public High Schools	10,282	8,448	2,663	1,215	3.74	24	1096	\$8,744	\$10,623,827	1,066
Charter Schools	616	480	154	74	3.75	24	1084	\$8,674	\$641,880	62
Private Schools	676	585	158	75	3.76	25	1143	\$8,874	\$665,520	72
Home Schools	8	7	3	1	4.00	N/A	1290	\$9,120	\$9,120	1
Other	9	7	3	10	3.78	24	1084	\$9,120	\$91,200	10
Totals	11,591	9,527	2,981	1,375	3.74	24	1,098	8,750	\$12,031,547	1,211

* Limited to students who were Arizona resident first-time/full-time undergraduate students for Fall 2014.

** Limited to students who were first-time/full-time undergrad students for Fall 2014 and AZ residents who received a standard admission merit award (including RHHE) .

** Limited to students who decided to enroll; scholarships offered to students that did not enroll are not reflected in these numbers

ACADEMIC/MERIT SCHOLARSHIPS

**FY 2015 NAU
Dean's Academic/Merit Scholarships***

Arizona Resident First Year Undergraduate Students										
	Number of Applications	Number Admitted	Number Enrolled*	Merit Aid Recipient Information for Fall 2014 Cohort**						
				Number of Recipients	Average GPA	Average ACT Score	Average SAT Score	Average Amount of Award	Total Amount Awarded	Number of Renewals FY 2015
Academic/Merit Scholarships										
Public High Schools	10,282	8,448	2,663	113	3.46	25	1151	\$3,328	\$376,090	80
Charter Schools	616	480	154	13	3.42	26	1147	\$3,272	\$42,530	9
Private Schools	676	585	158	6	3.44	26	1135	\$3,208	\$19,250	5
Home Schools	8	7	3	0	N/A	N/A	N/A	N/A	\$0	0
Other	9	7	3	2	3.47	27	1280	\$3,500	\$7,000	2
Totals	11,591	9,527	2,981	134	3.43	25	1151	\$3,320	\$444,870	96

* Limited to students who were Arizona resident first-time/full-time undergraduate students for Fall 2014.

** Limited to students who were first-time/full-time undergrad students for Fall 2014 and AZ residents who received a standard admission merit award (including RHHE) .

** Limited to students who decided to enroll; scholarships offered to students that did not enroll are not reflected in these numbers

ACADEMIC/MERIT SCHOLARSHIPS

FY 2015 NAU

Merit Academic/Merit Scholarships*

Arizona Resident First Year Undergraduate Students										
	Number of Applications	Number Admitted	Number Enrolled*	Merit Aid Recipient Information for Fall 2014 Cohort**						
				Number of Recipients	Average GPA	Average ACT Score	Average SAT Score	Average Amount of Award	Total Amount Awarded	Number of Renewals FY 2015
Academic/Merit Scholarships										
Public High Schools	10,282	8,448	2,663	359	3.22	24	1093	\$2,392	\$858,680	249
Charter Schools	616	480	154	14	3.23	25	1117	\$2,500	\$35,000	12
Private Schools	676	585	158	24	3.25	23	1055	\$2,430	\$58,310	17
Home Schools	8	7	3	0	N/A	N/A	N/A	N/A	\$0	0
Other	9	7	3	3	3.15	24	1130	\$2,083	\$6,250	2
Totals	11,591	9,527	2,981	400	3.22	24	1091	\$2,396	\$958,240	280

* Limited to students who were Arizona resident first-time/full-time undergraduate students for Fall 2014.

** Limited to students who were first-time/full-time undergrad students for Fall 2014 and AZ residents who received a standard admission merit award (including RHHE) .

** Limited to students who decided to enroll; scholarships offered to students that did not enroll are not reflected in these numbers

ACADEMIC/MERIT SCHOLARSHIPS

FY 2015 NAU Regents High Honors Endorsement (RHHE) Academic/Merit Scholarships*

Arizona Resident First Year Undergraduate Students										
	Number of Applications	Number Admitted	Number Enrolled*	Merit Aid Recipient Information for Fall 2014 Cohort**						
				Number of Recipients	Average GPA	Average ACT Score	Average SAT Score	Average Amount of Award	Total Amount Awarded	Number of Renewals FY 2015
Academic/Merit Scholarships										
Public High Schools	10,282	8,448	2,663	50	3.81	30	1287	\$2,280	\$114,000	48
Charter Schools	616	480	154	5	3.92	30	1275	\$2,280	\$11,400	4
Private Schools	676	585	158	0	N/A	N/A	N/A	N/A	\$0	0
Home Schools	8	7	3	0	N/A	N/A	N/A	N/A	\$0	0
Other	9	7	3	0	N/A	N/A	N/A	N/A	\$0	0
Totals	11,591	9,527	2,981	55	3.82	30	1286	\$2,280	\$125,400	52

* Limited to students who were Arizona resident first-time/full-time undergraduate students for Fall 2014.

** Limited to students who were first-time/full-time undergrad students for Fall 2014 and AZ residents who received a standard admission merit award (including RHHE) .

** Limited to students who decided to enroll; scholarships offered to students that did not enroll are not reflected in these numbers

ACADEMIC/MERIT SCHOLARSHIPS

FY 2015 UA

Merit National/Scholar Academic/Merit Scholarships*

Arizona Resident First Year Undergraduate Students										
	Number of Applications	Number Admitted	Number Enrolled*	Merit Aid Recipient Information for Fall 2014 Cohort**						
				Number of Recipients	Average GPA	Average ACT Score	Average SAT Score	Average Amount of Award	Total Amount Awarded	Number of Renewals FY 2015
Academic/Merit Scholarships										
Public High Schools	11,327	8,630	3,507	64	3.78	31	1397	\$14,185	\$907,840	54
Charter Schools	832	636	211	8	3.66	34	1450	\$14,336	\$114,687	7
Private Schools	1,181	1,063	444	8	3.84	32	1417	\$15,000	\$120,000	7
Home Schools	49	29	15	1	4.00		1280	\$15,000	\$15,000	1
Other	60	34	20							0
Totals	13,449	10,392	4,197	81	3.77	31	1403	\$14,290	\$1,157,527	69

* Limited to students who were Arizona resident first-time/full-time undergraduate students for Fall 2014.

** Limited to students who were first-time/full-time undergrad students for Fall 2014 and AZ residents who received a standard admission merit award (including RHHE) .

ACADEMIC/MERIT SCHOLARSHIPS

FY 2015 UA

Merit Academic/Merit Scholarships*

Arizona Resident First Year Undergraduate Students										
	Number of Applications	Number Admitted	Number Enrolled*	Merit Aid Recipient Information for Fall 2014 Cohort**						
				Number of Recipients	Average GPA	Average ACT Score	Average SAT Score	Average Amount of Award	Total Amount Awarded	Number of Renewals FY 2015
Academic/Merit Scholarships										
Public High Schools	11,327	8,630	3,507	1,959	3.71	26	1181	\$7,092	\$13,906,440	1,406
Charter Schools	832	636	211	125	3.65	28	1226	\$7,360	\$920,046	83
Private Schools	1,181	1,063	444	252	3.67	26	1176	\$7,181	\$1,831,233	184
Home Schools	49	29	15	11	3.83	27	1236	\$7,363	\$80,988	7
Other	60	34	20	2	3.62		1085	\$3,000	\$6,000	1
Totals	13,449	10,392	4,197	2,349	3.71	26	1183	\$7,113	\$16,744,707	1,681

* Limited to students who were Arizona resident first-time/full-time undergraduate students for Fall 2014.

** Limited to students who were first-time/full-time undergrad students for Fall 2014 and AZ residents who received a standard admission merit award (including RHHE) .

ACADEMIC/MERIT SCHOLARSHIPS

FY 2015 UA Regents High Honors Endorsement (RHHE) Academic/Merit Scholarships*

Arizona Resident First Year Undergraduate Students										
	Number of Applications	Number Admitted	Number Enrolled*	Merit Aid Recipient Information for Fall 2014 Cohort**						
				Number of Recipients	Average GPA	Average ACT Score	Average SAT Score	Average Amount of Award	Total Amount Awarded	Number of Renewals FY 2015
Academic/Merit Scholarships										
Public High Schools	11,327	8,630	3,507	1	3.64	0	0	\$4,557	\$4,557	0
Charter Schools	832	636	211	0	0.00	0	0	\$0	\$0	0
Private Schools	1,181	1,063	444	0	0.00	0	0	\$0	\$0	0
Home Schools	49	29	15	0	0.00	0	0	\$0	\$0	0
Other	60	34	20	0	0.00	0	0	\$0	\$0	0
Totals	13,449	10,392	4,197	1	3.64	0	0	\$4,557	\$4,557	0

* Limited to students who were Arizona resident first-time/full-time undergraduate students for Fall 2014.

** Limited to students who were first-time/full-time undergrad students for Fall 2014 and AZ residents who received a standard admission merit award (including RHHE) .

ACADEMIC AWARDS AND OTHER FINANCIAL AID AWARDS

Arizona University System

ACADEMIC AWARDS AND WAIVERS	ACTUAL FY 2015		ESTIMATED FY 2016		ESTIMATED FY 2017 ³	
	Number ²	Amount	Number ²	Amount	Number ²	Amount
RESIDENT	32,207	\$182,457,660	32,975	\$185,425,816	33,843	\$189,015,133
UNDERGRADUATE	30,069	\$170,855,228	30,791	\$173,667,108	31,605	\$177,054,728
NEED ¹	2	\$5,000	2	\$5,150	2	\$5,305
MERIT	11,778	\$82,716,268	12,048	\$84,051,102	12,359	\$85,669,499
NEED AND MERIT	18,289	\$88,133,960	18,740	\$89,610,856	19,243	\$91,379,924
GRADUATE	2,021	\$10,725,636	2,066	\$10,892,487	2,118	\$11,097,243
PROFESSIONAL	117	\$876,796	118	\$866,222	120	\$863,162
NONRESIDENT	17,988	\$115,408,550	18,393	\$116,376,303	18,863	\$117,902,854
UNDERGRADUATE	14,925	\$101,007,305	15,264	\$101,957,497	15,656	\$103,377,937
NEED ¹	4	\$10,000	4	\$10,300	4	\$10,609
MERIT	6,556	\$55,866,677	6,695	\$56,488,738	6,861	\$57,353,289
NEED AND MERIT	8,365	\$45,130,628	8,565	\$45,458,460	8,791	\$46,014,039
GRADUATE	2,994	\$13,803,086	3,059	\$13,825,273	3,136	\$13,931,355
PROFESSIONAL	69	\$598,159	6	\$593,533	71	\$593,561
SUBTOTAL	50,195	\$297,866,210	51,368	\$301,802,119	52,706	\$306,917,987
OTHER FINANCIAL AID AWARDS						
RESIDENT	7,254	\$47,080,495	7,415	\$47,738,968	7,603	\$48,577,311
ATHLETICS	318	\$2,843,232	326	\$2,898,152	334	\$2,961,172
CHILDREN/ SPOUSES OF SLAIN PEACE OFFICERS	10	\$67,535	10	\$69,561	11	\$71,648
STUDENTS FROM SONORA MEXICO	0	\$0	0	\$0	0	\$0
COMMUNITY COLLEGE ALL-ARIZONA ACADEMIC TEAM	118	\$858,675	122	\$884,436	125	\$910,969
FACULTY/STAFF WAIVER	3,049	\$18,492,682	3,123	\$18,827,178	3,206	\$19,218,492
FACULTY/STAFF-SPOUSE DEPENDENT	3,489	\$24,171,668	3,559	\$24,398,022	3,645	\$24,737,097
SUPERVISING TEACHERS	94	\$293,831	97	\$302,646	100	\$311,725
OTHER	138	\$171,623	139	\$172,286	142	\$173,921
LEGISLATIVE	38	\$181,249	39	\$186,686	40	\$192,287
NONRESIDENT	1,212	\$19,543,937	1,237	\$19,767,660	1,268	\$20,075,100
ATHLETICS	910	\$17,897,277	930	\$18,106,668	953	\$18,391,898
CHILDREN/ SPOUSES OF SLAIN PEACE OFFICERS	8	\$60,905	8	\$62,732	8	\$64,614
STUDENTS FROM SONORA MEXICO	18	\$221,921	19	\$228,579	19	\$235,436
COMMUNITY COLLEGE ALL-ARIZONA ACADEMIC TEAM	6	\$57,540	6	\$59,266	6	\$61,044
FACULTY/STAFF WAIVER	60	\$206,178	62	\$212,017	64	\$218,105
FACULTY/STAFF-SPOUSE DEPENDENT	36	\$130,223	37	\$133,166	38	\$136,402
OTHER	165	\$867,412	167	\$859,676	170	\$858,878
SUPERVISING TEACHERS	0	\$0	0	\$0	0	\$0
LEGISLATIVE	9	\$102,482	9	\$105,556	10	\$108,723
SUBTOTAL OTHER AWARDS	8,466	\$66,624,433	8,652	\$67,506,628	8,871	\$68,652,411
TOTAL ACADEMIC/OTHER AWARDS AND WAIVERS	58,661	\$364,490,643	60,020	\$369,308,747	61,577	\$375,570,398
RESIDENT (OTHER)						
HOME SCHOOL STUDENTS ⁴	80	\$421,354	101	\$490,067	122	\$556,515
CHARTER SCHOOL STUDENTS ⁴	813	\$6,992,516	881	\$7,682,345	949	\$8,352,398

Notes

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- 3 FY2016 & FY2017 reflects no estimated increase in resident tuition.
- 4 Duplicated above - Institutional Aid for AZ Resident, Non-Transfer students

ACADEMIC AWARDS AND OTHER FINANCIAL AID AWARDS

Arizona State University (ASU)

ACADEMIC AWARDS AND WAIVERS	ACTUAL FY 2015		ESTIMATED FY 2016		ESTIMATED FY 2017 ³	
	Number ²	Amount	Number ²	Amount	Number ²	Amount
RESIDENT	16,055	\$80,779,459	16,537	\$83,202,842	17,033	\$85,698,928
UNDERGRADUATE	15,591	\$78,696,120	16,059	\$81,057,003	16,540	\$83,488,713
NEED ¹	0	\$0	-	\$0	-	\$0
MERIT	5,922	\$42,353,114	6,100	\$43,623,707	6,283	\$44,932,419
NEED AND MERIT	9,669	\$36,343,006	9,959	\$37,433,296	10,258	\$38,556,295
GRADUATE	464	\$2,083,339	478	\$2,145,839	492	\$2,210,214
PROFESSIONAL	0	-	-	\$0	-	\$0
NONRESIDENT	10,460	\$47,731,343	10,774	\$49,163,284	11,097	\$50,638,182
UNDERGRADUATE	9,004	\$46,976,466	9,274	\$48,385,760	9,552	\$49,837,333
NEED ¹	0	\$0	-	\$0	-	\$0
MERIT	3,641	\$29,166,126	3,750	\$30,041,110	3,863	\$30,942,343
NEED AND MERIT	5,363	\$17,810,340	5,524	\$18,344,650	5,690	\$18,894,990
GRADUATE	1,450	\$693,355	1,494	\$714,156	1,538	\$735,581
PROFESSIONAL	6	\$61,522	6	\$63,368	6	\$65,269
SUBTOTAL	26,515	\$128,510,802	27,310	\$132,366,126	28,130	\$136,337,110
OTHER FINANCIAL AID AWARDS						
RESIDENT	3,288	\$21,876,599	3,387	\$22,532,897	3,488	\$23,208,884
ATHLETICS	93	\$696,214	96	\$717,100	99	\$738,613
CHILDREN/ SPOUSES OF SLAIN PEACE OFFICERS	9	\$62,975	9	\$64,864	10	\$66,810
STUDENTS FROM SONORA MEXICO	0	\$0	0	\$0	0	\$0
COMMUNITY COLLEGE ALL-ARIZONA ACADEMIC TEAM	77	\$610,598	79	\$628,916	82	\$647,784
FACULTY/STAFF WAIVER	1,571	\$10,384,310	1,618	\$10,695,839	1,667	\$11,016,714
FACULTY/STAFF-SPOUSE DEPENDENT	1,417	\$9,678,231	1,460	\$9,968,578	1,503	\$10,267,636
SUPERVISING TEACHERS	89	\$286,861	92	\$295,467	94	\$304,331
OTHER	0	\$0	0	\$0	0	\$0
LEGISLATIVE	32	\$157,410	33	\$162,132	34	\$166,996
NONRESIDENT	458	\$6,720,836	472	\$6,922,461	486	\$7,130,135
ATHLETICS	341	\$6,045,779	351	\$6,227,152	362	\$6,413,967
CHILDREN/ SPOUSES OF SLAIN PEACE OFFICERS	2	\$25,004	2	\$25,754	2	\$26,527
STUDENTS FROM SONORA MEXICO	16	\$197,047	16	\$202,958	17	\$209,047
COMMUNITY COLLEGE ALL-ARIZONA ACADEMIC TEAM	4	\$43,812	4	\$45,126	4	\$46,480
FACULTY/STAFF WAIVER	57	\$197,951	59	\$203,890	60	\$210,006
FACULTY/STAFF-SPOUSE DEPENDENT	28	\$107,315	29	\$110,534	30	\$113,850
OTHER	1	\$1,446	1	\$1,489	1	\$1,534
SUPERVISING TEACHERS	0	\$0	0	\$0	0	\$0
LEGISLATIVE	9	\$102,482	9	\$105,556	10	\$108,723
SUBTOTAL OTHER AWARDS	3,746	\$28,597,435	3,858	\$29,455,358	3,974	\$30,339,019
TOTAL ACADEMIC/OTHER AWARDS AND WAIVERS	30,261	\$157,108,237	31,169	\$161,821,484	32,104	\$166,676,129
RESIDENT (OTHER)						
HOME SCHOOL STUDENTS ⁴	19	\$183,858	20	\$189,373	20	\$195,054
CHARTER SCHOOL STUDENTS ⁴	292	\$2,161,336	301	\$2,226,176	310	\$2,292,961

Notes

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- 3 FY2016 & FY2017 reflects no estimated increase in resident tuition.
- 4 Duplicated above - Institutional Aid for AZ Resident, Non-Transfer students

ACADEMIC AWARDS AND OTHER FINANCIAL AID AWARDS

Northern Arizona University (NAU)

ACADEMIC AWARDS AND WAIVERS	ACTUAL FY 2015		ESTIMATED FY 2016		ESTIMATED FY 2017 ³	
	Number ²	Amount	Number ²	Amount	Number ²	Amount
RESIDENT	7,078	\$42,107,219	7,290	\$43,370,435	7,509	\$44,671,549
UNDERGRADUATE	6,237	37,148,174	6,424	38,262,620	6,617	39,410,498
NEED ¹	2	\$5,000	2	\$5,150	2	\$5,305
MERIT	2,058	\$13,101,013	2,120	\$13,494,043	2,183	\$13,898,864
NEED AND MERIT	4,177	\$24,042,162	4,302	\$24,763,427	4,431	\$25,506,329
GRADUATE	841	\$4,959,045	866	\$5,107,816	892	\$5,261,050
PROFESSIONAL	0	\$0	0	\$0	0	\$0
NONRESIDENT	1,392	\$8,369,420	1,434	\$8,620,503	1,477	\$8,879,118
UNDERGRADUATE	961	4,577,406	990	4,714,728	1,020	4,856,170
NEED ¹	4	\$10,000	4	\$10,300	4	\$10,609
MERIT	292	\$1,642,743	301	\$1,692,025	310	\$1,742,786
NEED AND MERIT	665	\$2,924,663	685	\$3,012,403	705	\$3,102,775
GRADUATE	431	\$3,792,015	444	\$3,905,775	457	\$4,022,948
PROFESSIONAL	0	\$0	0	\$0	0	\$0
SUBTOTAL	8,470	\$50,476,639	8,724	\$51,990,938	8,986	\$53,550,666
OTHER FINANCIAL AID AWARDS						
RESIDENT	1,384	\$7,278,619	1,426	\$7,496,977	1,468	\$7,721,887
ATHLETICS	133	\$1,424,807	137	\$1,467,552	141	\$1,511,578
CHILDREN/ SPOUSES OF SLAIN PEACE OFFICERS	1	\$4,560	1	\$4,697	1	\$4,838
STUDENTS FROM SONORA MEXICO	0	\$0	0	\$0	0	\$0
COMMUNITY COLLEGE ALL-ARIZONA ACADEMIC TEAM	41	\$248,077	42	\$255,519	43	\$263,185
FACULTY/STAFF WAIVER	681	\$2,871,022	701	\$2,957,153	722	\$3,045,867
FACULTY/STAFF-SPOUSE DEPENDENT	501	\$2,634,374	516	\$2,713,405	532	\$2,794,807
SUPERVISING TEACHERS	5	\$6,970	5	\$7,179	5	\$7,394
OTHER	16	\$64,970	16	\$66,919	17	\$68,926
LEGISLATIVE	6	\$23,839	6	\$24,554	6	\$25,291
NONRESIDENT	244	\$4,202,262	251	\$4,328,329	259	\$4,458,179
ATHLETICS	223	\$4,064,398	230	\$4,186,329	237	\$4,311,919
CHILDREN/ SPOUSES OF SLAIN PEACE OFFICERS	6	\$35,901	6	\$36,978	6	\$38,087
STUDENTS FROM SONORA MEXICO	2	\$24,874	2	\$25,620	2	\$26,389
COMMUNITY COLLEGE ALL-ARIZONA ACADEMIC TEAM	2	\$13,728	2	\$14,140	2	\$14,564
FACULTY/STAFF WAIVER	0	\$0	0	\$0	0	\$0
FACULTY/STAFF-SPOUSE DEPENDENT	0	\$0	0	\$0	0	\$0
OTHER	11	\$63,361	11	\$65,262	12	\$67,220
SUPERVISING TEACHERS	0	\$0	0	\$0	0	\$0
LEGISLATIVE	0	\$0	0	\$0	0	\$0
SUBTOTAL OTHER AWARDS	1,628	\$11,480,880	1,677	\$11,825,307	1,727	\$12,180,066
TOTAL ACADEMIC/OTHER AWARDS AND WAIVERS	10,098	\$61,957,520	10,401	\$63,816,245	10,713	\$65,730,732
RESIDENT (OTHER)						
HOME SCHOOL STUDENTS ⁴	12	\$77,290	12	\$79,609	13	\$81,997
CHARTER SCHOOL STUDENTS ⁴	303	\$2,084,420	312	\$2,146,952	321	\$2,211,361

Notes

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- 4 Duplicated above - Institutional Aid for AZ Resident, Non-Transfer students

ACADEMIC AWARDS AND OTHER FINANCIAL AID AWARDS

University of Arizona (UA)

ACADEMIC AWARDS AND WAIVERS	ACTUAL FY 2015		ESTIMATED FY 2016		ESTIMATED FY 2017 ³	
	Number ²	Amount	Number ²	Amount	Number ²	Amount
RESIDENT	9,074	\$59,570,983	9,148	\$58,852,538	9,301	\$58,644,657
UNDERGRADUATE	8,241	\$55,010,934	8,308	\$54,347,485	8,447	\$54,155,517
NEED ¹	0	\$0	0	\$0	0	\$0
MERIT	3,798	\$27,262,141	3,829	\$26,933,351	3,893	\$26,838,216
NEED AND MERIT	4,443	\$27,748,793	4,479	\$27,414,134	4,554	\$27,317,300
GRADUATE	716	\$3,683,253	722	\$3,638,831	734	\$3,625,978
PROFESSIONAL	117	\$876,796	118	\$866,222	120	\$863,162
NONRESIDENT	6,136	\$59,307,787	6,186	\$58,592,517	6,290	\$58,385,554
UNDERGRADUATE	4,960	\$49,453,433	5,000	\$48,857,010	5,084	\$48,684,435
NEED ¹	0	\$0	0	\$0	0	\$0
MERIT	2,623	\$25,057,808	2,644	\$24,755,603	2,689	\$24,668,160
NEED AND MERIT	2,337	\$24,395,626	2,356	\$24,101,407	2,396	\$24,016,275
GRADUATE	1,113	\$9,317,716	1,122	\$9,205,342	1,141	\$9,172,826
PROFESSIONAL	63	\$536,637	64	\$530,165	65	\$528,293
SUBTOTAL	15,210	\$118,878,769	15,333	\$117,445,055	15,591	\$117,030,210
OTHER FINANCIAL AID AWARDS						
					0	
RESIDENT	2,582	\$17,925,277	2,603	\$17,709,093	2,647	\$17,646,540
ATHLETICS	92	\$722,211	93	\$713,500	94	\$710,980
CHILDREN/ SPOUSES OF SLAIN PEACE OFFICERS	0	\$0	0	\$0	0	\$0
STUDENTS FROM SONORA MEXICO	0	\$0	0	\$0	0	\$0
COMMUNITY COLLEGE ALL-ARIZONA ACADEMIC TEAM	0	\$0	0	\$0	0	\$0
FACULTY/STAFF WAIVER	797	\$5,237,351	803	\$5,174,187	817	\$5,155,910
FACULTY/STAFF-SPOUSE DEPENDENT	1,571	\$11,859,062	1,584	\$11,716,038	1,610	\$11,674,654
SUPERVISING TEACHERS	0	\$0	0	\$0	0	\$0
OTHER	122	\$106,654	123	\$105,367	125	\$104,995
LEGISLATIVE	0	\$0	0	\$0	0	\$0
NONRESIDENT	510	\$8,620,840	514	\$8,516,870	523	\$8,486,786
ATHLETICS	346	\$7,787,101	349	\$7,693,186	355	\$7,666,012
CHILDREN/ SPOUSES OF SLAIN PEACE OFFICERS	0	\$0	0	\$0	0	\$0
STUDENTS FROM SONORA MEXICO	0	\$0	0	\$0	0	\$0
COMMUNITY COLLEGE ALL-ARIZONA ACADEMIC TEAM	0	\$0	0	\$0	0	\$0
FACULTY/STAFF WAIVER	3	\$8,227	3	\$8,128	3	\$8,099
FACULTY/STAFF-SPOUSE DEPENDENT	8	\$22,908	8	\$22,631	8	\$22,551
OTHER	153	\$802,605	154	\$792,925	157	\$790,124
SUPERVISING TEACHERS	0	\$0	0	\$0	0	\$0
LEGISLATIVE	0	\$0	0	\$0	0	\$0
SUBTOTAL OTHER AWARDS	3,092	\$26,546,117	3,117	\$26,225,963	3,169	\$26,133,326
TOTAL ACADEMIC/OTHER AWARDS AND WAIVERS	18,302	\$145,424,886	18,450	\$143,671,018	18,760	\$143,163,537
RESIDENT (OTHER)						
HOME SCHOOL STUDENTS ⁴	49	\$160,206	69	\$221,085	89	\$279,464
CHARTER SCHOOL STUDENTS ⁴	218	\$2,746,761	268	\$3,309,217	318	\$3,848,076

Notes

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- 2 Student numbers are calculated using headcount. Full waiver equivalent's can be derived by dividing the amount of aid by the value of a full waiver.
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TOTAL FINANCIAL AID (Regents Set Aside, Awards and Waivers)

Arizona University System

Regents Set Aside (RSA)	ACTUAL FY 2015		ESTIMATED FY 2016		ESTIMATED FY 2017	
	Number	Amount	Number	Amount	Number	Amount
RESIDENT						
UNDERGRADUATE ¹	33,125	\$121,710,863	33,935	\$124,135,525	34,841	\$126,893,438
GRADUATE	1,620	\$4,832,898	1,654	\$4,883,032	1,695	\$4,954,815
PROFESSIONAL	1,008	\$4,939,085	1,020	\$4,971,065	1,039	\$5,028,681
NONRESIDENT						
UNDERGRADUATE ¹	10,088	\$45,191,214	10,365	\$46,472,543	10,660	\$47,808,114
GRADUATE	2,439	\$15,440,040	2,496	\$15,779,365	2,561	\$16,155,178
PROFESSIONAL	276	\$4,092,570	281	\$4,172,200	287	\$4,263,381
SUBTOTAL RSA	48,556	\$196,206,670	49,751	\$200,413,731	51,084	\$205,103,607
TOTAL FINANCIAL AID (RSA, Awards & Waivers)	107,217	\$560,697,313	109,771	\$569,722,478	112,661	\$580,674,005
TOTAL TUITION AND SPECIAL FEE REVENUE²		\$2,039,583,484		\$2,085,673,977		\$2,133,412,718
NET TUITION (LESS RSA and Awards)		\$1,478,886,171		\$1,515,951,500		\$1,552,738,713
TOTAL FIN AID AS A % OF TUITION & FEE REVENUE		27.5%		27.3%		27.2%

RESIDENT UNDERGRADUATE AWARDS PER BOARD POLICY 4-321 C

	ACTUAL FY 2015	ESTIMATED FY 2016	ESTIMATED FY 2017
NEED ONLY	\$121,715,863	\$124,140,675	\$126,898,742
MERIT ONLY	\$82,716,268	\$84,051,102	\$85,669,499
NEED & MERIT	\$88,133,960	\$89,610,856	\$91,379,924
PERCENT NEED (Need + Need & Merit)	71.7%	71.8%	71.8%
PERCENT MERIT (Included Merit + Need & Merit)	58.4%	58.3%	58.2%

¹ Undergraduate need numbers and amounts are calculated using Board approved policy 4-321 for need-based set-aside. Undergraduate merit, graduate, and professional numbers and amounts are calculated using Board-approved additional set-aside from the financial aid plans.

Note: A student who has need, as defined in their FAFSA, greater than 0 will be included in the NEED rows.

TOTAL FINANCIAL AID (Regents Set Aside, Awards and Waivers)

Arizona State University (ASU)

Regents Set Aside (RSA)	ACTUAL FY 2015		ESTIMATED FY 2016		ESTIMATED FY 2017	
	Number	Amount	Number	Amount	Number	Amount
RESIDENT						
UNDERGRADUATE ¹	19,704	\$73,668,026	20,295	\$75,878,067	20,904	\$78,154,409
GRADUATE	972	\$2,577,742	1,001	\$2,655,074	1,031	\$2,734,726
PROFESSIONAL	162	\$2,176,570	167	\$2,241,867	172	\$2,309,123
NONRESIDENT						
UNDERGRADUATE ¹	7,484	\$37,254,801	7,709	\$38,372,445	7,940	\$39,523,618
GRADUATE	1,690	\$12,494,850	1,741	\$12,869,696	1,793	\$13,255,786
PROFESSIONAL	126	\$3,066,713	130	\$3,158,714	134	\$3,253,476
SUBTOTAL RSA	30,138	\$131,238,702	31,042	\$135,175,863	31,973	\$139,231,139
TOTAL FINANCIAL AID (RSA, Awards & Waivers)	60,399	\$288,346,939	62,211	\$296,997,347	64,077	\$305,907,268
TOTAL TUITION AND SPECIAL FEE REVENUE²		\$1,086,884,102		\$1,119,490,625		\$1,153,075,344
NET TUITION (LESS RSA and Awards)		\$798,537,163		\$822,493,278		\$847,168,076
TOTAL FIN AID AS A % OF TUITION & FEE REVENUE		26.5%		26.5%		26.5%

RESIDENT UNDERGRADUATE AWARDS PER BOARD POLICY 4-321 C.

	ACTUAL FY 2015	ESTIMATED FY 2016	ESTIMATED FY 2017
NEED ONLY	\$73,668,026	\$75,878,067	\$78,154,409
MERIT ONLY	\$42,353,114	\$43,623,707	\$44,932,419
NEED & MERIT	\$36,343,006	\$37,433,296	\$38,556,295
PERCENT NEED (Need + Need & Merit)	72.2%	72.2%	72.2%
PERCENT MERIT (Included Merit + Need & Merit)	51.7%	51.7%	51.7%

¹ Undergraduate need numbers and amounts are calculated using Board approved policy 4-321 for need-based set-aside. Undergraduate merit, graduate, and professional numbers and amounts are calculated using Board-approved additional set-aside from the financial aid plans.

Note: A student who has need, as defined in their FAFSA, greater than 0 will be included in the NEED rows.

TOTAL FINANCIAL AID (Regents Set Aside, Awards and Waivers)

Northern Arizona University (NAU)

Regents Set Aside (RSA)	ACTUAL FY 2015		ESTIMATED FY 2016		ESTIMATED FY 2017	
	Number	Amount	Number	Amount	Number	Amount
RESIDENT						
UNDERGRADUATE ¹	5,031	\$18,878,443	5,182	\$19,444,796	5,337	\$20,028,140
GRADUATE	0	\$0	0	\$0	0	\$0
PROFESSIONAL	0	\$0	0	\$0	0	\$0
NONRESIDENT						
UNDERGRADUATE ¹	1,420	\$6,167,346	1,463	\$6,352,366	1,506	\$6,542,937
GRADUATE	0	\$0	0	\$0	0	\$0
PROFESSIONAL	0	\$0	0	\$0	0	\$0
SUBTOTAL RSA	6,451	\$25,045,788	6,645	\$25,797,162	6,844	\$26,571,077
TOTAL FINANCIAL AID (RSA, Awards & Waivers)	16,549	\$87,003,308	17,045	\$89,613,407	17,557	\$92,301,809
TOTAL TUITION AND SPECIAL FEE REVENUE²		\$263,283,774		\$271,182,287		\$279,317,756
NET TUITION (LESS RSA and Awards)		\$176,280,466		\$181,568,880		\$187,015,946
TOTAL FIN AID AS A % OF TUITION & FEE REVENUE		33.0%		33.0%		33.0%

RESIDENT UNDERGRADUATE AWARDS PER BOARD POLICY 4-321 C

	ACTUAL FY 2015	ESTIMATED FY 2016	ESTIMATED FY 2017
NEED ONLY	\$18,883,443	\$19,449,946	\$20,033,445
MERIT ONLY	\$13,101,013	\$13,494,043	\$13,898,864
NEED & MERIT	\$24,042,162	\$24,763,427	\$25,506,329
PERCENT NEED (Need + Need & Merit)	76.6%	76.6%	76.6%
PERCENT MERIT (Included Merit + Need & Merit)	66.3%	66.3%	66.3%

¹ Undergraduate need numbers and amounts are calculated using Board approved policy 4-321 for need-based set-aside. Undergraduate merit, graduate, and professional numbers and amounts are calculated using Board-approved additional set-aside from the financial aid plans.

Note: A student who has need, as defined in their FAFSA, greater than 0 will be included in the NEED rows.

TOTAL FINANCIAL AID (Regents Set Aside, Awards and Waivers)

University of Arizona (UA)

Regents Set Aside (RSA)	ACTUAL FY 2015		ESTIMATED FY 2016		ESTIMATED FY 2017	
	Number	Amount	Number	Amount	Number	Amount
RESIDENT	9,884	34,182,065	9,964	33,769,819	10,132	33,650,536
UNDERGRADUATE ¹	8,390	\$29,164,394	8,458	\$28,812,662	8,600	\$28,710,889
					0	
GRADUATE	648	\$2,255,156	653	\$2,227,958	664	\$2,220,089
PROFESSIONAL	846	\$2,762,515	853	\$2,729,198	867	\$2,719,558
					0	
NONRESIDENT	2,083	5,740,114	2,100	5,670,887	2,135	5,650,856
UNDERGRADUATE ¹	1,184	\$1,769,067	1,194	\$1,747,732	1,214	\$1,741,558
					0	
GRADUATE	749	\$2,945,190	755	\$2,909,670	768	\$2,899,392
PROFESSIONAL	150	\$1,025,857	151	\$1,013,485	154	\$1,009,905
					0	
SUBTOTAL RSA	11,967	39,922,179	12,064	39,440,705	12,267	39,301,391
TOTAL FINANCIAL AID (RSA, Awards & Waivers)	30,269	185,347,066	30,514	183,111,723	31,027	182,464,928
TOTAL TUITION AND SPECIAL FEE REVENUE²		\$689,415,608		\$695,001,065		\$701,019,618
NET TUITION (LESS RSA and Awards)		\$504,068,542		\$511,889,342		\$518,554,691
TOTAL FIN AID AS A % OF TUITION & FEE REVENUE		26.9%		26.3%		26.0%

RESIDENT UNDERGRADUATE AWARDS PER BOARD POLICY 4-321 C

	ACTUAL FY 2015	ESTIMATED FY 2016	ESTIMATED FY 2017
NEED ONLY	\$29,164,394	\$28,812,662	\$28,710,889
MERIT ONLY	\$27,262,141	\$26,933,351	\$26,838,216
NEED & MERIT	\$27,748,793	\$27,414,134	\$27,317,300
PERCENT NEED (Need + Need & Merit)	67.6%	67.6%	67.6%
PERCENT MERIT (Included Merit + Need & Merit)	65.4%	65.4%	65.4%

¹ Undergraduate need numbers and amounts are calculated using Board approved policy 4-321 for need-based set-aside. Undergraduate merit, graduate, and professional numbers and amounts are calculated using Board-approved additional set-aside from the financial aid plans.

Note: A student who has need, as defined in their FAFSA, greater than 0 will be included in the NEED rows.

APPENDIX

COMMON DATA SET FINANCIAL AID DEFINITIONS

Financial aid applicant: Any applicant who submits **any one of** the institutionally required financial aid applications/forms, such as the FAFSA.

Indebtedness: Aggregate dollar amount borrowed through any loan programs (federal, state, subsidized, unsubsidized, private, etc.; excluding parent loans) while the student was enrolled at an institution. Student loans co-signed by a parent are assumed to be the responsibility of the student and **should** be included.

Institutional and external funds: Endowment, alumni, or external monies for which the institution determines the recipient or the dollar amount awarded.

Financial need: As determined by the institution using the federal methodology and/or the institution's own standards.

Need-based aid: College-funded or college-administered award from institutional, state, federal or other sources for which a student must have financial need to qualify. This includes both institutional and noninstitutional student aid (grants, jobs, and loans).

Need-based gift aid: Scholarships and grants from institutional, state, federal or other sources for which a student must demonstrate financial need to qualify.

Need-based self-help aid: Loans and jobs from institutional, state, federal, or other sources for which a student must demonstrate financial need to qualify.

Non-need-based gift aid: Scholarships and grants, gifts, or merit-based aid from institutional, state, federal or other sources (including unrestricted funds or gifts and endowment income) awarded solely on the basis of academic achievement, merit, or any other non-need-based reason. Non-need-based aid that is used to meet need should be counted as need-based aid.

Non-need-based self-help aid: Loans and jobs from institutional, state, or other sources for which a student need not demonstrate financial need to qualify.

Scholarships/grants from external sources: Monies received from outside (private) sources that the student brings with them (e.g., Kiwanis, National Merit scholarships). The institution may process paperwork to receive the dollars, but it has no role in determining the recipient or the dollar amount awarded.

Work study and employment: Federal and state work study aid, and any employment packaged by the institution in financial aid awards

GLOSSARY OF TERMS

Aid to Needy Students:

Aid awarded to students who demonstrate financial need. May be awarded on the basis of merit.

Aid to Non-Needy Students:

Aid awarded to students who do not demonstrate financial need. May be given for academic, artistic, or athletic talent, or on the basis of specific criteria such as being the child of a peace officer slain in the line of duty.

Demonstrated Need:

The difference between the price of attendance and expected family contribution determined by a standard federal methodology that calculates expected family contribution and defines items to be included in the price of attendance.

Employment:

Employment is considered a form of financial aid when the job is on campus and/or funded wholly or partially by the federal or state government or the institution. Graduate assistantship earnings are included in the employment aid category. Based on need, the federal government provides work-study dollars.

Expected Family Contribution:

The amount a student and family are expected to pay toward the student's education.

Federal Financial Aid:

Financial aid administered by the U.S. Department of Education. The major programs are: Federal Pell Grants, Federal Supplemental Educational Opportunity Grants, Federal Work-Study, Federal Perkins Loans, Federal Stafford Loans, Federal PLUS Loans, and Federal Direct Student Loans.

Financial Aid Package:

The total financial aid a student receives. Federal and non-federal aid in the form of grants, waivers, loans, scholarships, work-study, and other government/institution-funded employment are combined into a "package" to help meet the student's need.

Gift Aid:

Any financial aid that does not have to be earned or repaid (i.e., scholarships, grants, and waivers). The majority of private/other aid is gift aid.

Grants:

Grants are generally distributed based on financial need. The majority of grant funds are provided by the federal government (e.g., Pell, State Student Incentive Grant, etc.). The Arizona Board of Regents Financial Aid Set-Aside and Arizona Financial Aid Trust grants are also included in this category. Grants need not be repaid.

Institutional Aid:

Aid provided by the institution a student is attending, including waivers, employment, part of the Financial Aid Trust Fund, Regents Financial Aid Set-Asides, and some scholarships.

Loans:

Loans are monies borrowed that must be repaid with interest. Some federally funded loans are subsidized by the federal government, which pays the interest during the time a student is enrolled.

Tuition Scholarships:

Tuition waivers, which can be awarded for either resident tuition or nonresident tuition, that are annually allocated and awarded following ABOR Policies 4-301 and 4-302, which addresses tuition waivers.

Cost of Attendance:

The total estimated expense for a student to attend college during a specific time period, usually one academic year. It includes tuition and fees, room and board, transportation, books and supplies, and other personal expenditures and miscellaneous expenses.

Scholarships:

Gift money based upon a special ability such as high grades or artistic merit given to students enrolled in certain academic programs or awarded to students based on financial need.

Self-Help Aid:

Financial aid that is generated by the student and/or family (i.e., loans and student employment).

Waivers:

Waivers may exempt a student from paying all or a part of tuition. They generally do not involve the actual transfer of funds but are income foregone by the institutions. A very small proportion of waivers are funded by non-university sources.

**Total Grant Aid Awarded, Ranked by State Total (in millions of dollars):
2003-04, 2008-09, 2012-13, 2013-14**

State	2003-04	2008-09	2012-13	2013-14	1-year Change (2012-13 to 2013-14)	5-year Change (2008-09 to 2013-14)	10-year Change (2003-04 to 2013-14)
California	654.851	875.794	1,521.210	1,674.321	10.1%	91.2%	155.7%
New York	880.187	854.313	973.015	978.046	0.5%	14.5%	11.1%
Texas	348.609	568.278	703.389	773.811	10.0%	36.2%	122.0%
Georgia	431.951	566.590	535.992	569.924	6.3%	0.6%	31.9%
Florida	331.005	589.898	473.514	465.923	-1.6%	-21.0%	40.8%
Pennsylvania	360.944	377.254	451.262	459.263	1.8%	21.7%	27.2%
New Jersey	226.761	320.476	376.043	393.049	4.5%	22.6%	73.3%
Illinois	372.244	417.388	371.958	373.374	0.4%	-10.5%	0.3%
Tennessee	42.395	315.919	373.616	365.841	-2.1%	15.8%	762.9%
Washington	134.280	222.738	345.683	354.784	2.6%	59.3%	164.2%
North Carolina	160.569	385.504	341.224	333.747	-2.2%	-13.4%	107.9%
SC CHE	200.907	281.038	317.092	323.953	2.2%	15.3%	61.2%
Indiana	245.700	244.000	259.507	275.540	6.2%	12.9%	12.1%
Virginia	171.575	206.857	239.663	252.486	5.4%	22.1%	47.2%
Louisiana	112.353	158.191	218.068	249.597	14.5%	57.8%	122.2%
Kentucky	144.110	190.180	195.457	203.432	4.1%	7.0%	41.2%
Minnesota	121.516	153.510	170.336	181.689	6.7%	18.4%	49.5%
Arkansas	29.857	40.817	155.542	138.935	-10.7%	240.4%	365.3%
Wisconsin	75.920	110.799	123.827	128.579	3.8%	16.0%	69.4%
Ohio	201.102	284.211	121.399	119.394	-1.7%	-58.0%	-40.6%
Maryland	60.112	100.678	93.597	113.212	21.0%	12.4%	88.3%
Missouri	41.237	129.271	104.262	107.413	3.0%	-16.9%	160.5%
West Virginia	53.704	93.611	106.273	105.062	-1.1%	12.2%	95.6%
New Mexico	51.018	77.327	106.558	104.388	-2.0%	35.0%	104.6%
Michigan	167.772	173.327	92.674	96.172	3.8%	-44.5%	-42.7%
Oklahoma	39.125	85.681	94.449	95.508	1.1%	11.5%	144.1%
Massachusetts	79.735	95.286	92.843	91.105	-1.9%	-4.4%	14.3%
Colorado	63.563	88.360	75.087	79.586	6.0%	-9.9%	25.2%
Iowa	49.285	65.681	62.798	64.370	2.5%	-2.0%	30.6%
Oregon	21.782	68.881	52.166	55.400	6.2%	-19.6%	154.3%
Connecticut	36.773	63.522	45.825	40.073	-12.6%	-36.9%	9.0%
SC TGC	26.084	38.475	36.126	35.650	-1.3%	-7.3%	36.7%
Nevada	35.589	43.437	59.322	34.263	-42.2%	-21.1%	-3.7%
Puerto Rico	36.467	37.105	36.612	33.659	-8.1%	-9.3%	-7.7%
Washington, DC	27.571	34.208	34.136	31.794	-6.9%	-7.1%	15.3%
Mississippi	21.399	23.450	24.844	27.971	12.6%	19.3%	30.7%
Delaware	13.390	18.007	20.926	21.988	5.1%	22.1%	64.2%
Arizona	2.865	20.833	21.436	21.381	-0.3%	2.6%	646.3%
Vermont	18.177	20.105	20.197	20.509	1.5%	2.0%	12.8%
North Dakota	1.756	3.615	18.007	18.386	2.1%	408.6%	947.2%
Kansas	14.073	18.662	17.897	18.143	1.4%	-2.8%	28.9%
Nebraska	8.742	12.828	15.999	17.341	8.4%	35.2%	98.4%
Wyoming	0.163	0.163	15.470	15.150	-2.1%	9,198.1%	9,207.7%
Maine	12.561	16.290	16.407	12.065	-26.5%	-25.9%	-3.9%
Rhode Island	12.296	10.652	12.406	11.921	-3.9%	11.9%	-3.1%
Alaska	-	1.977	9.600	11.714	22.0%	492.5%	-
Utah	6.965	10.651	9.724	10.228	5.2%	-4.0%	46.8%
Alabama	5.642	23.480	9.536	9.539	0.0%	-59.4%	69.1%
Montana	2.542	5.867	5.512	5.044	-8.5%	-14.0%	98.4%
Idaho	5.132	8.217	5.327	4.979	-6.5%	-39.4%	-3.0%
South Dakota	-	3.550	4.336	4.708	8.6%	32.6%	-
Hawaii	0.408	1.908	3.225	3.782	17.3%	98.2%	826.8%
New Hampshire	3.653	3.551	-	-	-	-100.0%	-100.0%
Total	6,166.416	8,562.412	9,591.377	9,938.192	3.6%	16.1%	61.2%

Grant Dollars per Estimated Population, by State: 2013-14

State	Estimated Population	Total Grant Dollars/Population
1. South Carolina	4,832,482	74.41
2. West Virginia	1,850,326	56.78
3. Georgia	10,097,343	56.44
4. Tennessee	6,549,352	55.86
5. Louisiana	4,649,676	53.68
6. Washington	7,061,530	50.24
7. New Mexico	2,085,572	50.05
8. New York	19,746,227	49.53
9. Washington DC	658,893	48.25
10. Arkansas	2,966,369	46.84
11. Kentucky	4,413,457	46.09
12. New Jersey	8,938,175	43.97
13. California	38,802,500	43.15
14. Indiana	6,596,855	41.77
15. Pennsylvania	12,787,209	35.92
16. North Carolina	9,943,964	33.56
17. Minnesota	5,457,173	33.29
18. Vermont	626,562	32.73
19. Virginia	8,326,289	30.32
20. Illinois	12,880,580	28.99
21. Texas	26,956,958	28.71
22. Wyoming	584,153	25.93
23. North Dakota	739,482	24.86
24. Oklahoma	3,878,051	24.63
25. Delaware	935,614	23.50
26. Florida	19,893,297	23.42
27. Wisconsin	5,757,564	22.33
28. Iowa	3,107,126	20.72
29. Maryland	5,976,407	18.94
30. Missouri	6,063,589	17.71
31. Alaska	736,732	15.90
32. Colorado	5,355,866	14.86
33. Oregon	3,970,239	13.95
34. Massachusetts	6,745,408	13.51
35. Nevada	2,839,099	12.07
36. Rhode Island	1,055,173	11.30
37. Connecticut	3,596,677	11.14
38. Ohio	11,594,163	10.30
39. Michigan	9,909,877	9.70
40. Puerto Rico	3,548,397	9.49
41. Mississippi	2,994,079	9.34
42. Nebraska	1,881,503	9.22
43. Maine	1,330,089	9.07
44. Kansas	2,904,021	6.25
45. South Dakota	853,175	5.52
46. Montana	1,023,579	4.93
47. Utah	2,942,902	3.48
48. Arizona	6,731,484	3.18
49. Idaho	1,634,464	3.05
50. Hawaii	1,419,561	2.66
51. Alabama	4,849,377	1.97
52. New Hampshire	1,326,813	-

State	Estimated Population Age 18-24	Total Grant Dollars/Population Age 18-24
1. South Carolina	481,976	746.10
2. West Virginia	170,509	616.17
3. Tennessee	631,656	579.18
4. Georgia	1,021,569	557.89
5. Louisiana	466,593	534.94
6. Washington	668,570	530.66
7. New Mexico	208,435	500.82
8. New York	1,975,382	495.12
9. New Jersey	797,166	493.06
10. Arkansas	286,564	484.83
11. Kentucky	430,215	472.86
12. California	3,994,433	419.16
13. Indiana	669,383	411.63
14. Washington, DC	80,563	394.64
15. Pennsylvania	1,226,409	374.48
16. Minnesota	507,489	358.02
17. North Carolina	987,888	337.84
18. Virginia	829,381	304.43
19. Vermont	67,545	303.63
20. Illinois	1,252,160	298.18
21. Texas	2,747,682	281.62
22. Wyoming	57,443	263.73
23. Florida	1,783,370	261.26
24. Delaware	89,714	245.09
25. Oklahoma	392,303	243.45
26. Wisconsin	563,324	228.25
27. Maryland	562,215	201.37
28. Iowa	320,437	200.88
29. North Dakota	93,952	195.70
30. Missouri	593,858	180.87
31. Colorado	523,398	152.06
32. Oregon	364,879	151.83
33. Alaska	81,767	143.26
34. Nevada	254,965	134.38
35. Massachusetts	698,660	130.40
36. Connecticut	350,052	114.48
37. Ohio	1,099,710	108.57
38. Maine	112,622	107.13
39. Rhode Island	117,130	101.78
40. Michigan	1,003,659	95.82
41. Puerto Rico	361,611	93.08
42. Nebraska	191,618	90.50
43. Mississippi	311,100	89.91
44. Kansas	302,135	60.05
45. South Dakota	85,678	54.95
46. Montana	100,985	49.95
47. Idaho	156,039	31.91
48. Arizona	671,820	31.83
49. Utah	333,388	30.68
50. Hawaii	138,127	27.38
51. Alabama	479,836	19.88
52. New Hampshire	128,406	-

Nation 322,405,453 30.83

Nation 31,825,769 312.27

Total population estimates and 18 to 24 year old population from: PEPSYASEX- Annual Estimates of the Resident Population by Single Year of Age and Sex for the United States, States, and Puerto Rico Commonwealth April 1, 2010—July 1, 2014

Total State Grant Expenditures as a Percentage of State Fiscal Support for Higher Education Operating Expenses, by State: 2013-14

State Fiscal Support For Higher Education FY14 (in millions)		Total State Grant Expenditures as a Percentage of State Fiscal Support for Higher Education	
State		State	
1. Alabama	1,441,862,304	1. South Carolina	39.6%
2. Alaska	384,666,000	2. Pennsylvania	27.9%
3. Arizona	880,468,000	3. Tennessee	23.0%
4. Arkansas	1,001,496,233	4. Washington	22.6%
5. California	10,535,904,000	5. Louisiana	22.2%
6. Colorado	679,462,447	6. Vermont	22.1%
7. Connecticut	1,018,691,658	7. Georgia	20.4%
8. Delaware	227,606,200	8. West Virginia	20.4%
9. Florida	3,925,291,451	9. New Jersey	19.7%
10. Georgia	2,790,040,144	10. New York	18.5%
11. Hawaii	530,388,306	11. Kentucky	17.0%
12. Idaho	374,642,100	12. Indiana	16.2%
13. Illinois	4,082,978,500	13. California	15.9%
14. Indiana	1,695,683,480	14. Virginia	14.2%
15. Iowa	823,333,019	15. Arkansas	13.9%
16. Kansas	771,121,325	16. Minnesota	13.0%
17. Kentucky	1,194,881,285	17. New Mexico	12.2%
18. Louisiana	1,125,250,832	18. Florida	11.9%
19. Maine	271,864,121	19. Colorado	11.7%
20. Maryland	1,718,546,477	20. Wisconsin	11.5%
21. Massachusetts	1,342,072,529	21. Missouri	11.3%
22. Michigan	1,669,524,700	22. Texas	11.1%
23. Minnesota	1,394,503,000	23. Delaware	9.7%
24. Mississippi	973,846,876	24. North Carolina	9.2%
25. Missouri	954,236,519	25. Illinois	9.1%
26. Montana	226,961,354	26. Oklahoma	9.1%
27. Nebraska	688,173,035	27. Oregon	8.8%
28. Nevada	487,184,042	28. Iowa	7.8%
29. New Hampshire	109,000,000	29. Rhode Island	7.2%
30. New Jersey	1,990,469,000	30. Nevada	7.0%
31. New Mexico	856,215,012	31. Massachusetts	6.8%
32. New York	5,283,125,597	32. Maryland	6.6%
33. North Carolina	3,617,627,709	33. Michigan	5.8%
34. North Dakota	409,693,640	34. Ohio	5.7%
35. Ohio	2,104,931,061	35. North Dakota	4.5%
36. Oklahoma	1,053,566,920	36. Maine	4.4%
37. Oregon	631,121,950	37. Wyoming	4.3%
38. Pennsylvania	1,644,692,000	38. Connecticut	3.9%
39. Puerto Rico	-	39. Alaska	3.0%
40. Rhode Island	166,650,435	40. Mississippi	2.9%
41. South Carolina	909,110,205	41. Nebraska	2.5%
42. South Dakota	207,837,626	42. Arizona	2.4%
43. Tennessee	1,587,786,604	43. Kansas	2.4%
44. Texas	6,943,348,308	44. South Dakota	2.3%
45. Utah	798,346,200	45. Montana	2.2%
46. Vermont	92,686,200	46. Idaho	1.3%
47. Virginia	1,780,468,378	47. Utah	1.3%
48. Washington	1,570,807,000	48. Hawaii	0.7%
49. Washington, DC	-	49. Alabama	0.7%
50. West Virginia	515,656,320	50. New Hampshire	0.0%
51. Wisconsin	1,114,018,800	51. Puerto Rico	-
52. Wyoming	352,669,707	52. Washington, DC	-
Totals	76,950,508,609	Nation	12.9%

FY14 fiscal support data from Grapevine.

Puerto Rico and Washington, DC not included in Grapevine figures.

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EXECUTIVE SUMMARY

Item Name: 2015 Progress Report on Articulation and Transfer for Arizona Postsecondary Education

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: The board office asks the board to approve the annual progress report on articulation and transfer, to be submitted to the Joint Legislative Budget Committee (JLBC) by December 15, 2015.

Enterprise or University Strategic Plan

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other:

Statutory/Policy Requirements

ARS 15-1824, Transfer Articulation, Common Numbering, Reports.

The report represents continued collaboration between Arizona's public community colleges and universities to ensure a smooth transition for students who transfer from the community colleges to the universities, critical to Arizona efforts to increase the numbers of individuals with baccalaureate degrees.

Background/History of Previous Board Action

- This progress report has been developed in response to the statutory requirement of ARS 15-1824, Transfer Articulation, which requires that the Arizona Board of Regents and the Arizona community colleges submit an annual report on the progress of transfer and articulation to the JLBC by December 15 of each year.

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EXECUTIVE SUMMARY

- Since 1996, the Arizona Board of Regents and the Arizona community colleges have reported to the Legislature on progress toward implementing a statewide model for transfer by students from community colleges to the universities, developed by the statewide Transfer Articulation Task Force (TATF).
- The report describes the activities and accomplishments for the 2014-2015 academic year through June 2015.

Discussion

This report represents the collaborative efforts over 20 years between the community colleges and universities to address the higher education needs of Arizona. This report also reflects the ability of the community colleges and universities to respond to changing needs of the state.

- The process also includes review and approval of the report by the AZTransfer Steering Committee and the Arizona Community College Coordinating Council (ACCCC). The ACCCC and the AZTransfer Steering Committee have reviewed and approved the report.
- The report will be forwarded to the JLBC and other legislative offices as required in the statute.
- Attachment – A copy of the “Articulation and Transfer for Arizona Postsecondary Education” report follows.

Committee Review and Recommendation

The Academic and Student Affairs Committee reviewed this item at its November 18, 2015 meeting and recommended forwarding the item to the full board for approval.

Requested Action

The board office asks the board to approve the Report on Articulation and Transfer for Arizona Postsecondary Education, as shown in the brochure, for submission to the Arizona Legislature by December 15, 2015.

EXECUTIVE SUMMARY

Item Name: **Appointment of Executive Vice President and University Provost for Arizona State University (ASU)**

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: Arizona State University asks the board to approve the appointment of Mark Searle to serve as Executive Vice President and University Provost of Arizona State University.

Enterprise or University Strategic Plan

(Check the element(s) of the strategic plan that this item supports or advances)

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other:

Statutory/Policy Requirements

Pursuant to ABOR Policy 6-910.A.2, Regents approval is required for the appointment of the university's Chief Academic Officer.

Background/History of Previous Board Action

- Arizona State University desires to appoint Dr. Mark Searle as its Executive Vice President and University Provost
- Since June 22, 2015, Dr. Searle has been serving as ASU's Interim University Provost where he has been responsible for leadership to all ASU campuses and academic programs. In prior senior administrative roles at ASU, Dr. Searle has served as the Deputy Provost and Chief of Staff (January 1, 2014 – June 22, 2015), Vice President for Academic Personnel (January 1, 2007 – June 30, 2012), Interim Dean, College of Design (served simultaneous to other

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Michael Crow, President, ASU, (480)965-5607, Michael.Crow@asu.edu

EXECUTIVE SUMMARY

responsibilities August 2008 – January 2009), in addition to his faculty position as Professor, School of Community Development and Resources in the College of Public Programs. Dr. Searle also served in several senior academic administrative roles for Arizona State University's West campus: Vice President and Provost for the ASU West campus (June 1, 2004 – January 1, 2007), Vice Provost for Academic Affairs (July 1, 2002 – May 31, 2004) and Founding Dean, College of Human Services (July 1, 1995 – June 30, 2002). While at the ASU West campus Dr. Searle also held the faculty tenured position of Professor, Department of Recreation and Tourism Management and Affiliated Faculty, Gerontology.

- Dr. Searle holds a Ph.D. in Recreation Administration from the University of Maryland. Prior to joining ASU, he held faculty and academic administrative positions at the University of Manitoba (Professor and Head Recreation Studies Degree Programme).
- For twenty years, Dr. Searle has served as a Fellow in the Academy for Park and Recreation Administration and Fellow in the Academy of Leisure Sciences. He is a recipient of the Presidential Award from the National Therapeutic Recreation Society.

Discussion

- The appointment term will commence Monday, November 23, 2015.
- Dr. Searle's annual salary will be \$430,000. As the chief academic officer, Searle will provide leadership to all ASU campuses and academic programs, fostering a global distinction in teaching, research and service to the community. He will guide ASU's mission to achieve its vision of the New American University by positioning the university at the national forefront of academic excellence and accessibility. He will also represent ASU to external agencies and constituencies and engage in fund-raising activities.
- Searle will retain his appointment as Professor with tenure in the School of Community Development and Resources in the College of Public Programs. At such time as the administrative appointment of Executive Vice President and Provost concludes, he will have the right to assume faculty status in the school at his then current annualized salary on an academic year appointment.
- Searle will receive the same fringe benefits as all other ASU administrators, including but not limited to health benefits, sick leave, vacation leave and retirement options.
- Searle's duties include the obligation to abide by the applicable board policies and ASU rules, regulations and policies as may be in effect from time to time as well as conflict of interest laws.

EXECUTIVE SUMMARY

Requested Action

Arizona State University asks the board to approve the appointment of Mark Searle to serve as Executive Vice President and University Provost for Arizona State University, as described in the Executive Summary.



ARTICULATION & TRANSFER

FOR ARIZONA POSTSECONDARY EDUCATION

Submitted to the Joint Legislative Budget Committee
by the Arizona Board of Regents
and the Arizona Community Colleges

2015

ABOUT AZTRANSFER

ABOUT AZTRANSFER

The AZTransfer Steering Committee is the coordinating body of Arizona's statewide articulation and transfer system, providing programs and resources that link the state's public and tribal community colleges and universities. AZTransfer projects support statewide goals to increase the number of degree completions in Arizona.

The AZTransfer Steering Committee is comprised of representatives from each state university, the Arizona Board of Regents, and from Arizona's rural, tribal, and urban community colleges. Resources to support these efforts are generously provided by the Arizona Legislature and Arizona's public and tribal community colleges and three universities.

STEERING COMMITTEE

UNIVERSITY REPRESENTATIVES

Fred Corey (Co-Chair), *Arizona State University*
Pauline Entin, *Northern Arizona University*
Gail Burd, *University of Arizona*

ARIZONA BOARD OF REGENTS REPRESENTATIVE

Mark Denke

COMMUNITY COLLEGE REPRESENTATIVES

Linda Elliott-Nelson, *Arizona Western College*
Mary Gilliland, *Central Arizona College*
Verlyn Fick (Co-Chair), *Cochise College*
Russ Rothamer, *Coconino Community College*
Jeanne Bryce, *Eastern Arizona College*
Sam Dosumu, *Maricopa Community Colleges*
Jill Loveless, *Mohave Community College*
Mark Vest, *Northland Pioneer College*
Julian Easter, *Pima Community College*
Scott Farnsworth, *Yavapai College*

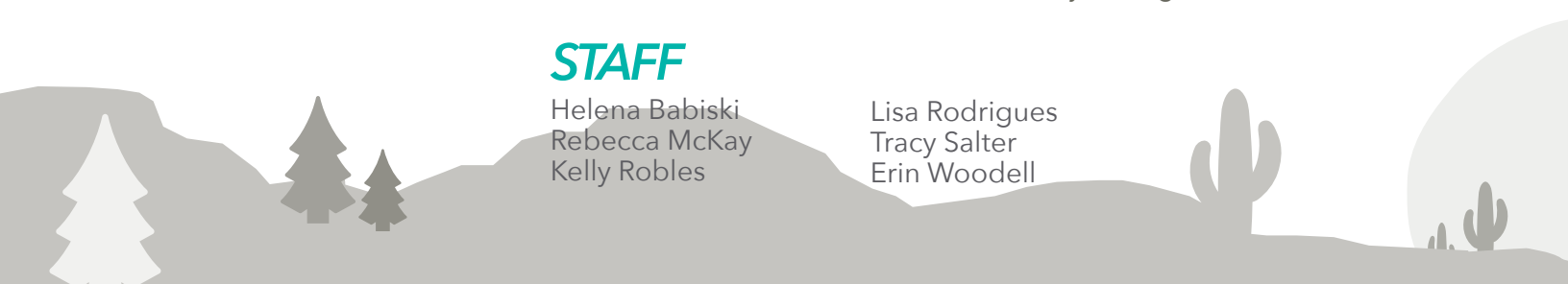
TRIBAL COMMUNITY COLLEGE REPRESENTATIVES

Abraham Bitok, *Diné College*
Juana Jose, *Tohono O'odham Community College*

STAFF

Helena Babiski
Rebecca McKay
Kelly Robles

Lisa Rodrigues
Tracy Salter
Erin Woodell



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VISION MISSION AND VALUES

VISION

College degree pathways are accessible to all Arizonans.

MISSION

The AZTransfer Steering Committee, an organization of academic leaders, supports successful application of transfer credits leading to degree completion for students in all public and tribal higher education institutions in Arizona.

VALUES

The decisions and actions of the AZTransfer Steering Committee demonstrate:

- Our purpose is to promote and support student academic success;
- Our leadership is transparent, collegial, collaborative, and proactive;
- Our decision making is data-informed and outcome-focused;
- Our fiscal stewardship is financially responsible and goal-oriented.



OUR CHARGE

In 1996 the Arizona Legislature charged the state's universities, community colleges, and Board of Regents to collaborate to develop ways for students to seamlessly transfer from community colleges to universities. The Academic Program Articulation Steering Committee (APASC) was formed as the cooperative body to carry out this charge. APASC now uses the name AZTransfer Steering Committee to bring more visibility and public understanding to the important work of transfer and articulation in Arizona.

AZTransfer's vision is that college degrees are accessible to all Arizonans. We support the successful application of transfer credits leading to degree completion for students in public and tribal higher education institutions in Arizona. Our primary focus is reducing time and cost to degree by maximizing the alignment of college credits and degree programs. We simplify the transfer process by removing the traditional barriers that students have historically faced when moving from a community college to a university.

In accordance with ARS 15-1824, the AZTransfer Steering Committee, on behalf of the community colleges and the Arizona Board of Regents, prepares an annual report to the legislature on the progress toward improving articulation and transfer. This report presents major accomplishments in 2014-15 and a brief description of activities and tools used in the Arizona transfer system.



VINCENT REDHOUSE GRADUATED WITH HIS BACHELOR'S DEGREE IN PSYCHOLOGY FROM THE UNIVERSITY OF ARIZONA IN 2015 AFTER TRANSFERRING FROM PIMA COMMUNITY COLLEGE. VINCENT EXPLAINED, "STARTING AT PIMA TRULY DID HELP ME: NOT JUST BY HELPING ME UNDERSTAND THAT COLLEGE WAS SOMETHING THAT SOMEONE LIKE ME COULD DO, BUT ALSO IN THAT IT SAVED ME MONEY, AND ALLOWED ME TO BE MORE FLEXIBLE WITH MY COURSE LOADS."

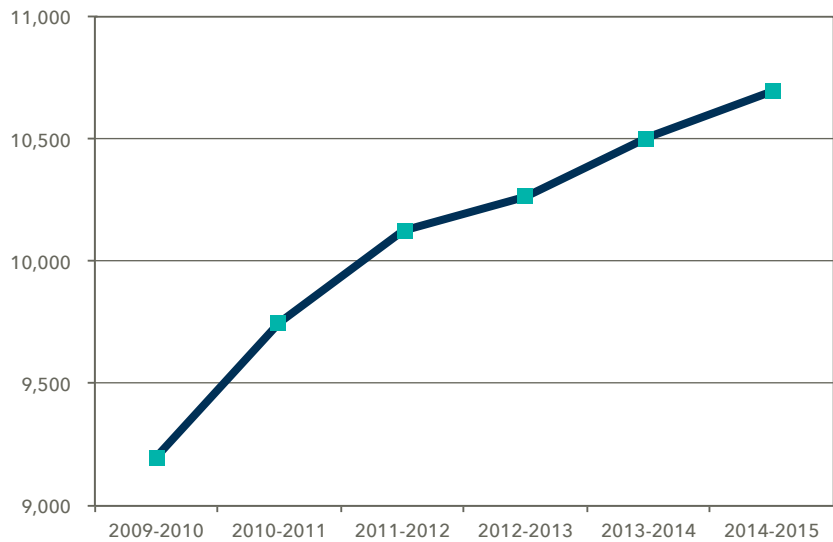
MAKING AN IMPACT

Meeting the higher education needs of our state and increasing college degree attainment are priorities for AZTransfer. Our goal is degree completion at both the associate and bachelor's degree level and we know that we are influencing student behavior in the right direction. National and statewide student success data show that community college transfer students are more successful in terms of GPA attainment, second year university retention, and university graduation rates, if they complete an associate's degree first before enrolling at the university.

During the 2014-2015 academic year, 10,696 Arizona community college students entered Arizona State University, Northern Arizona University, and the University of Arizona (figure 1). This is an increase of 16.2% since 2009-2010.

FIGURE 1

NEW TRANSFERS FROM ARIZONA COMMUNITY COLLEGES



Students are Completing More Credits Before Transferring

Since 2009-2010, students completing the Arizona General Education Curriculum (AGEC)¹ and a transfer associate degree prior to transfer have increased by 49.3% through 2013-2014. The percentage of students transferring with a completed associate of arts (AA), associate of business (AB), or associate of science (AS) degree has risen more than 10 percentage points. Conversely, over that same time period, transfers with an associate of applied science (AAS) or associate of general studies (AGS) degree have decreased 5%, and the number of students transferring with 35 or fewer credit hours has decreased almost 3%.

In addition to an increase in the number of students transferring from our community colleges to our universities over the past five years, transfers in the 30 or older age group have increased 36.2% over the same time period.

¹The Arizona General Education Curriculum (AGEC) is a block of courses totalling 35-37 credit hours that, upon successful completion, transfers as a block and guarantees students admission to the Arizona public universities.

FIGURE 2

NEW TRANSFERS FROM ARIZONA COMMUNITY COLLEGES CREDITS TRANSFERRED AT ENTRY

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
TOTAL NEW AZCC TRANSFERS	9,201	9,749	10,128	10,267	10,507	10,696
TRANSFER HOURS AT ENTRY						
12 TO 23 HOURS	8.7%	8.5%	7.2%	7.2%	7.0%	7.1%
24 TO 34 HOURS	10.4%	10.7%	8.3%	8.0%	8.5%	8.9%
35 TO 59 HOURS	34.8%	33.6%	33.0%	30.8%	30.3%	30.5%
60 OR MORE HOURS	46.1%	47.2%	51.5%	53.9%	54.2%	53.5%
ASSOCIATE'S DEGREE AT TRANSFER	45.3%	48.7%	54.0%	54.8%	54.1%	N/A
AGEC ONLY AT TRANSFER	7.0%	5.7%	5.9%	5.2%	5.3%	N/A



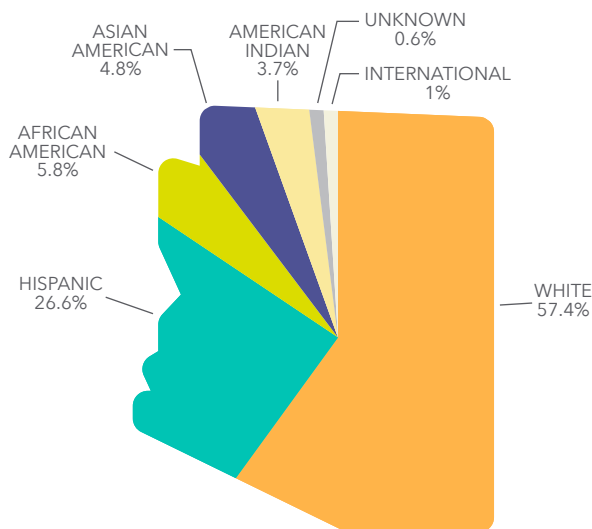
of all new community college transfers were ethnic minorities in 2014-2015.

New Transfer Students Reflect Arizona's Ethnic Diversity¹

AZTransfer and Arizona's postsecondary institutions serve an ethnically diverse set of students (figure 3). Transfer students represent a broad cross section of our state's population with ethnic minorities accounting for 41.6% of new community college transfers in 2014-2015. The number of 2014-15 transfers who were Hispanic increased 10.3% over the prior year, to almost 27% of the 2014-2015 transfers².

FIGURE 3

NEW TRANSFERS FROM ARIZONA COMMUNITY COLLEGES ETHNIC DISTRIBUTION 2014-2015

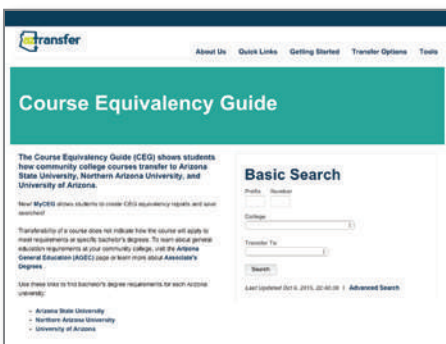


¹According to the 2014 U.S. Census, 26.4% of Arizona's 18 and older population is Hispanic.

²The number of Hispanic new transfers in 2013-2014 was 2,579 and the number in 2014-2015 is 2,846.



KARAH FLAKE (LEFT) EARNED HER ASSOCIATE DEGREE IN NURSING FROM NORTLAND PIONEER COLLEGE AND IS PURSUING HER BACHELOR'S OF SCIENCE IN NURSING FROM ARIZONA STATE UNIVERSITY. TRANSFERRING AND BECOMING A SUN DEVIL IS PART OF HER FAMILY TRADITION. "MY FAMILY LOVES THE SUN DEVILS. MY KIDS LOVE TO VISIT THE CAMPUS. THEIR DAD GRADUATED FROM THERE. NOW, THEIR MOM WILL GRADUATE FROM THERE. THEY CAN'T WAIT TO GO THERE," KARAH SAID.



THE COURSE EQUIVALENCY GUIDE ON AZTRANSFER.COM INDICATES TRANSFERRABILITY OF COURSES OFFERED AT ARIZONA'S PUBLIC POSTSECONDARY INSTITUTIONS

PREPARING THE PIPELINE

AZTransfer is uniquely positioned to serve a diverse set of populations, including currently enrolled community college students, high school students planning to attend college, and adults hoping to return to college to complete their degrees.

As educators, we advocate for early and informed decision-making by targeting high school students to ensure they can take full advantage of AZTransfer resources before they enroll at a community college. We recognize the growing popularity of dual-enrollment among high school students and believe that this is most efficiently done when students know how those courses will transfer and count towards both associate and bachelor's degrees.

Collaboration with other state and local organizations has been critical to communicating our tools and services widely. We seek to be integrally involved with community groups with similar goals to increase college access and degree completion. AZTransfer has worked closely with the Arizona Department of Education to integrate key information about college degrees and careers into the Arizona Career Information System (AZCIS) to provide consistent information to K-12 students, counselors, and administrators. Through this cooperative effort, middle and high school students can now access the most current and accurate information available about college and career planning.

PROVIDING TOOLS TO SUPPORT TRANSFER

AZTransfer.com is a free e-advising website designed to assist students, counselors, and advisors with making informed decisions about academic pathways and future careers. From this website, students can access online self-service tools to compare university degree program options, find equivalent courses at their local community college, and confirm that they are on the right pathway.

AZTransfer tools and services are publicly available and do not require a subscription or an account to access information. Many students are introduced to AZTransfer by their high school counselors or career advisors during the college application process, dual enrollment or AP/IB/CLEP tests. Community college and university academic advisors typically walk students through these tools promoting their value and applicability during regular advising and counseling appointments as students register and enroll in classes.

Two of the most popular tools on AZTransfer.com are the Course Equivalency Guide (CEG) and the Exam Equivalency Guide (EEG). The CEG is a database of courses offered at Arizona's public postsecondary institutions and defines how those courses are accepted for credit at ASU, NAU, and UA. The EEG indicates how a variety of test scores count for credit at any Arizona public community college and university.

Many students may not even be aware that they are using our tools and services as many of our initiatives occur behind the scenes and

function as influencers of policies, processes, and procedures that benefit students transferring from Arizona community colleges into the state universities. The Arizona General Education Curriculum (AGEC) was developed and is managed through the Arizona transfer system. This package of 35-38 credit hours managed by each community and tribal college covers the basic general studies coursework required for an associate degree. When a student completes the AGEC and then transfers to a university, all of the lower-division general education requirements are automatically satisfied. AGECS are embedded within all of the transfer associate degrees so that students can transfer with confidence knowing that their coursework will transfer to the university.

PROMOTING AND FACILITATING COMMUNICATION AMONG EDUCATORS

AZTransfer's organizational structure is built around multi-institutional collaboration throughout all of our committees and workgroups. By bringing all 15 public higher education institutions together, AZTransfer is well-positioned to implement meaningful change to positively impact the student transfer experience. It is a point of pride for AZTransfer that each of our 50+ committees has at least one representative from each of Arizona's partnering institutions.

AZTransfer relies heavily on faculty participation from all colleges and universities to ensure alignment of college credits and degree programs. We manage 41 discipline-specific Articulation Task Forces (ATFs) comprised of over 1,700 individual participants who meet annually to discuss curriculum and articulation issues. ATFs serve as a forum for public community colleges and universities to exchange articulation information in a timely manner in order to participate actively in the ongoing excellence Arizona transfer system. ATFs agree on articulated courses, review transfer agreements, and align equivalencies for test scores. Recommendations are made to AZTransfer staff members, who then include any changes or documentation on all web sites and tools. These faculty groups ensure that students have opportunities to transfer seamlessly between institutions across the state without fear of losing credit hours.

Each partnering institution has designated an ATF Facilitator who has responsibilities at both the institutional and statewide levels for managing the operational procedures supporting transfer articulation in Arizona. ATF Facilitators provide oversight and coordination of processes and procedures related to ongoing maintenance of course equivalencies and transfer tools, and also ensure that institutional faculty and staff are familiar with the Arizona transfer system.

Each year, AZTransfer convenes more than

1,700

faculty representing



41

academic disciplines.



AZTRANSFER FACILITATORS AT THE ANNUAL TRAINING RETREAT IN FLAGSTAFF, AZ.



CHARMAINE CURLEY IS A COCONINO COMMUNITY COLLEGE STUDENT IN THE CCC2NAU PROGRAM PURSUING A BUSINESS DEGREE. "IF IT WASN'T FOR CCC2NAU, I WOULDN'T HAVE KNOWN WHAT DEGREE WOULD TRANSFER EASILY TO NAU," CHARMAINE SAID.

COMMUNITY COLLEGE AND UNIVERSITY PARTNERSHIPS

AZTransfer's systems and tools have provided a solid foundation from which community colleges and universities can work together to develop degree pathways for student academic and career planning. Transfer pathway programs allow students to transfer seamlessly from their community college to their desired university in an efficient and cost-effective manner. Each state university has designed pathway programs in partnership with Arizona community colleges to offer students a smooth transition to the university.

Arizona State University offers the Maricopa to ASU Pathways Program (MAPP) to students at Maricopa Community Colleges and the Transfer Admission Guarantee (TAG) to students transferring from the other community colleges statewide. Through MAPPs and TAGs, students follow a prescribed sequence of course work that meets the lower-division requirements for an ASU major and guarantees admission into the degree program at the university.

Northern Arizona University's 2NAU program offers joint admission to NAU for community college transfer students while completing an associate's degree at an Arizona community college. Students can pursue a bachelor's degree locally in their community, online, or in Flagstaff.

The UA Bridge is a partnership between several Arizona community colleges and the University of Arizona that provides a path to pursuing a bachelor's degree. The program provides participating students with dedicated university transfer staff, peer mentors, and exclusive events for pre-transfer services and resources.

University and community college collaborations continue to be supported by the efforts of faculty and staff throughout the ATFs and the statewide transfer degrees.

SETTING THE STANDARD

The Arizona transfer model has received continued national visibility through participation in a number of professional organizations and conferences. AZTransfer was well-represented at the National Institute for the Study of Transfer Students (NISTS) annual conference in Atlanta, GA in February 2015. AZTransfer's Director of Technology was honored with the Bonita C. Jacobs Transfer Champion award and participated in the Transfer Champions Panel during a plenary session of the conference. Our Director of Marketing & Communications presented the session "Essentials of Transfer Marketing and Outreach: Strategies to Promote Transfer Opportunities on a Limited Budget" sharing our successes with transfer leaders and professionals from across the country. The session on transfer marketing was also presented in July 2014 at the American Association of Collegiate Registrars and Admissions Officers (AACRAO) Transfer and Technology Conference.

As a result of this visibility, educational organizations in multiple states have reached out to AZTransfer to learn more about Arizona's successes with transfer students. We have met with teams from Georgia, Idaho, Kentucky, and Washington to share details about our history, organizational structure, and ongoing efforts to drive the transfer agenda in Arizona.

We are proud of the work that is done in Arizona and are pleased to be recognized and valued by others across the country.



JANET MARLING (LEFT), EXECUTIVE DIRECTOR OF THE NISTS, PRESENTS REBECCA MCKAY (RIGHT) WITH A 2015 BONITA C. JACOBS TRANSFER CHAMPION AWARD.

A FOCUS ON PROFESSIONAL GROWTH

AZTransfer is highly dependent on the faculty and staff at each of our universities and community colleges. To share best practices amongst constituents, AZTransfer has developed and hosted the AZTransfer Summit, a one day conference with both national and local speakers as well as presentations provided by of our state's transfer leaders. Nearly 200 individuals attended the Summit in 2015.

In a post-conference survey, 88% of the respondents rated the Summit as "Excellent" or "Very Good" compared to similar events and over 94% of the survey respondents indicated they would recommend this Summit to others. Additional feedback in the survey supported the appropriateness of session content, appreciation for the ability to connect with colleagues from different institutions, and the overall usefulness of the Summit in furthering transfer initiatives in Arizona. One attendee commented "Attending the Summit helped refocus me on why I do the work that I do and how important community colleges are to the students and communities we serve." Another participant commended AZTransfer's ability to convene transfer leaders from throughout Arizona to discuss issues, "I haven't been to many statewide conferences that really do draw almost all the people to the table."

The AZTransfer Steering Committee is planning the Third AZTransfer Summit to be held April 21-22, 2016.

STRENGTHENING INFORMATION AND DATA ACCESS

The Arizona State System for Information on Student Transfer (ASSIST) is a relational database containing enrollment and degree information on students attending Arizona's public universities and community colleges. The information is made available to participating institutions through a statewide data warehouse. ASSIST provides information to assess the effectiveness of the Arizona transfer model. AZTransfer continues to support the use of data for all Arizona colleges as they work to improve the transfer student experience.




JOEY RUIZ, MELISSA WELKER, AND LESLIE MITCHELL OF NORTHERN ARIZONA UNIVERSITY AT THE SECOND ANNUAL AZTRANSFER SUMMIT.




REPRESENTATIVES FROM NEARLY ALL AZTRANSFER INSTITUTIONS ATTENDED THE SECOND ANNUAL SUMMIT ON APRIL 17, 2015.




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EXECUTIVE SUMMARY

Item Name: 2015 Fall Enrollment Report

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: The board office asks the board to approve the 2015 Fall Enrollment Report of headcount and full-time equivalent (FTE) enrollment for universities in the Arizona University System.

Enterprise or University Strategic Plan

(Check the element(s) of the strategic plan that this item supports or advances)

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other:

Statutory/Policy Requirements

ABOR Policy 2-122 requires that each university shall report to the board headcount and FTE enrollment data for the Fall and Spring semesters. In addition, the policy delineates:

- Inclusions/exclusions in calculating full-time equivalency (FTE) enrollment; and
- Enrollment at the university and campus levels.

Background/History of Previous Board Action

Each semester, the board receives an information report on the enrollment of undergraduate and graduate students. This includes:

- Enrollment by academic level – freshmen through graduate students;
- Enrollment for resident and non-resident students; and
- Enrollment by campus.

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EXECUTIVE SUMMARY

Discussion

- The board's Strategic Plan contains goals for both total enrollment and enrollment at the undergraduate level. This report is the mechanism used to annually track progress toward those goals.
- State legislative reporting requirements call for information on the FTE enrollment levels (45th day) for undergraduate and graduate students.
- Between Fall 2014 and Fall 2015, headcount enrollment in the Arizona University system rose 6.7 percent with undergraduate enrollment up 7.0 percent and graduate enrollment up 5.5 percent. Overall, Arizona State University reported an increase of 9.7 percent, Northern Arizona University reported a 4.9 percent increase, and the University of Arizona reported a 2.0 percent increase.
- This is the largest percentage increase in enrollment since Fall 1975.
- Total enrollment is at the record level of 163,183, an increase of 10,250 over a year earlier and the largest one year increase ever recorded. Undergraduate enrollment at 132,735 is at a record level as well as graduate enrollment at 30,448.
- For undergraduate students, FTE enrollment rose slightly less than headcount enrollment. FTE enrollment overall was up 6.6 percent this year as compared to an increase of 7.0 percent in headcount enrollment.
- For graduate students, the trend was reversed. FTE enrollment in Fall 2015 was up 6.5 percent as compared to headcount enrollment that was up 5.5 percent. Both exceed anything recorded in recent years.
- At Arizona State University, FTE enrollment grew 9.2 percent while Northern Arizona University reported 5.6 percent growth and the University of Arizona reported 2.2 percent growth.
- Headcount and FTE enrollment in the last five years have grown 21.4 percent and 22.4 percent respectively.

EXECUTIVE SUMMARY

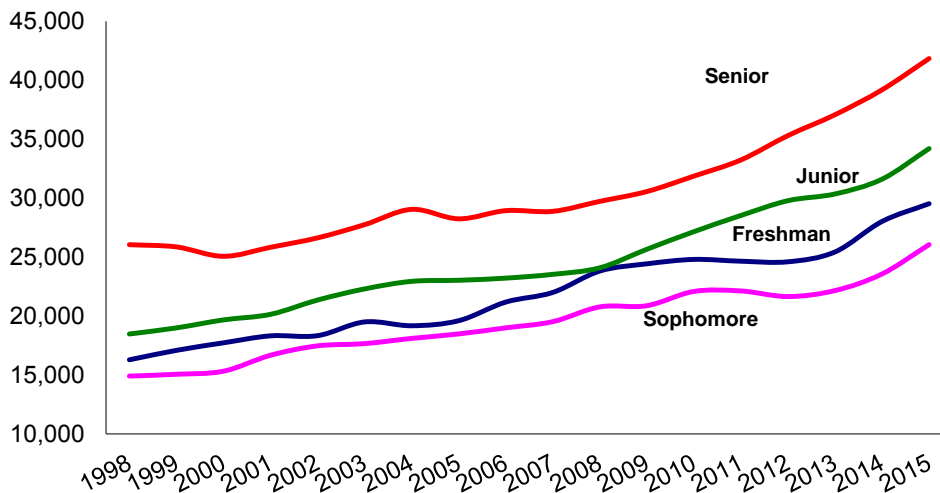
Key Data/Findings

- Below is a summary of Fall 2015 enrollment by university and campus.

Arizona University System Fall 2015 21 st Day Enrollment						
	Headcount			FTE		
	Undergrad	Graduate	Total	Undergrad	Graduate	Total
ASU	74,146	17,211	91,357	73,790	14,952	88,743
ASU at Tempe	61,222	11,946	73,168	50,332	9,880	60,212
ASU at West	14,682	3,069	17,751	6,187	1,755	7,942
ASU at Polytechnic	13,773	859	14,632	6,099	442	6,541
ASU at Downtown	20,321	3,393	23,714	11,172	2,875	14,047
NAU	24,857	3,881	28,738	24,273	3,102	27,374
NAU - Yuma	437	78	515	415	61	476
UA	33,732	9,356	43,088	34,700	7,864	42,564
UA South	401	92	493	473	63	537
TOTAL	132,735	30,448	163,183	132,763	25,918	158,681

Composition and trends of undergraduate headcount enrollment by student level.

**Arizona University System
 Enrollment by Level, 1997-2015**



EXECUTIVE SUMMARY**Arizona University System 21st Day Headcount and FTE****2011-2015**

		Headcount					FTE				
		2011	2012	2013	2014	2015	2011	2012	2013	2014	2015
ASU ^a	Undergrad	58,404	59,382	62,089	67,507	74,146	60,223	60,819	63,529	67,649	73,790
	Grad	13,850	13,996	14,682	15,794	17,211	12,335	12,243	12,847	13,605	14,952
	Total	72,254	73,378	76,771	83,301	91,357	72,558	73,062	76,376	81,254	88,743
ASU Tempe	Undergrad	49,232	49,356	51,536	55,866	61,222	42,597	41,813	43,768	46,238	50,332
	Grad	10,562	10,812	11,063	11,580	11,946	8,873	8,630	9,019	9,396	9,880
	Total	59,794	60,168	62,599	67,446	73,168	51,469	50,443	52,787	55,634	60,212
ASU West	Undergrad	10,270	11,593	11,836	12,602	14,682	4,796	5,002	5,076	5,496	6,187
	Grad	2,002	2,284	2,202	1,946	3,069	1,120	1,200	1,288	1,113	1,755
	Total	12,272	13,877	14,038	14,548	17,751	5,916	6,202	6,364	6,610	7,942
ASU Polytechnic	Undergrad	9,795	10,397	10,579	11,623	13,773	4,513	4,736	4,879	5,296	6,099
	Grad	726	767	723	667	859	363	311	281	341	442
	Total	10,521	11,164	11,302	12,290	14,632	4,877	5,046	5,160	5,637	6,541
ASU Downtown	Undergrad	14,778	16,522	17,568	18,773	20,321	8,316	9,268	9,807	10,618	11,172
	Grad	2,373	2,519	2,695	3,224	3,393	1,979	2,103	2,259	2,755	2,875
	Total	17,151	19,041	20,263	21,997	23,714	10,295	11,371	12,066	13,373	14,047
NAU	Undergrad	20,431	21,560	22,407	23,569	24,857	19,696	21,114	21,903	22,941	24,273
	Grad	4,580	4,184	3,901	3,827	3,881	3,268	3,095	2,912	2,993	3,102
	Total	25,011	25,744	26,308	27,396	28,738	22,964	24,208	24,816	25,934	27,374
UA	Undergrad	30,665	31,565	31,670	32,987	33,732	31,207	32,226	32,562	33,902	34,700
	Grad	8,571	8,658	8,951	9,249	9,356	7,322	7,388	7,510	7,729	7,864
	Total	39,236	40,223	40,621	42,236	43,088	38,529	39,614	40,073	41,631	42,564
AUS	Undergrad	109,500	112,507	116,166	124,063	132,735	111,126	114,159	117,995	124,492	132,763
	Grad	27,001	26,838	27,534	28,870	30,448	22,924	22,726	23,269	24,327	25,918
	Total	136,501	139,345	143,700	152,933	163,183	134,050	136,885	141,264	148,819	158,681

Percentage Change in Headcount and FTE from Previous Year

		Headcount					FTE				
		2011	2012	2013	2014	2015	2011	2012	2013	2014	2015
ASU ^a	Undergrad	3.3%	1.7%	4.6%	8.7%	9.8%	5.7%	1.0%	4.5%	6.5%	9.1%
	Grad	-0.2%	1.1%	4.9%	7.6%	9.0%	-1.0%	-0.7%	4.9%	5.9%	9.9%
	Total	2.6%	1.6%	4.6%	8.5%	9.7%	4.5%	0.7%	4.5%	6.4%	9.2%
ASU Tempe	Undergrad	2.6%	0.3%	4.4%	8.4%	9.6%	3.0%	-1.8%	4.7%	5.6%	8.9%
	Grad	1.5%	2.4%	2.3%	4.7%	3.2%	-1.9%	-2.7%	4.5%	4.2%	5.2%
	Total	2.4%	0.6%	4.0%	7.7%	8.5%	2.1%	-2.0%	4.6%	5.4%	8.2%
ASU West	Undergrad	3.0%	12.9%	2.1%	6.5%	16.5%	-2.9%	4.3%	1.5%	8.3%	12.6%
	Grad	8.7%	14.1%	-3.6%	-11.6%	57.7%	-9.2%	7.1%	7.3%	-13.6%	57.7%
	Total	3.9%	13.1%	1.2%	3.6%	22.0%	-4.2%	4.8%	2.6%	3.9%	20.2%
ASU Polytechnic	Undergrad	11.4%	6.1%	1.8%	9.9%	18.5%	-2.7%	4.9%	3.0%	8.6%	15.2%
	Grad	-24.1%	5.6%	-5.7%	-7.7%	28.8%	-22.0%	-14.5%	-9.5%	21.3%	29.7%
	Total	7.9%	6.1%	1.2%	8.7%	19.1%	-4.5%	3.5%	2.3%	9.2%	16.0%
ASU Downtown	Undergrad	27.5%	11.8%	6.3%	6.9%	8.2%	37.1%	11.5%	5.8%	8.3%	5.2%
	Grad	20.3%	6.2%	7.0%	19.6%	5.2%	15.2%	6.2%	7.4%	22.0%	4.3%
	Total	26.4%	11.0%	6.4%	8.6%	7.8%	32.3%	10.4%	6.1%	10.8%	5.0%
NAU	Undergrad	2.4%	5.5%	3.9%	5.2%	5.5%	2.5%	7.2%	3.7%	4.7%	5.8%
	Grad	-7.9%	-8.6%	-6.8%	-1.9%	1.4%	-7.7%	-5.3%	-5.9%	2.8%	3.6%
	Total	0.3%	2.9%	2.2%	4.1%	4.9%	1.0%	5.4%	2.5%	4.5%	5.6%
UA	Undergrad	0.2%	2.9%	0.3%	4.2%	2.3%	2.9%	3.3%	1.0%	4.1%	2.4%
	Grad	0.9%	1.0%	3.4%	3.3%	1.2%	2.8%	0.9%	1.7%	2.9%	1.7%
	Total	0.4%	2.5%	1.0%	4.0%	2.0%	2.9%	2.8%	1.2%	3.9%	2.2%
AUS	Undergrad	2.2%	2.7%	3.3%	6.8%	7.0%	4.3%	2.7%	3.4%	5.5%	6.6%
	Grad	-1.3%	-0.6%	2.6%	4.9%	5.5%	-0.8%	-0.9%	2.4%	4.5%	6.5%
	Total	1.5%	2.1%	3.1%	6.4%	6.7%	3.4%	2.1%	3.2%	5.3%	6.6%

a =Unduplicated headcount at ASU.

Details may not add due to rounding.

EXECUTIVE SUMMARY

**ENROLLMENTS FOR FALL SEMESTER
 HEADCOUNT AND FULL-TIME EQUIVALENT (21st Day)**

	ASU		ASU Tempe		ASU West		ASU Polytechnic		ASU Downtown		NAU		NAU - Yuma		UA		UA South		ARIZONA UNIVERSITY SYSTEM TOTAL	
	HC	F.T.E.	HC	F.T.E.	HC	F.T.E.	HC	F.T.E.	HC	F.T.E.	HC	F.T.E.	HC	F.T.E.	HC	F.T.E.	HC	F.T.E.	HC	F.T.E.
2015-16	91,357 e	88,743	73,168	60,212	17,751	7,942	14,632	6,541	23,714	14,047	28,738 c	27,374	515 d	476 d	43,088 c	42,564	493 d	537 d	163,183 e	158,681
2014-15	83,301 e	81,254	67,446	55,634	14,548	6,610	12,290	5,637	21,997	13,373	27,396 c	25,934	524 d	447 d	42,236 c	41,631	1,088 d	586 d	152,933 e	148,819
2013-14	76,771 e	76,376	62,599	52,787	14,038	6,364	11,302	5,160	20,263	12,066	26,308 c	24,816	539 d	436 d	40,621 c	40,073	1,044 d	579 d	143,700 e	141,264
2012-13	73,378 e	73,062	60,168	50,443	13,877	6,202	11,164	5,046	19,041	11,371	25,744 c	24,208	586 d	460 d	40,223 c	39,614	906 d	527 d	139,345 e	136,884
2011-12	72,254 e	72,558	59,794	51,469	12,272	5,916	10,521	4,877	17,151	10,295	25,011 c	22,964	630 d	527 d	39,236 c	38,529	988 d	540 d	136,501 e	134,050
2010-11	70,440 e	69,459	58,371	50,397	11,813	6,173	9,752	5,106	13,567	7,783	24,925 c	22,746	685 d	572 d	39,086 c	37,448	856 d	474 d	134,451 e	129,652
2009-10	68,064 e	66,988	55,552	48,623	10,380	6,604	9,146	5,106	11,503	6,655	23,320 c	20,980	674 d	513 d	38,767 c	36,527	861 d	491 d	130,151 e	124,495
2008-09	67,082 e	64,011	52,734	46,595	9,572	7,694	9,614	5,271	8,431	4,451	22,307 c	19,537	625 d	467 d	38,057 c	35,195	623 d	369 d	127,446 e	118,743
2007-08	64,394 e	60,543 a	51,481	46,156 a	8,664	6,965 a	8,752	4,309 a	6,595	3,113 a	21,120 c	18,281 a	631 d	481 d	37,217 c	34,268 a	525 d	332 d	122,731 e	113,092 a
2006-07	63,278 e	59,068 a	51,234	45,959 a	8,211	6,528 a	6,545	3,521 a	6,229	3,059 a	20,342 c	17,489 a	700 d	518 d	36,805 c	34,023 a	557 d	340 d	120,425 e	110,580 a
2005-06	61,033 e	56,900	51,612	47,638	7,734	6,309	4,865	2,953	---	---	19,002 c	16,628	675 d	529 d	37,036 c	34,237	865 d	496 d	117,071 e	117,765
2004-05	58,156 e	53,873	49,171	45,332	7,348	5,947	3,983	2,594	---	---	19,311 c	16,794	720 d	573 d	36,932 c	34,018	799 d	451 d	114,399 e	104,685
2003-04	57,543 e	52,265	48,901	44,360	7,105	5,616	3,551	2,289	---	---	18,964 c	16,389	651 d	476 d	37,083 c	33,807	776 d	427 d	113,590 e	102,461
2002-03	55,491 e	49,980	47,359	42,951	6,630	5,053	3,126	1,976	---	---	19,907	17,189	---	---	36,847 c	33,089	485 d	304 d	112,245 e	100,258
2001-02	52,759 e	47,086 a	45,693	41,157	5,804	4,387	2,403	1,542	---	---	19,728	17,057 a	---	---	35,747 c	32,460 a	378 d	256 d	108,234 e	96,603
2000-01	50,365 e	44,637	44,126	39,654 a	5,325	3,817 a	1,939	1,166 a	---	---	19,964	17,107	---	---	34,488 c	30,981	350 d	239 d	104,817 e	92,725
1999-00	49,700 e	43,910	44,215	39,295 a	4,943	3,658 a	1,466	957 a	---	---	19,981	17,293 a	---	---	34,326 c	31,008 a	379 d	257 d	104,007 e	92,211 a
1998-99	48,922 e	42,946	43,732	38,745 a	4,880	3,456 a	1,095	745 a	---	---	19,940	17,484 a	---	---	34,327 c	30,733 a	376 d	257 d	103,189 e	91,163 a
1997-98	49,243 e	43,105	44,255	39,109	4,807	3,332	1,052	664	---	---	19,618	17,183	---	---	33,737 c	30,403	338 d	239 d	102,598 e	90,691
1996-97	47,051 e	40,910	42,463	37,094	4,640	3,191	1,016	625	---	---	19,605	17,193	---	---	33,504 c	29,724	270 d	189 d	100,160 e	87,827
1995-96	45,929 e	39,552	42,040	36,334	4,770	3,181	110	37	---	---	20,131	17,592	---	---	34,777 c	31,042	177 d	138 d	100,837 e	88,186
1994-95	45,766 e	39,147	42,189	36,153	4,681	2,994	---	---	---	---	19,242	16,875	---	---	35,306 c	31,314	---	---	100,314 e	87,336
1993-94	44,550 e	37,985	41,250	35,179	4,495	2,806	---	---	---	---	18,817	16,387 a	---	---	35,279 c	31,381	---	---	98,646 e	85,753
1992-93	43,635 e	36,949	40,444	34,180	4,946	2,769	---	---	---	---	18,491	16,377	---	---	35,129 c	30,888	---	---	97,255 e	84,214
1991-92	42,626 e	35,799	39,903	33,517 a	4,414	2,282 a	---	---	---	---	17,698	15,987 a	---	---	35,220 c	31,140 a	---	---	95,544 e	82,926 a
1990-91	42,952 e	36,039	40,454	34,005 a	4,150	2,034 a	---	---	---	---	16,994	15,006 a	---	---	35,735 c	31,507 a	---	---	95,681 e	82,552 a
1989-90	43,546 e	36,245	41,267	34,581 a	3,799	1,664 a	---	---	---	---	16,095	14,208 a	---	---	36,676 c	31,842 a	---	---	96,317 e	82,295 a
1988-89	43,426 e	35,893	41,438	34,573 a	3,330	1,320 a	---	---	---	---	15,059	13,233 a	---	---	34,725 c	30,112 a	---	---	93,210 e	79,238 a
1987-88	42,968 e	35,216	41,169	34,158 a,b	2,979	1,058 a,b	---	---	---	---	13,445	11,945 a,b	---	---	33,009	29,031 a,b	---	---	89,422 e	76,192 a,b
1986-87	41,542 e	31,115	39,398	30,473 a	2,142	642 a	---	---	---	---	13,208	10,973 a	---	---	31,569	25,799 a	---	---	86,319 e	67,887 a
1985-86	40,556 e	30,230	38,029	29,555 a	2,529	675 a	---	---	---	---	12,615	10,393 a	---	---	30,864	25,438 a	---	---	84,035 e	66,061 a
1984-85	40,563 e	30,702	38,317	30,086 a	2,246	616 a	---	---	---	---	11,826	10,158 a	---	---	30,306	24,846 a	---	---	82,695 e	65,706 a
1983-84	40,239 e	31,164	40,239	31,164 a	---	---	---	---	---	---	11,501	10,141 a	---	---	30,460	25,184 a	---	---	82,200 e	66,489 a
1982-83	39,319 e	30,629	39,319	30,629 a	---	---	---	---	---	---	11,665	10,220 a	---	---	30,669	25,406 a	---	---	81,653 e	66,255 a
1981-82	38,590 e	29,984	38,590	29,984 a	---	---	---	---	---	---	12,090 a	10,525 a	---	---	31,276 a	26,059 a	---	---	81,956 e	66,568 a
1980-81	37,828 e	29,783	37,828	29,783 a	---	---	---	---	---	---	12,074	10,675 a	---	---	30,960	25,959 a	---	---	80,862 e	66,417 a
1979-80	37,755 e	29,581	37,755	29,581 a	---	---	---	---	---	---	11,601 a	10,240 a	---	---	29,923	25,017 a	---	---	79,279 e	64,838 a
1978-79	37,122 e	28,988	37,122	28,988 a	---	---	---	---	---	---	11,301	9,868 a	---	---	28,954	24,386 a	---	---	77,377 e	63,242 a
1977-78	35,278 e	28,322	35,278	28,322 a	---	---	---	---	---	---	12,023	10,022 a	---	---	28,658	24,503 a	---	---	75,959 e	62,847 a
1976-77	34,366 e	27,607	34,366	27,607 a	---	---	---	---	---	---	10,579	9,417 a	---	---	28,881	24,584 a	---	---	73,826 e	61,608 a
1975-76	36,441 e	28,184	36,441	28,184 a	---	---	---	---	---	---	10,086	9,174 a	---	---	28,538	25,049 a	---	---	75,065 e	62,407 a
1974-75	31,021 e	25,996	31,021	25,996	---	---	---	---	---	---	9,133	8,367	---	---	26,535	23,388	---	---	66,689 e	57,751
1973-74	28,724 e	24,390	28,724	24,390	---	---	---	---	---	---	8,763	8,048	---	---	27,033	24,201	---	---	64,520 e	56,639
1972-73	27,322 e	23,571	27,322	23,571	---	---	---	---	---	---	8,351	7,975	---	---	26,521	23,480	---	---	62,194 e	55,026
1971-72	26,564 e	23,377	26,564	23,377	---	---	---	---	---	---	8,888	8,234	---	---	26,334	23,895	---	---	61,786 e	55,506
1970-71	26,425 e	23,022	26,425	23,022	---	---	---	---	---	---	8,160	7,804	---	---	25,633	23,238	---	---	60,218 e	54,064
1969-70	21,815	21,815	25,139	21,815	---	---	---	---	---	---	7,747	7,370	---	---	24,600	22,297	---	---	57,486	51,482
1968-69	20,164	20,164	23,341	20,164	---	---	---	---	---	---	7,216	6,905	---	---	22,949	21,454	---	---	53,506	48,523

a = Audited
 b = A revised formula calculating Upper Division FTEw as adopted by the Board in July 1987 and was used in 1987-88 and subsequent years.
 c = NAU headcount includes NAU-Yuma (unduplicated) and UA headcount includes UA South (unduplicated).
 d = NAU-Yuma enrollment continues to be included in NAU total, and UA South enrollment continues to be included in UA total.
 e = Unduplicated headcount at ASU.
 Details may not add due to rounding.

EXECUTIVE SUMMARY**Arizona University System 21st Day Headcount and 45th Day FTE
2011 - 2015**

		21st Day Headcount					45th Day FTE				
		2011	2012	2013	2014	2015	2011	2012	2013	2014	2015
ASU ^a	Undergrad	58,404	59,382	62,089	67,507	74,146	59,605	60,358	63,234	67,503	73,646
	Grad	13,850	13,996	14,682	15,794	17,211	12,308	12,229	12,870	13,588	15,032
	Total	72,254	73,378	76,771	83,301	91,357	71,913	72,587	76,104	81,091	88,678
ASU Tempe	Undergrad	49,232	49,356	51,536	55,866	61,222	42,517	41,408	43,467	45,987	50,130
	Grad	10,562	10,812	11,063	11,580	11,946	8,871	8,612	9,023	9,380	9,888
	Total	59,794	60,168	62,599	67,446	73,168	51,387	50,020	52,490	55,367	60,017
ASU West	Undergrad	10,270	11,593	11,836	12,602	14,682	4,752	4,948	5,063	5,507	6,195
	Grad	2,002	2,284	2,202	1,946	3,069	1,117	1,207	1,289	1,115	1,813
	Total	12,272	13,877	14,038	14,548	17,751	5,869	6,155	6,352	6,621	8,008
ASU Polytechnic	Undergrad	9,795	10,397	10,579	11,623	13,773	4,559	4,746	4,906	5,363	6,138
	Grad	726	767	723	667	859	361	311	290	344	444
	Total	10,521	11,164	11,302	12,290	14,632	4,920	5,057	5,196	5,707	6,582
ASU Downtown	Undergrad	14,778	16,522	17,568	18,773	20,321	7,777	9,257	9,798	10,647	11,184
	Grad	2,373	2,519	2,695	3,224	3,393	1,960	2,099	2,268	2,749	2,887
	Total	17,151	19,041	20,263	21,997	23,714	9,736	11,355	12,066	13,396	14,072
NAU	Undergrad	20,431	21,560	22,407	23,569	24,857	19,485	20,900	21,716	22,767	24,141
	Grad	4,580	4,184	3,901	3,827	3,881	3,252	3,089	2,908	2,992	3,095
	Total	25,011	25,744	26,308	27,396	28,738	22,737	23,990	24,623	25,759	27,236
UA	Undergrad	30,665	31,565	31,670	32,987	33,732	30,776	32,028	32,286	33,464	34,452
	Grad	8,571	8,658	8,951	9,249	9,356	7,307	7,350	7,484	6,616	7,828
	Total	39,236	40,223	40,621	42,236	43,088	38,082	39,379	39,771	40,080	42,280
AUS	Undergrad	109,500	112,507	116,166	124,063	132,735	109,866	113,287	117,236	123,734	132,239
	Grad	27,001	26,838	27,534	28,870	30,448	22,867	22,668	23,262	23,196	25,955
	Total	136,501	139,345	143,700	152,933	163,183	132,733	135,955	140,498	146,930	158,194

Percentage Change in Headcount and FTE from Previous Year

		Headcount					FTE				
		2011	2012	2013	2014	2015	2011	2012	2013	2014	2015
ASU ^a	Undergrad	3.3%	1.7%	4.6%	8.7%	9.8%	6.0%	1.3%	4.8%	6.8%	9.1%
	Grad	-0.2%	1.1%	4.9%	7.6%	9.0%	-0.9%	-0.6%	5.2%	5.6%	10.6%
	Total	2.6%	1.6%	4.6%	8.5%	9.7%	4.8%	0.9%	4.8%	6.6%	9.4%
ASU Tempe	Undergrad	2.6%	0.3%	4.4%	8.4%	9.6%	4.3%	-2.6%	5.0%	5.8%	9.0%
	Grad	1.5%	2.4%	2.3%	4.7%	3.2%	-1.7%	-2.9%	4.8%	4.0%	5.4%
	Total	2.4%	0.6%	4.0%	7.7%	8.5%	3.2%	-2.7%	4.9%	5.5%	8.4%
ASU West	Undergrad	3.0%	12.9%	2.1%	6.5%	16.5%	-2.4%	4.1%	2.3%	8.8%	12.5%
	Grad	8.7%	14.1%	-3.6%	-11.6%	57.7%	-9.1%	8.0%	6.8%	-13.6%	62.7%
	Total	3.9%	13.1%	1.2%	3.6%	22.0%	-3.8%	4.9%	3.2%	4.2%	20.9%
ASU Polytechnic	Undergrad	11.4%	6.1%	1.8%	9.9%	18.5%	-0.3%	4.1%	3.4%	9.3%	14.4%
	Grad	-24.1%	5.6%	-5.7%	-7.7%	28.8%	-21.7%	-13.8%	-7.0%	18.9%	29.0%
	Total	7.9%	6.1%	1.2%	8.7%	19.1%	-2.3%	2.8%	2.7%	9.8%	15.3%
ASU Downtown	Undergrad	27.5%	11.8%	6.3%	6.9%	8.2%	29.4%	19.0%	5.8%	8.7%	5.1%
	Grad	20.3%	6.2%	7.0%	19.6%	5.2%	15.3%	7.1%	8.1%	21.2%	5.0%
	Total	26.4%	11.0%	6.4%	8.6%	7.8%	26.3%	16.6%	6.3%	11.0%	5.0%
NAU	Undergrad	2.4%	5.5%	3.9%	5.2%	5.5%	2.5%	7.3%	3.9%	4.8%	6.0%
	Grad	-7.9%	-8.6%	-6.8%	-1.9%	1.4%	-8.1%	-5.0%	-5.9%	2.9%	3.5%
	Total	0.3%	2.9%	2.2%	4.1%	4.9%	0.8%	5.5%	2.6%	4.6%	5.7%
UA	Undergrad	0.2%	2.9%	0.3%	4.2%	2.3%	2.6%	4.1%	0.8%	3.6%	3.0%
	Grad	0.9%	1.0%	3.4%	3.3%	1.2%	2.9%	0.6%	1.8%	-11.6%	18.3%
	Total	0.4%	2.5%	1.0%	4.0%	2.0%	2.7%	3.4%	1.0%	0.8%	5.5%
AUS	Undergrad	2.2%	2.7%	3.3%	6.8%	7.0%	4.4%	3.1%	3.5%	5.5%	6.9%
	Grad	-1.3%	-0.6%	2.6%	4.9%	5.5%	-0.8%	-0.9%	2.6%	-0.3%	11.9%
	Total	1.5%	2.1%	3.1%	6.4%	6.7%	3.5%	2.4%	3.3%	4.6%	7.7%

a =Unduplicated headcount at ASU.

Details may not add due to rounding.

EXECUTIVE SUMMARY

Committee Review and Recommendation

The Academic and Student Affairs Committee reviewed this item at its November 18, 2015 meeting and recommended forwarding the item to the full board for approval.

Requested Action

The board office asks the board to approve the 2015 Fall Enrollment Report.

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EXECUTIVE SUMMARY

Item Name: **2014-15 High School Report Card**

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: The board office asks the board to approve the 2014-15 High School Report Card.

Enterprise or University Strategic Plan

(Check the element(s) of the strategic plan that this item supports or advances)

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other:

Statutory/Policy Requirements

- Arizona Revised Statute §15-1822 requires the universities to develop annual reports on the performance of the previous year's Arizona high school graduates during their first year in higher education. Arizona community colleges produce an equivalent report for their students.

Background/History of Previous Board Action

- These report cards are designed for and distributed to Arizona's high schools to help ensure that their graduates are ready for success in post-secondary education.
- The universe of students is limited to Arizona resident undergraduate students who graduated from an Arizona high school in the immediately previous year. Therefore, the information does not relate directly to any other reports on university students.
- If a student took remedial or other classes at a community college or other institution, that class work is not reported in this report.

Contact Information:

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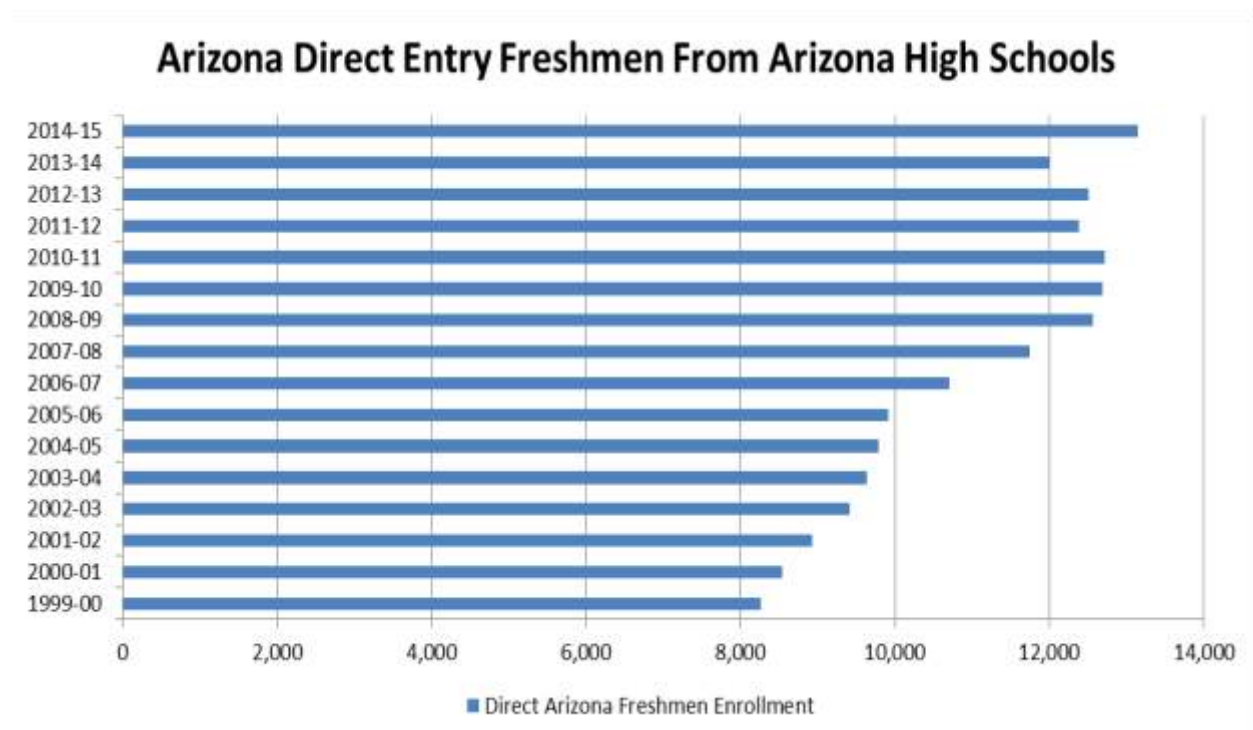
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EXECUTIVE SUMMARY

Discussion

- The Arizona University System recorded an increase of 1,127 (9.4%) in the number of Arizona high school graduates who enrolled in the Fall semester immediately following their senior year. That group totaled 13,140 in Fall 2014 and places enrollment of that group at a level that is higher than any previous year. (See graphic on page 2.)
- The academic preparation of this class was better than previous years. Approximately 84% were admitted without academic deficiencies as compared to 83% in Fall 2013 and 80% in Fall 2011. Their first term GPAs were unchanged at 2.9 in Fall 2010 through Fall 2014.
- In first year English, the majority of students (77%) took freshman English and had an average grade of 3.2, unchanged from last year. Approximately 15 percent took advanced English and received an average grade of 3.4. This was unchanged from last year as well.



- In first year math, more students took calculus than college algebra. About 65 percent of freshmen taking math took either college algebra or calculus. The average grade in calculus was 2.6 and was 2.4 for college algebra.

EXECUTIVE SUMMARY

Appendix

Attachment A is included in this document.

Committee Review and Recommendation

The Academic and Student Affairs Committee reviewed this item at its November 18, 2015 meeting and recommended forwarding the item to the full board for approval.

Requested Action

The board office asks the board to approve the 2014-15 High School Report Card.

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ARIZONA UNIVERSITY SYSTEM

WRAP UP

Summary of 2013-2014 High School Graduates

Summary Characteristics

Number of High School Students Enrolled at the University	13,140		With Academic Deficiency	Without Academic Deficiency	Total
<i>Percent Who Are</i> American Indian Asian American African American Hispanic Pacific Islander Two or More Races Female	2%	<i>First Term Avg. GPA</i> All Arizona H.S	2.5	3.0	2.9
	7%				
	4%				
	28%				
	0%				
	5%				
	56%				
<i>Admitted Without Academic Deficiency</i> All Arizona H.S.	84%	<i>Fall Enrollment Continuing in Spring</i> All Arizona H.S.	88%	95%	94%

First English Course	FE	AE	OE	First Math Course	CA	C	OM
<i>Number Enrolling</i> All Arizona H.S.	6,496	1,270	719	<i>Number Enrolling</i> All Arizona H.S.	2,513	3,095	2,989
<i>Percent Enrolling</i> All Arizona H.S.	49%	10%	5%	<i>Percent Enrolling</i> All Arizona H.S.	19%	24%	23%
<i>Average Grade</i> All Arizona H.S.	3.2	3.4	3.1	<i>Average Grade</i> All Arizona H.S.	2.4	2.6	2.2
<i>Percent "C" or Higher</i> All Arizona H.S.	93%	96%	92%	<i>Percent "C" or Higher</i> All Arizona H.S.	76%	82%	81%

FE = Freshman English
AE = Advanced English
OE = Other Lower Division English

CA = College Algebra
C = Calculus
OM = Other Lower Division Math

NOTE: Blank boxes indicate that the data are not applicable.

ARIZONA STATE UNIVERSITY

WRAP UP

Summary of 2013-2014 High School Graduates

Summary Characteristics

Number of High School Students Enrolled at the University	6,030		With Academic Deficiency	Without Academic Deficiency	Total
<i>Percent Who Are</i> American Indian Asian American African American Hispanic Pacific Islander Two or More Races Female	1%	<i>First Term Avg. GPA</i> All Arizona H.S	2.7	3.1	3.0
	9%				
	4%				
	27%				
	0%				
	5%				
	52%				
<i>Admitted Without Academic Deficiency</i> All Arizona H.S.	81%	<i>Fall Enrollment Continuing in Spring</i> All Arizona H.S.	90%	96%	95%

First English Course	FE	AE	OE	First Math Course	CA	C	OM
<i>Number Enrolling</i>				<i>Number Enrolling</i>			
All Arizona H.S.	3,005	695	650	All Arizona H.S.	1,305	2,320	1,168
<i>Percent Enrolling</i>				<i>Percent Enrolling</i>			
All Arizona H.S.	50%	12%	11%	All Arizona H.S.	22%	38%	19%
<i>Average Grade</i>				<i>Average Grade</i>			
All Arizona H.S.	3.4	3.4	3.2	All Arizona H.S.	2.3	2.6	2.6
<i>Percent "C" or Higher</i>				<i>Percent "C" or Higher</i>			
All Arizona H.S.	95%	95%	93%	All Arizona H.S.	73%	81%	92%

FE = Freshman English
 AE = Advanced English
 OE = Other Lower Division English

CA = College Algebra
 C = Calculus
 OM = Other Lower Division Math

NOTE: Blank boxes indicate that the data are not applicable.

NORTHERN ARIZONA UNIVERSITY

WRAP UP

Summary of 2013-2014 High School Graduates

Summary Characteristics

Number of High School Students Enrolled at the University	2,901		With Academic Deficiency	Without Academic Deficiency	Total
<i>Percent Who Are</i> American Indian Asian American African American Hispanic Pacific Islander Two or More Races Female	2%	<i>First Term Avg. GPA</i> All Arizona H.S	2.4	3.1	3.0
	2%				
	3%				
	24%				
	0%				
	5%				
	63%				
<i>Admitted Without Academic Deficiency</i> All Arizona H.S.	84%	<i>Fall Enrollment Continuing in Spring</i> All Arizona H.S.	85%	94%	92%

First English Course	FE	AE	OE	First Math Course	CA	C	OM
<i>Number Enrolling</i>				<i>Number Enrolling</i>			
All Arizona H.S.	1,586	197	65	All Arizona H.S.	455	314	1,316
<i>Percent Enrolling</i>				<i>Percent Enrolling</i>			
All Arizona H.S.	55%	7%	2%	All Arizona H.S.	16%	11%	45%
<i>Average Grade</i>				<i>Average Grade</i>			
All Arizona H.S.	3.3	3.6	2.9	All Arizona H.S.	3.1	2.7	1.8
<i>Percent "C" or Higher</i>				<i>Percent "C" or Higher</i>			
All Arizona H.S.	92%	95%	88%	All Arizona H.S.	90%	86%	76%

FE = Freshman English
 AE = Advanced English
 OE = Other Lower Division English

CA = College Algebra
 C = Calculus
 OM = Other Lower Division Math

NOTE: Blank boxes indicate that the data are not applicable.

UNIVERSITY OF ARIZONA

WRAP UP

Summary of 2013-2014 High School Graduates

Summary Characteristics

Number of High School Students Enrolled at the University	4,209		With Academic Deficiency	Without Academic Deficiency	Total
<i>Percent Who Are</i> American Indian Asian American African American Hispanic Pacific Islander Two or More Races Female	2%	<i>First Term Avg. GPA</i> All Arizona H.S	2.2	2.9	2.8
	7%				
	4%				
	32%				
	0%				
	4%				
	58%				
<i>Admitted Without Academic Deficiency</i> All Arizona H.S.	87%	<i>Fall Enrollment Continuing in Spring</i> All Arizona H.S.	86%	94%	93%

First English Course	FE	AE	OE	First Math Course	CA	C	OM
<i>Number Enrolling</i> All Arizona H.S.	1,905	378	4	<i>Number Enrolling</i> All Arizona H.S.	753	461	505
<i>Percent Enrolling</i> All Arizona H.S.	45%	9%	0%	<i>Percent Enrolling</i> All Arizona H.S.	18%	11%	12%
<i>Average Grade</i> All Arizona H.S.	3.0	3.3	2.8	<i>Average Grade</i> All Arizona H.S.	2.3	2.7	2.1
<i>Percent "C" or Higher</i> All Arizona H.S.	92%	97%	75%	<i>Percent "C" or Higher</i> All Arizona H.S.	73%	83%	69%

FE = Freshman English
AE = Advanced English
OE = Other Lower Division English

CA = College Algebra
C = Calculus
OM = Other Lower Division Math

NOTE: Blank boxes indicate that the data are not applicable.

EXECUTIVE SUMMARY

Item Name: High School Students Taking University Courses in 2014-15 (Under 18 Report)

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: The board office asks the board to approve the report on High School Students Taking University Courses in 2014-15.

Enterprise or University Strategic Plan

(Check the element(s) of the strategic plan that this item supports or advances)

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other:

Statutory/Policy Requirements

- A.R.S.§15-1821 requires an annual report from the Board of Regents on “students under the age of eighteen who had not attained a high school diploma or high school certificate of equivalency and who were enrolled in a university for credit during the period of September of the previous year through August of the current fiscal year.”

Background/History of Previous Board Action

- State statute requires community colleges and universities to report annually the number of high school students taking postsecondary classes.
- The report is in response to a Legislative concern that both high schools and postsecondary institutions were receiving funding for educating the same student.
- Many more high school students take classes from the community colleges than the universities.

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EXECUTIVE SUMMARY

Discussion

- Between Fall 2014 and Summer 2015, the universities reported 311 students enrolled who met the criteria.
- The number of high school students taking classes at the universities increased by 34 percent.
- The number of high schools those students attended increased from 107 to 123, a 15.0 percent increase.
- Classes with the most enrollment were in mathematics, English and foreign languages.

Committee Review and Recommendation

The Academic and Student Affairs Committee reviewed this item at its November 18, 2015 meeting and recommended forwarding the item to the full board for approval.

Requested Action

The board office asks the board to approve the Report on High School Students Taking University Courses in 2014-15.

EXECUTIVE SUMMARY

Students came from the following 123 high schools:

Academy of Tucson	Desert Vista High School	Rincon High School
Alta Vista Public Charter High School	Douglas High School	Rio Rico High School
Amphitheater High School	Dysart High School	Round Valley High School
Apollo High School	Estrella Foothills High School	Saguaro High School
Arcadia High School	Florence High School	Sahuarita High School
Arizona Cultural Academy	Flowing Wells High School	Sahuaro High School
Arizona School for the Arts	Fredonia High School	Salpointe Catholic High School
ASU Collegiate Academy	Gary K. Herberger YSA	San Luis High School
ASU Prep-Poly	Gila Ridge High School	San Miguel High School
ASU Preparatory Academy	Glendale High School	San Pedro Valley Academy
Baboquivari High School	Greenway High School	Sandra Day O'Connor High School
Barry Goldwater High School	Greyhills Academy High School	Sequoia Choice Labs
BASIS Chandler	Hamilton High School	Sierra Linda High School
BASIS Oro Valley	Highland High School	Sonoran Science Adademy
BASIS Scottsdale Charter School	Higley High School	South Eugene High School
BASIS Tucson	Home Schooled	South Mountain High School
BASIS Tucson North	Hopi Jr-Sr High School	Southern Arizona Comm Academy
Betty H Fairfax High School	Ironwood Hills School	St. Gregory College Prep School
Boulder Creek High School	Ironwood Ridge High School	St. Mary's High School
Bradshaw Mountain High School	Kofa High School	Sunnyside High School
Camelback High School	Leading Edge Academy High School	Surrey Garden Christian School
Canyon Del Oro High School	Marana High School	Telesis Preparatory Academy
Carl Hayden High School	Maryvale High School	Tempe High School
Casa Verde High School	McClintock High School	Tohono O'Odham High School
Catalina Foothills High School	Mesa High School	Tolleson High School
Centennial High School	Mingus Union High School	Tombstone High School
Cesar Chavez High School	Moon Valley High School	Tonopah Valley High School
Chandler High School	Mountain Ridge High School	Trevor G Browne High School
Chandler Preparatory Academy	Mountain View High School	Tri-City Prep High School
Chaparral High School	Nogales High School	Tuba City High School
Cholla High Magnet School	North High School	Tucson Magnet High School
Cibola High School	Page High School	University High School
Cienega High School	Patagonia Union High School	Vail High School
City High School	Perry High School	Valley Vista High School
Coconino High School	Phoenix Collegiate Academy	Veritas Preparatory Academy
Combs High School	Phoenix Country Day School	Walden Grove High School
Corona del Sol High School	Prescott High School	Washington Lee High School
Coronado High School	Primavera Online High School	Westview High School
Desert Eagle Secondary School	Pueblo High School	Westwood High School
Desert Ridge High School	Raymond S Kellis High School	Wickenburg High School
Desert View High School	Red Mountain High School	Yuma Catholic High School

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EXECUTIVE SUMMARY

Item Name: Appointment of Regents' Professors (ASU)

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: Arizona State University asks the board to approve appointment of three Regents' Professors effective December 31, 2015: **Petra Fromme** (School of Molecular Sciences), **Robert Page** (School of Life Sciences), and **Billie Lee Turner II** (School of Geographical Science and Urban Planning).

Enterprise or University Strategic Plan

(Check the element(s) of the strategic plan that this item supports or advances)

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other: Faculty Recognition

Statutory/Policy Requirements

The ABOR Policy 6-208 permits the rank of Regents' Professor to be awarded only to full professors with exceptional achievements that have brought them national and/or international distinction. This highest of faculty ranks may be conferred to no more than three (3) percent of the total tenured and tenure-track faculty members.

Background/History of Previous Board Action

- Arizona State University requires all nominations for Regents' Professor to come from groups of tenured faculty members. An Advisory Committee reviews all nominations. The President then considers the recommendations provided from the committee and decides which names should go forward for the board's consideration.
- On this occasion, three names are recommended by President Crow.

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EXECUTIVE SUMMARY

Discussion

- **Petra Fromme**

Professor Fromme is a world expert on photosynthesis and the elucidation of molecular structures of membrane proteins, some of the most sophisticated and complex molecular machines existing in the living world. Her expertise is exemplified by the NIH funded *Center for Membrane Proteins in Infections Diseases* that she directs at ASU. She has been instrumental, with her collaborators around the world in physics, specifically in developing groundbreaking novel techniques to elucidate how membrane proteins work. Their techniques have been named by *Science* as one of the top 10 discoveries of the year (2012). In addition to her appointment at ASU, Professor Fromme is a guest scientist at DESY, in Hamburg, where she works on a project funded by the European Research Council (14.6 million EUR) to develop the world's first attosecond compact free electron. Her center at ASU is part of the consortium that will build the biological infrastructure for the XFEL, which generate ultrashort X-ray flashes with a brilliance that is a billion times higher than the best conventional X-ray radiation sources. Her center also has recently initiated a new collaboration with the Pohang Accelerator Lab in Korea, a project that will include strong industry collaboration. In still another area of expertise, she is working on new concepts in a collaboration between ASU and Mayo Clinic on structure-based drug design.

Since 2014, research grants on which she is PI or co-PI total at ASU more than \$47 million. One reviewer writes “Needless to say [her] radical deviation from conventional experimental methods required enormous concerted efforts by biochemists, physicists, theoreticians, engineers, etc. to develop the techniques and technologies to make it work. Professor Fromme, during the last five years, has been one of the leading pioneers, showing that the new approach can work.” Another says “Her work can hardly be overestimated since besides the significance for photosynthesis it also outlined detailed protocols how to crystallize large membrane proteins - and Petra Fromme has been the major player in this endeavor.” A third writes, “These are extremely interesting prospects of this technique, which I consider one of the most exciting developments in recent years in the sciences.”

Professor Fromme also made a significant contribution to the existing literature. She has over 200 publications. Even more impressive is that her impact has skyrocketed during the last few years in the number of high visibility publications. Just last year, she had five publications in *Science*, *Nature* and a Nature-affiliated journal.

Her cross-disciplinary approach has been highly recognized by several prizes and fellowships, including the “Robin Hill Award” of the International Society of Photosynthesis Research, the “Biology Prize” of the Academy of Science in Göttingen and the “Lemberg Fellowship” of the Australian Academy of Science. In

EXECUTIVE SUMMARY

June, 2015, she was elected by the photosynthesis community as vice chair of the 2017 Gordon Research Conference on Photosynthesis and chair of the 2019 conference. Chairing a Gordon Research Conference is an award given to the “upper few percent internationally” in a particular field of research.

Professor Fromme’s pioneering research efforts across scientific disciplines is providing some of the most exciting discoveries in the general area of science today. The applications of her research will be far reaching in many areas extending to work with Mayo on drug design. Her path-breaking achievements in research, and her international reputation as a scholar of the highest rank is most worthy of the title of Regents’ Professor.

- **Robert Page**

Professor Page is a fellow in two of the most reputable, honorific societies in science – the American Academy of Arts and Sciences fellow, and the German National Academy of Sciences (Leopoldina). He is also the recipient of the prestigious Alexander V. Humboldt Prize, the highest award given to foreign scientists by the Federal Republic of Germany. Additionally, he has more than 200 publications as well as two books and a world class citation index.

A few of his many pioneering discoveries are discussed here. Firstly, is his work in whole-genome genetic mapping in social insects. He also provided the first quantitative demonstration of low genetic relatedness in a eusocial species which became a model for a whole enterprise for social species that still continues. In another research agenda, he demonstrated (for the first time) that a significant amount of observed behavioral variation among honey bee workers is due to genotypic variation. This work showed that there are constraints with respect to individual behavior of workers that may have consequences for colony performance and the evolution of social organizations. Today there is a relatively large research enterprise working on the sociogenetics and sociogenomics of division of labor for many different species. He has also led research that demonstrated different probabilities to perform given tasks in honey bees, the origins of division of labor and foraging specialization. Finally, his research identified the primary sex determination gene, which plays a key role in haplodiploid sex determination and concomitant multiple origins of hymenopteran social life.

The transformational nature of Professor Page’s research is praised by researchers around the world. One reviewer says “he has made a number of important discoveries; each one in itself would make any scientist proud.” In reference to Page’s sex determination genetic research, another reviewer states “this landmark discovery ... is one of the most important findings in the field in the past 20 years.” Yet another says, “by pursuing a multi-level approach his pioneering research has opened new avenues... He has been, then and now, at the forefront of our field, with

EXECUTIVE SUMMARY

work that is conceptually ahead of its time and innovative in the use of genetics to answer important questions”. Another writes, “In my view, his crowning personal scientific achievements have been his ingenious experiments linking genetics, sensory neurobiology, gene expression and behavior to illuminate key steps in the major evolutionary transition to complex insect societies... I regard Rob Page as one of the great scientists of our time.”

Professor Page ranks as the world’s leading researcher on honey bees. Honey bees are, economically, the most important insect in the world. His pioneering research has shaped our knowledge of genetics and the major evolutionary transition to complex insect societies. His research has significantly changed the course of research in this important area of a very important insect. His awards attest to his influence, and his accomplishments epitomize what the title of Regents’ Professor conveys.

- **Billie Lee Turner II**

Professor Turner has made clear transformational contributions to geography as well as sustainability science. His international honors include multiple fellowships and awards. He is a fellow of the National Academy of Science (in geography), and the American Association for the Advancement of Science. His list of awards includes a Guggenheim, the Centenary Medal for contributions in research from the Royal Scottish Geographical Society, the Sustainability Science Award of the Ecological Society of America, and the Preston E. James Eminent Latin Americanist Career Award from the Conference of Latin Americanist Geographers.

Professor Turner’s early work helped to define the fields of cultural and political ecology in geography. He chaired the international committee that established “Land System Science” as a program of study, and that program remains today as the Global Land Project. He and his research teams have analyzed and organized new, remotely-sensed data to better understand landscape change and the capacity of land systems to cope with societal change. Following that, beginning in the mid-1990s, he chose to work with other prominent scholars to pioneer the new field of sustainability science. His work was fundamental to the evolution of sustainability science, and advanced the case for a systems-approach to adaptation and environmental decision making. His research provides a new paradigm for vulnerability assessment, one that recognizes changes in the structure and function of the biosphere and incorporates the human capacity to adapt to environmental change. These fundamental ideas are now being translated into climate adaptation plans for communities, regions, and countries. Professor Turner’s professional interdisciplinary leadership portrays his institutional leadership as he also was important in establishing ASU as the first School of Sustainability in a truly interdisciplinary manner.

EXECUTIVE SUMMARY

For these accomplishments, one reviewer simply concludes, “any university would be proud to have him on the faculty, and would honor him with the equivalent of ASU’s Regent’s Professorship.” Another writes, “Turner’s reputation as one of the world’s preeminent scholars of human-environment relationships rests on his achievements in at least four strands of work. Together, these strands span a remarkable range of scales.” A third testifies that “Turner is the single individual most responsible for today’s integrated programs of natural and social science research in the study of global change... I work with a wide range of geographers, social scientists and urban ecologists who have been profoundly affected by his work. Indeed, he is one of the pioneers of land change science and of sustainability science, reflecting both his disciplinary and his cross-disciplinary expertise.”

Professor Turner has made seminal contributions with lasting impacts in the broad areas of geography and sustainability science. He is one of the pioneers who established sustainability science as a mature and rigorous field of problem-driven scholarship. His awards and work exemplify the achievements of impactful scholarship that the title of Regents’ Professor is intended to recognize.

Committee Review and Recommendation

The Academic and Student Affairs Committee reviewed this item at its November 18, 2015 meeting and recommended forwarding the item to the full board for approval.

Requested Action

Arizona State University asks the board to approve appointment of Professors Fromme, Page and Turner to the rank of Regents’ Professor, effective December 31, 2015, and to award the \$5,000 salary increase that customarily accompanies these appointments.

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EXECUTIVE SUMMARY

Item Name: **System-Wide Audit Redesign Policy (Second Reading)**

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: The board office asks the board to approve new board policy 3-104 pertaining to the Audit Committee. The policy is proposed for implementing the system-wide audit redesign.

Enterprise or University Strategic Plan

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other: Governance oversight and efficient and effective operations

Discussion

- Key elements of the **new Audit Committee Policy** reflect the committee's duties and responsibilities, including but not limited to:
 1. Authorizing establishment of university internal audit review boards to provide the first level of governance over their respective internal audit functions
 2. Providing for the committee's broad access to information and resources
 3. Reviewing the results of financial audits and financial statements
 4. Providing oversight of risk assessment processes, risk management and the internal control environment
 5. Exercising ultimate responsibility for protecting the independence of the audit function and ensuring that the auditors' access to information, property and personnel is adequate
 6. Reviewing the results of the work of the external auditors and regulators

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EXECUTIVE SUMMARY

7. Monitoring compliance with laws, regulations and policies
 8. Ensuring adequate communication flows between the Audit Committee and universities involving matters within its sphere of responsibility
- The board reviewed this proposed policy on first reading at the September 2015 board meeting.

Requested Action

The board office asks the board to approve proposed board policy 3-104 pertaining to the Audit Committee, as described in this executive summary.

Policy Number: 3-104	Policy Name: Audit Committee
Policy Revision Dates: Draft 07/29/2015	Page 1

3-104 AUDIT COMMITTEE

A. THE ARIZONA BOARD OF REGENTS AUDIT COMMITTEE ASSISTS THE BOARD IN ITS OVERSIGHT OF FINANCIAL REPORTING, INTERNAL CONTROLS AND COMPLIANCE, RISK ASSESSMENTS, AND INTERNAL AND EXTERNAL AUDITS. IN DISCHARGING THIS RESPONSIBILITY, THE COMMITTEE WILL:

1. ESTABLISH THE POWERS AND DUTIES OF THE UNIVERSITIES' INTERNAL AUDIT REVIEW BOARDS THROUGH APPROVED CHARTERS, AND PERIODICALLY REVIEW, REVISE, AND RE-APPROVE THOSE CHARTERS;
2. REQUEST INFORMATION AS NECESSARY TO FULFILL ITS OVERSIGHT RESPONSIBILITIES;
3. RECOMMEND THAT THE BOARD OR UNIVERSITIES RETAIN INDEPENDENT COUNSEL, ACCOUNTANTS, OR CONSULTANTS AS NECESSARY TO ASSIST IN FULFILLING THE COMMITTEE'S OVERSIGHT RESPONSIBILITIES;
4. REVIEW THE USE OF OUTSIDE ACCOUNTANTS, CONSULTANTS OR OTHERS RETAINED BY THE BOARD OR UNIVERSITIES TO ASSIST IN CONDUCTING AUDITS, REVIEWS, OR SPECIAL INVESTIGATIONS; AND
5. ASSIGN TASKS TO SUBCOMMITTEES, AS NEEDED.

B. THE COMMITTEE RELIES ON THE EXPERTISE AND KNOWLEDGE OF UNIVERSITY AND BOARD MANAGEMENT, THE INTERNAL AUDITORS AND CONSULTANTS, AND THE AUDITOR GENERAL IN CARRYING OUT ITS OVERSIGHT RESPONSIBILITIES. THE COMMITTEE HAS THE AUTHORITY OUTLINED BELOW AND MAY MAKE RECOMMENDATIONS TO THE FULL BOARD REGARDING ANY OF THESE AREAS IF ADDITIONAL ACTION IS DEEMED NECESSARY.

1. FINANCIAL STATEMENTS. THE COMMITTEE WILL:

- A. REVIEW FINANCIAL STATEMENTS, AND THE COMMITTEE MAY REQUEST INFORMATION REGARDING ANY UNDERLYING ESTIMATES, ASSUMPTIONS AND ANALYSIS, SIGNIFICANT ACCOUNTING AND REPORTING ISSUES, COMPLEX OR UNUSUAL TRANSACTIONS AND HIGHLY JUDGMENTAL AREAS, AND RELATED PROFESSIONAL AND REGULATORY INITIATIVES;
- B. REVIEW AUDITS AND CORRECTIVE ACTIONS; AND
- C. REVIEW ANNUAL AUDITED FINANCIAL STATEMENTS, INCLUDING AUDITED

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FINANCIAL STATEMENTS FROM COMPONENT UNIT AFFILIATES AS DESCRIBED IN THE GUIDELINES GOVERNING THE RELATIONSHIPS BETWEEN COMPONENT UNIT AFFILIATES AND UNIVERSITIES UNDER THE JURISDICTION OF THE ARIZONA BOARD OF REGENTS.

2. RISK AND INTERNAL CONTROLS. THE COMMITTEE WILL:

- A. REVIEW BOARD AND UNIVERSITY POLICIES WITH RESPECT TO RISK ASSESSMENT AND RISK MANAGEMENT;
- B. REVIEW THE EFFECTIVENESS OF THE INTERNAL CONTROLS ENVIRONMENTS FOR THE BOARD AND THE UNIVERSITIES;
- C. REVIEW INTERNAL CONTROLS OVER FINANCIAL REPORTING, AND RECEIVE REPORTS ON SIGNIFICANT FINDINGS, RECOMMENDATIONS, AND MANAGEMENT RESPONSES.

3. INTERNAL AUDIT. THE COMMITTEE WILL:

- A. REVIEW THE APPOINTMENT, REPLACEMENT, OR DISMISSAL OF CHIEF AUDIT EXECUTIVES;
- B. REVIEW THE FUNCTIONAL AND ADMINISTRATIVE REPORTING RELATIONSHIPS OF THE AUDIT OFFICES TO PROTECT INDEPENDENCE;
- C. REVIEW WITH THE CHIEF AUDIT EXECUTIVES AND CHAIRS OF THE INTERNAL AUDIT REVIEW BOARDS THE AUDIT OFFICES' CHARTERS, PLANS, ACTIVITIES, STAFFING, AND ORGANIZATIONAL STRUCTURE OF THE INTERNAL AUDIT FUNCTIONS;
- D. REVIEW AND APPROVE THE INTERNAL AUDIT OFFICES' ANNUAL REPORTS ON INTERNAL AUDIT AND ANNUAL AUDIT PLANS AS SUPPORTED BY THE INDEPENDENT RISK ASSESSMENT PROCESSES, AND DISCUSS OVERALL RESULTS WITH THE CHIEF AUDIT EXECUTIVES AND THE INTERNAL AUDIT REVIEW BOARDS' CHAIRS;
- E. RECEIVE FROM THE AUDIT OFFICES FINAL INTERNAL AUDIT REPORTS AND PERIODIC PROGRESS REPORTS ON THE APPROVED AUDIT PLANS;
- F. DISCUSS WITH THE INTERNAL AUDIT REVIEW BOARD CHAIRS AND PRESIDENTS ANY LIMITATIONS ON AUDITOR'S OBJECTIVITY AND INDEPENDENCE, ANY DIFFICULTIES ENCOUNTERED, OR SCOPE RESTRICTIONS, AND FACILITATE UNRESTRICTED ACCESS TO

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INFORMATION WITHIN THE SCOPE OF AUDITS AND AUDITORS' DUTIES;

- G. REVIEW THE EFFECTIVENESS OF THE INTERNAL AUDIT FUNCTION, INCLUDING COMPLIANCE WITH THE INTERNATIONAL STANDARDS FOR THE PROFESSIONAL PRACTICE OF INTERNAL AUDITING AND THE CODE OF ETHICS OF THE INSTITUTE OF INTERNAL AUDITORS;
- H. PROVIDE FEEDBACK TO THE INTERNAL AUDIT REVIEW BOARD CHAIRS AND PRESIDENTS ON THE QUALITY AND ADEQUACY OF AUDIT COVERAGE PROVIDED;
- I. REVIEW DISAGREEMENTS BETWEEN INTERNAL AUDITORS AND MANAGEMENT REGARDING AUDIT FINDINGS AND RECOMMENDATIONS; AND
- J. MEET IN EXECUTIVE SESSION WITH EACH CHIEF AUDIT EXECUTIVE AT LEAST ANNUALLY TO DISCUSS ISSUES RELATED TO THE AUDIT FUNCTION. EITHER THE COMMITTEE OR THE CHIEF AUDIT EXECUTIVE MAY REQUEST ADDITIONAL MEETINGS. THE COMMITTEE MAY ALSO MEET WITH OTHERS IN EXECUTIVE SESSION AS NECESSARY TO FULFILL ITS RESPONSIBILITY.

4. EXTERNAL AUDIT. THE COMMITTEE WILL:

- A. REVIEW THE AUDITOR GENERAL'S PROPOSED AUDIT SCOPE AND APPROACH, INCLUDING APPROPRIATE COORDINATION OF THE AUDIT EFFORT WITH INTERNAL AUDIT;
- B. RECEIVE FROM THE UNIVERSITIES COPIES OF REPORTS FROM FINANCIAL AND COMPLIANCE AUDITS AND REVIEWS PERFORMED BY EXTERNAL FIRMS OR REGULATORS; AND
- C. REVIEW DISAGREEMENTS REGARDING AUDIT FINDINGS AND RECOMMENDATIONS BETWEEN AUDITOR GENERAL OR ANY EXTERNAL AUDITOR AND UNIVERSITY OR BOARD MANAGEMENT.

5. COMPLIANCE. THE COMMITTEE WILL:

- A. REVIEW THE EFFECTIVENESS OF SYSTEMS FOR MONITORING COMPLIANCE WITH LAWS, POLICIES AND REGULATIONS; AND
- B. ENCOURAGE CONTINUOUS IMPROVEMENT OF AND ADHERENCE TO UNIVERSITIES' AUDIT POLICIES, PROCEDURES, AND PRACTICES.

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6. COMMUNICATIONS AND REPORTING.

A. THE PRESIDENTS MUST PROVIDE PROMPT NOTICE TO THE BOARD CHAIR, THE AUDIT COMMITTEE CHAIR AND THE BOARD PRESIDENT OF ANY:

1. IRREGULARITIES WITH SIGNIFICANT FINANCIAL IMPACT, AND
2. SIGNIFICANT ISSUES RAISED BY INTERNAL AUDITORS, STATE OR FEDERAL AUDITORS, OR ANY OTHER AUDIT AGENCY OR AUTHORITY.

B. THE AUDIT PLANS SET FORTH THE APPROVED PROJECTS FOR THE UNIVERSITY AND BOARD AUDITORS. ANY MEMBER OF THE BOARD OR THE AUDIT COMMITTEE SEEKING ADDITIONAL INFORMATION, REVIEW OR INVESTIGATION ON ANY ISSUE OUTSIDE OF THE SCOPE OF AN APPROVED AUDIT PLAN SHOULD DIRECT THAT REQUEST THROUGH THE AUDIT COMMITTEE FOR REVIEW. IF TIME DOES NOT PERMIT PRIOR COMMITTEE REVIEW, THE REQUEST SHOULD BE SENT TO THE AUDIT COMMITTEE CHAIR AND BOARD PRESIDENT, WHO WILL DETERMINE APPROPRIATE NEXT STEPS.

C. THE COMMITTEE WILL REPORT TO THE BOARD ABOUT COMMITTEE ACTIVITIES AND ISSUES THAT ARISE WITH RESPECT TO:

1. QUALITY OR INTEGRITY OF THE UNIVERSITIES' FINANCIAL STATEMENTS;
2. THE UNIVERSITIES' COMPLIANCE WITH LEGAL OR REGULATORY REQUIREMENTS;
3. THE RELATIONSHIP WITH THE AUDITOR GENERAL; AND
4. THE PERFORMANCE OF INTERNAL AND EXTERNAL AUDITORS.

EXECUTIVE SUMMARY

Item Name: Proposed Revision to Board Policy 6-101 C and H (Second Reading)

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: The board office asks the board to approve the proposed revisions to board policy 6-101(C)(1)(a) and (H)(1). The proposed revisions eliminate the requirement that the board approve appointments to administrative positions, eliminate the provision that allows the board to consider the termination appeals of administrative employees and align the policy with current practice.

Enterprise or University Strategic Plan

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other:

Statutory/Policy Requirements

A.R.S. § 15-1626(A): General Administrative Powers and Duties of the Board.
The board may adopt policies or measures necessary for the effective governance and administration of the institutions under its control and may delegate to its university presidents any part of its authority for the administration and governance of such institutions, including its authority to appoint certain personnel.

ABOR Policy 6-910: Appointments Requiring Board Approval.

EXECUTIVE SUMMARY

Background/History of Previous Board Action/Discussion

- The board's Protocol for Review of Employment Appointments addressed the process for submitting appointments to the board for approval as well as the types of appointments that require such approval.
- The protocol was superseded by board policy 6-910, which addresses appointments and board approval requirements. Therefore, the Protocol for Review of Employment Appointments became unnecessary, and the board repealed the protocol at its September 24-25, 2015 meeting.
- The proposed revision to board policy 6-101(C)(1)(a) is intended to align this policy with current practice and with board policies 6-102 and 6-910 by removing the requirement that the board approve administrative appointments by university presidents. Board policies 6-910 and 6-102 delegate administrative appointment authority to the university presidents.
- The proposed revision to board policy 6-101(H)(1) is also intended to align this policy with board policies 6-910 and 6-102 by eliminating the provision that allows administrative employees who are terminated with reason by a university president to appeal such decision to the board.
- The board reviewed the proposed revisions to board policy 6-101 on first reading at its September 2015 meeting.

Committee Review and Recommendation

The Regents Executive Committee reviewed this item on August 28, 2015 and recommended forwarding the item to the full board for review and approval.

Requested Action

The board office asks the board to approve the proposed revisions to board policy 6-101(C)(1)(a) and (H)(1) as described in this executive summary.

EXECUTIVE SUMMARY

PERSONNEL POLICIES

ARTICLE A. ADMINISTRATION

6-101 Conditions of Administrative Service

A. General

1. These Conditions of Administrative Service (6-101) shall constitute the policy under which administrative employees of the Board are employed. Each notice of appointment for administrative employees shall incorporate this policy by reference and shall provide that acceptance of the notice of appointment constitutes recognition that this policy constitutes the conditions of employment. The Board shall not be bound by, nor does it adopt or incorporate herein, the interpretations, policies or recommendations of other organizations.
2. The Board is charged by law to exercise control and supervision of the state universities and their property. Any authority delegated by the Board is always subject to the ultimate authority of the Board. The Board retains the right of periodic review and modification of all aspects of governance of the universities, and the right to enact such rules, regulations, policies and orders as it deems proper.
3. It is recognized that individual administrative employees may hold dual appointments only one of which may be to a position subject to the Conditions of Administrative Service 6-101).

B. Definitions

1. "Board" shall mean the Arizona Board of Regents.
2. "President" shall mean the president of the appropriate university or the president's designated representative, and the Administrative Director of the central staff.
3. a. "Administrator" or "administrative" shall mean an officer who reports directly to the president or to a vice president and who is responsible for planning, organizing, directing, controlling and evaluating the activities of a major segment of a university; promulgating and implementing university rules and regulations; preparing and administering the organizational budget; maintaining relationships with

EXECUTIVE SUMMARY

administrative officials and members of business, government and civic communities. These positions shall include vice presidents, deans, academic department heads and other positions as determined by the Board.

- b. Any nonclassified or non-student employee, not covered by the Conditions of Professional Service (6-203) or Conditions of Faculty Service (6-201), who reports to a person below the level of vice president and who has a direct role in planning, organizing, directing, evaluating, and controlling a major university function. Specific positions shall be determined by the president consistent with the terms of this definition.
4. "Notice of Appointment" shall mean the document by which an appointment is made each year and which is signed by the president.

C. Appointment Procedures

1. a. The president shall establish procedures for securing recommendations for appointment to administrative positions. Appointments may become effective when approved by the president ~~but require approval or ratification by the Board. Except in extraordinary circumstances, the president shall obtain the Board's approval prior to the effective date of an administrative appointment.~~
 - b. Appointments to positions described in section 6-101B.3.b (Conditions of Administrative Service, Definitions) shall become effective only when approved by the president.
2. All administrative employees shall receive each year an appointment for an academic year or for a fiscal year beginning July 1 or a portion thereof. Appointments and reappointments shall not be for more than one fiscal year. No oral or written communication made prior to or after the execution of a notice of appointment that is inconsistent or in conflict with the Conditions of Administrative Service (6-101) shall become a part of the conditions of employment.
 3. Appointments which are dependent for continuation on funding from a specific source other than state appropriations shall so state in the notice of appointment and may terminate when the funding is no longer available.

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D. Compensation

1. Salary ranges for administrative positions are set by the Board. The president may set individual salaries within those ranges or as otherwise approved by the Board. Salary rates for reappointments will depend upon available funding. Merit raises may be allocated by the president within the limitation of available funds.
2. Certain fringe benefits are made available to all state employees and are subject to change by the Legislature or the Board.
3. Policies governing outside activities and supplementary compensation are administered by each university.

E. Employment-Related Benefits

The Board has provided various benefits, such as the Medical Service Plan, which are a part of the employment relationship. Changes to such policies pertaining to benefits will be made by the Board normally to be effective at the start of the succeeding appointment period. Additional benefits may be added to be effective as determined by the Board.

F. Duties and Responsibilities

1. Duties and responsibilities of an administrative employee shall consist of those assigned by the president. All duties and responsibilities shall be carried out under the direction of the president who may alter or amend assigned duties or change titles at any time.
2. Performance of assigned duties by administrative employees shall be subject to evaluation by the president and performance shall be considered in decisions relating to compensation, retention, termination or a decision not to reappoint.

G. Reappointment

1. Decisions relating to reappointment shall be made in accordance with university rules and procedures developed by the president. The decision of the president not to reappoint is final.
2. An administrative employee has no expectation of continued employment and shall not be entitled to a hearing following or prior to a decision of non-reappointment. An administrative employee

EXECUTIVE SUMMARY

whose appointment is not renewed shall not be entitled to a statement of reasons for that action.

3. Administrative employees shall be given a ninety-day (90) notification of non-renewal. Failure to provide an administrative employee with a ninety-day (90) notification of non-renewal shall not constitute an automatic renewal of appointment. If notice of non-renewal is given less than ninety days prior to the end of an administrative employee's appointment period, the employee shall be entitled to continuation of salary for ninety days from the date of notification.

H. Termination, Release and Furlough

1. Administrative employees may be removed by the president from their administrative assignment at any time, but may not be dismissed during an appointment period without reason, except as set forth in 6-101H.3 (Conditions of Administrative Service, Termination, Release, and Furlough) below.

Reasons for dismissal may include, but are not limited to, incompetence or dishonesty in professional activities, neglect of properly assigned duties, or personal conduct that impairs the individual's fulfillment of properly assigned duties and responsibilities.

Incapacity (physical or mental) to perform properly assigned duties shall also be considered as reason with due consideration given to the nature and duration of the incapacity.

~~An administrative employee terminated with reason may, within fifteen work days, submit a written appeal of the president's decision to the Board. The Board's determination shall be final.~~

2. An administrative employee may be suspended with pay if the president determines that the continued presence of the employee on the campus may constitute a substantial interference with the orderly functioning of the university or of a substantial area, unit, college or department of the university.
3. Administrative employees may be released prior to the end of the appointment period, when deemed necessary due to a financial emergency as declared by the Board.
4. Regardless of the terms of the notice of appointment, administrative

EXECUTIVE SUMMARY

employees may be placed on furlough under a furlough plan approved pursuant to Board policy 6-810.

I. Implementation

The president shall establish such additional policies and procedures consistent with this policy as may be needed to carry out the Conditions of Administrative Service (6-101).

J. Severability

If any section, paragraph, subdivision, clause, sentence or phrase of this policy shall for any reason be held illegal or unenforceable, such decision shall not affect the validity of the remaining portion of the policy. If any provision of this policy contains an ambiguity, which may be construed as either valid or invalid, the valid construction shall prevail.

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EXECUTIVE SUMMARY

Item Name: Assignment of Annual Performance Incentives for Presidents

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: The board office asks the board to assign annual performance incentives to Presidents Cheng, Crow, Hart and Klein and to the Enterprise Executive Committee, to recognize achievement of an additional performance incentive by President Crow for 2014-2015, and to authorize the board chair to execute contracts or addenda on behalf of the board to reflect the new incentive assignments.

Enterprise or University Strategic Plan

(Check the element(s) of the strategic plan that this item supports or advances)

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other: Presidents' Contracts and Incentives

Statutory/Policy Requirements

A.R.S. § 15-1626(A)(1) and (B) "General Administrative Powers and Duties of the Board."

Background/History of Previous Board Action

- The Presidents' contracts provide for the board to assign annual performance incentives.

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EXECUTIVE SUMMARY

- These incentives are intended to place a portion of the presidents' compensation at risk. If the incentive is not achieved, the president is not entitled to payment for the incentive. Payment is not made for partial achievement of an incentive.
- The selected incentives are designed to focus attention and effort on areas of strategic importance for the universities and for the enterprise.
- Unless otherwise specified, achievement of an annual incentive set forth in the attachments will be measured as of June 30, 2016.
- Each president and the EEC will prepare a detailed written report to the board describing achievement of each incentive.
- The reports are due August 1, 2016.
- In addition to any elements described in the incentive, the president's report should describe the following for each incentive:
 - The strategic importance of the incentive to the university or enterprise strategic plan;
 - Achievement of the incentive as assigned, progress toward achievement, or challenges that prevented achievement and a strategy for overcoming those challenges;
 - Data or other evidence demonstrating achievement;
 - Any administrative, personnel, resource allocation or policy changes associated with achievement of the incentive;
 - The plan or proposed strategy for maintaining the achieved goal or the momentum put in place in support of the strategic initiative(s) described in the incentive; and
 - Any additional issues the president believes may be relevant to the evaluation of the incentive or to the continued success of the initiative described in the incentive.
- Reports may include sections that describe confidential personnel or proprietary information. Those sections should be marked appropriately and those elements may be limited to executive session review by the board.

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Discussion

Proposed annual incentives for the Presidents are attached as follows:

President Rita Cheng (Attachment A)

- Assignment of 2015-2016 Annual Performance Incentives

President Michael Crow (Attachment B)

- Assignment of 2015-2016 Annual Performance Incentives
- Recognition of achievement of additional 2014-2015 annual incentive

President Ann Hart (Attachment C)

- Assignment of 2015-2016 Annual Performance Incentives

President Eileen I, Klein (Attachment D)

- Assignment of 2015-2016 Annual Performance Incentives

Enterprise Executive Committee (Attachment E)

- Assignment of 2015-2016 Annual Performance Incentives

Committee Review and Recommendation

The Regents Executive Committee reviewed proposed performance incentives at its August 27 and 28, 2015 meetings.

Requested Action

The board office asks the board to approve the assignment of annual performance incentives, recognize achievement by President Crow of an additional 2014-2015 performance incentive, and authorize the board chair to execute contracts or addenda to reflect the new assignments as described in this executive summary.

Attachment A

Proposed FY 2015-16 Annual Performance Incentives for President Cheng

1. Serving Native American Students and Communities. All of the following must be achieved to meet this incentive goal.
 - A. NAU is making progress to close the retention gap between all full-time freshman students and Native American students. Continuing this trend with an increasing Native American student population is critical and will have significant impact on other outcomes, including graduation. There is not a specific goal number to meet, but the board wants to see progress realized between July 1, 2015 and June 30, 2016. The president's report should include data that demonstrates that the retention gap is closing for Native American students as compared to the historical trend.
 - B. In FY15, external dollars from grants and philanthropic gifts which supported Native American programs, scholarships, research and public service totaled \$8,169,440. Increasing these external resources must be a priority in order to fulfill our mission and continue to make progress in Native American student success and public service with Native American communities. President Cheng will be personally involved in directing opportunities to achieve this goal and continuing outreach with Native American leaders.
 - C. Evaluate the role of the Special Advisors to the President and further define the priorities of this position related to Special Advisor on Native American Affairs. The revised role will include a charge to engage NAU's Commission on Native American Affairs to conduct a campus-wide assessment of services and programs which serve Native American students and communities. Recommendations for improved campus-wide integrated programming and coordination will be developed and submitted as part of the 2015-2016 performance incentive.
2. Implementing strategies, initiatives and reorganize as necessary to increase effectiveness and the efficiency of NAU's operations.

Evaluate opportunities for efficiencies and cost-savings in NAU's business practices and implement changes as appropriate. Some of these areas will directly impact NAU's student services and student learning, while others such as information technology, marketing/communications and other areas, may not be visible to the external university audience. NAU has grown very quickly over the last decade and numerous systems have not advanced as quickly as the institution has grown. It is a

EXECUTIVE SUMMARY

testament to the faculty and staff leadership during this time that the organization is as healthy as it is, but several immediate areas have been identified for review and process improvements over the next year. The regents will receive a written report highlighting the substantive actions in this area and the expected benefits.

Attachment B

Proposed FY 2015-16 Annual Performance Incentives for President Crow

1. Oversee the design and launch of the entire freshman year in an online interactive curriculum as well as a brand-new tool completely online for Arizona high school completion enhancement. The president's report should document the steps taken to launch and the expected strategic benefits. The report should also describe the process for continued evaluation of the success of this initiative and how it will be sustained in the future.

2. Complete the multi-year project successfully to design a new ASU partnership with the Mayo clinic and two new ASU schools for the launch of the new Mayo medical school in Arizona. The president's report should describe the status of the partnership as of July 1, 2015 and progress made as of June 30, 2016. The report should describe any actions taken by ASU during this period and articulate the benefit to Arizona in addition to the benefits to the students and programs of ASU.

Attachment B

Recognition of achievement of additional 2014-2015 Incentive for President Crow

The board reviewed President Crow's achievement of his FY 2013 – FY 2015 multiple-year performance incentives at its September 2015 meeting. An error in the description of the incentive for degrees awarded mistakenly suggested that the goal had not been achieved.

When originally assigned and when evaluated in 2015, the description of the assigned goal read: "A Performance Incentive payment of \$10,000 for achievement of the projected 2014-2015 Enterprise Metric in Degrees awarded of 14,900." That description included an error: "14,900" was not the projected metric. The projected number was "14,009." The correct projected number, 14,009, was reported correctly throughout the 2014-2015 period on the ABOR website. The board was not aware of the error when it reviewed the achievement of performance incentives at its September 2015 meeting.

The number of degrees awarded by ASU during the 2014-2015 period was 14,594, which met and exceeded the projection and goal. As a result, President Crow earned the \$10,000 associated with the goal. The board is asked to recognize this achievement by authorizing payment for the incentive.

Attachment C

Proposed FY 2015-16 Annual Performance Incentives for President Hart

1. For 2015-16 academic year, the University of Arizona will complete a new long-range plan for the development of the biomedical campus with the City of Phoenix which includes other partners as laid out in the plan approved by Mayor Stanton and the Phoenix City Council.

The UA, and any potential development partners, propose to develop up to 5 acres of land on the Phoenix Biomedical Campus (PBC) south of Fillmore Street, aligned with the City Council adopted PBC Comprehensive Master Plan.

- The City of Phoenix and UA have jointly agreed to pursue collaboration for the phased development of bioscience and related uses on City-owned land in the PBC contained within the PBC Master-planned campus boundaries south of Fillmore Street, as well as City property on Fillmore east of 7th Street, all currently vacant and not subject to an existing lease. This property totals about 5 acres.
- Subject to the density and uses identified through an update to the existing PBC Comprehensive Master-Plan as described, the City will provide the UA an exclusive 10 year lease option at no cost for facility development on the property noted above.
- According to the proposal approved by the Phoenix City Council, Phase 1 of this collaboration would involve the development of a 40,000-60,000 square foot outpatient clinical facility, jointly planned and developed by UA and its development partner, Banner Health. The building will be required to accommodate future vertical construction to ultimately achieve a floor to area ratio (FAR) of 4.9.
- Phase 2, conducted in parallel with the Phase 1 project, would involve an update to the existing PBC Comprehensive Master Plan for all property south of Fillmore conducted in collaboration with the other PBC stakeholders such as Dignity Health/St. Joseph's, ASU, NAU, and others as planning develops.
 - Other adjacent non-city owned land outside the boundaries, regardless of location may be considered in the planning process subject to the Parties' mutual agreement.
 - The City has stated that it intends that the density of development in the master planning boundaries be at least 4.9 FAR.

Attachment C

The University of Arizona will work with the City to bring in outside companies that can provide intellectual collaboration with respect to discovery, instruction, and biomedical science will be a part of the planning. The final product for the purposes of this incentive will be a complete revised plan. All development action will of course be subject to all necessary approvals by the Board of Regents, the City Council or others as required.

2. For the 2015-16 academic year, the University of Arizona will complete the events scheduled for the alumni and friends across the country as laid out for completion during 2015-16 in the ArizonaNow Campaign plan. Achievement of this goal will demonstrate successful coordination of efforts between the University of Arizona and the University of Arizona Foundation pursuant to the development services agreement and advancement of a common development enterprise. A common development enterprise is the alignment and coordination of University of Arizona and University of Arizona Foundation resources, structures and procedures to increase overall fundraising performance.

Attachment D

Proposed FY 2015-16 Annual Performance Incentives for President Klein

- Enterprise Communications Plan – Increase board awareness of the universities' communications and marketing functions and their importance to the enterprise outcomes. Work to raise positive public awareness of ABOR and the university system through implementation of a strategic communications and outreach plan that provides greater alignment of communications activities with the board calendar and maximizes enterprise communications, outreach and impact between and among the universities and the board office. The president's report should include a detailed written plan that addresses ongoing initiatives planned in this area as well as substantive progress demonstrated in this performance period.
- Affiliated entities – Work with the board's executive committee to define the relationship between the board and entities affiliated with the universities. Define the minimum requirements for using an Arizona public university's name. As part of this goal the president's report should include specific action plans to address any concerns or opportunities found in this evaluation. The board desires that we have strong positive relationships with our affiliated organizations for the overall good of higher education and our three public universities.

Attachment E

Proposed FY 2015-16 Annual Performance Incentives for EEC

1. Update goals and metrics to 2025. To remain focused on long-term planning and capacity building, the EEC shall review the current enterprise goals and metrics and develop a new framework for the board's consideration during the 2015-2016 academic year. The framework is intended to guide the work of the institutions and the enterprise. The framework shall include elements such as:
 - a. review the current enterprise goals and metrics;
 - b. provide updated targets to be reached by the enterprise by 2025;
 - c. identify key enterprise objectives for each goal;
 - d. note key dependencies and challenges associated with the goals;
 - e. include markers of quality, cost effectiveness and other essential elements to be considered as part of the board's mission to provide affordable and accessible postsecondary education opportunities to Arizonans.

2. Revise the enterprise model for funding from the state. The EEC shall develop a "sustainable funding model" in accordance with the Governor's request. Although the EEC has invested significant time and energy into developing a performance funding model, the EEC should consider other approaches to secure state funding, including a student-centered funding model. The funding model should create an equitable means for each university to receive funding from the state for both maintenance and operations and capital. The EEC should also propose ways in which decision packages or other state funding requests can be used to recognize and advance mission differentiation.

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EXECUTIVE SUMMARY

Item Name: **Assignment of Multiple-Year Performance Incentives for Presidents Crow and Hart**

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: The board office asks the board to assign multiple-year performance incentives to Presidents Crow and Hart and to authorize the board chair to execute contracts or addenda on behalf of the board to reflect the new incentive assignments.

Enterprise or University Strategic Plan

(Check the element(s) of the strategic plan that this item supports or advances)

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other: Presidents' Contracts and Incentives

Statutory/Policy Requirements

A.R.S. § 15-1626(A)(1) and (B) "General Administrative Powers and Duties of the Board."

Background/History of Previous Board Action

- The Presidents' contracts provide for the board to assign multiple-year performance incentives.

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EXECUTIVE SUMMARY

- President Hart and President Crow have completed the multiple-year incentives assigned to them through FY15. The proposed incentives in this executive summary extend through FY18.
- Multiple-year incentives assigned to President Cheng in 2014 cover the period FY15-FY17.

Discussion

- These multiple-year incentives include enterprise metric goals and university initiative goals.
- The incentives are intended to place a portion of the presidents' compensation at risk. If the incentive is not achieved, the president is not entitled to payment for the incentive. Payment is not made for partial achievement of an incentive.
- The selected incentives are designed to focus attention and effort on areas of strategic importance for the universities and for the enterprise.
- Unless otherwise specified, achievement of a multiple-year incentive set forth in the attachments will be measured as of June 30, 2018.
- The president will prepare a detailed written report to the board describing achievement of each incentive.
- The reports are due August 1, 2018.
- The enterprise metric goals will be evaluated based on university data.
- In addition to any elements described in the incentive, the president's report should describe the following for each university initiative incentive:
 - The strategic importance of the incentive to the university or enterprise strategic plan;
 - Achievement of the incentive as assigned, progress toward achievement, or challenges that prevented achievement and a strategy for overcoming those challenges;
 - Data or other evidence demonstrating achievement;
 - Any administrative, personnel, resource allocation or policy changes associated with achievement of the incentive;
 - The plan or proposed strategy for maintaining the achieved goal or the momentum put in place in support of the strategic initiative(s) described in the incentive; and

EXECUTIVE SUMMARY

- Any additional issues the president believes may be relevant to the evaluation of the incentive or to the continued success of the initiative described in the incentive.
- Reports may include sections that describe confidential personnel or proprietary information. Those sections should be marked appropriately and those elements may be limited to executive session review by the board.

Proposed multiple-year incentives for the Presidents are attached as follows:

President Michael Crow (Attachment A)

- Assignment of 2015-2018 Multiple-Year Performance Incentives

President Ann Hart (Attachment B)

- Assignment of 2015-2018 Multiple-Year Performance Incentives

Requested Action

The board office asks the board to approve the assignment of multiple-year performance incentives and authorize the board chair to execute contracts or addenda to reflect the new assignments as described in this executive summary.

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Attachment A

**Proposed 2015-2018 Multiple-Year Performance Incentives for President Crow
(To be measured as of June 30, 2018)**

Enterprise Performance Incentives.

1. Freshman Retention. University President will be entitled to a performance incentive payment of \$10,000 for achievement of the 2018 fiscal year strategic plan metric goal in the Freshman Retention Rate of 85.2% with an additional incentive payment of \$10,000 for exceeding the goal by attaining a Freshman Retention Rate of 86%. (Total possible = \$20,000)
2. Research Expenditures. University President will be entitled to a performance incentive payment of \$20,000 for University attaining the projected 2018 fiscal year strategic plan metric goal for total research expenditures of \$562.5 million with an additional incentive payment of \$20,000 for exceeding the goal by attaining total research expenditures of \$607.4 million for the 2018 fiscal year. (Total possible = \$40,000)
3. Bachelor's Degrees. University President will be entitled to a performance incentive payment of \$10,000 for achievement of the projected 2018 fiscal year strategic plan metric goal in Bachelor's Degrees Awarded of 16,246. (Total possible = \$10,000)
4. Total Students. University President will be entitled to a performance incentive payment of \$10,000 for achievement of the projected 2018 fiscal year strategic plan metric goal of 100,184 total students enrolling in the University. (Total possible = \$10,000)
5. Number of Degrees in High Demand Fields. University President will be entitled to a performance incentive payment of \$10,000 for achievement of the projected 2018 fiscal year strategic plan metric goal number of degrees in high demand fields of 9,450. (Total possible = \$10,000)

University Initiatives Performance Incentives.

1. Attain top three ranking in the PAC 12 for academic performance of ASU student athletes. (Total possible = \$10,000)

EXECUTIVE SUMMARY

2. Increase fundraising to more than \$165 million per year over the 3 year average of FY16, FY17 and FY18. (Total possible = \$20,000)
3. Launch and operate America's largest engineering school successfully with 90% student retention. (Total possible = \$20,000)

Notes

- These multiple-year incentives are in addition to the two annual incentives assigned to each president each year.
- The University President may receive compensation for each of the individual performance goals. Generally, payments are not pro-rated for partial achievement of a goal.
- If all of the multiple-year incentives (i.e., the enterprise metric and university initiatives incentives) are achieved, the University President will be eligible for an additional incentive payment of \$50,000.

EXECUTIVE SUMMARY

Attachment B

**Proposed 2015-2018 Multiple-Year Performance Incentives for President Hart
(To be measured as of June 2018)**

Enterprise Performance Incentives.

1. Freshman Retention. University President will be entitled to a performance incentive payment of \$10,000 for achievement of the 2018 fiscal year strategic plan metric goal in the Freshman Retention Rate of 83%, with an additional incentive payment of \$10,000 for exceeding the goal by attaining a Freshman Retention Rate of 84%. (Total possible = \$20,000)
2. Research Expenditures. University President will be entitled to a performance incentive payment of \$20,000 for University attaining the total research expenditures of \$622.44 million with an additional incentive payment of \$20,000 for attaining total research expenditures of \$636.48 million for the 2018 fiscal year. (Total possible = \$40,000)
3. Bachelor's Degrees. University President will be entitled to a performance incentive payment of \$10,000 for achievement of the projected 2018 fiscal year strategic plan metric goal in Bachelor's Degrees Awarded of 7,771. (Total possible = \$10,000)
4. Total Students. University President will be entitled to a performance incentive payment of \$10,000 for achievement of the projected 2018 fiscal year strategic plan metric goal of 48,607 total students enrolling in the University. (Total possible = \$10,000)
5. Number of Degrees in High Demand Fields. University President will be entitled to a performance incentive payment of \$10,000 for achievement of the projected 2018 fiscal year strategic plan metric goal of number of degrees in high demand fields of 4,419. (Total possible = \$10,000)

University Initiatives Performance Incentives.

1. Medical School Research & Development Expenditures will comprise 30% of our university total research expenditures reported on the NSF Higher Education Research Data survey as the UA grows it 18% from \$159.1 M to 186.7M by 2018. (Total possible = \$10,000)

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Background: *Never Settle* identifies medical research as an area of opportunity for growth, and correspondingly the new partnership between UA and Banner provides new resources and opportunities to grow research in UA's medical school. For the last NSF HERD survey data issued in 2015, Medical School Research & Development (R&D) expenditures were \$159.1M (NSF HERD Survey table 68, http://ncesdata.nsf.gov/herd/2013/html/HERD2013_DST_68.html). Using the goal setting 2025 metric process, UA's Total R&D expenditures are projected to be \$622,440,000 in 2018. At 186.7M, the Medical School's projected R&D expenditures would comprise 30% of the total 2018 target. This is a growth rate of 18%.

2. By 2018, 85% of graduating seniors will have completed a UA approved Engaged Learning Experience to earn a formal notation on their transcript. (Total possible = \$20,000)

Background: All students have an engagement experience; however, not all students yet are in UA approved experiences that have specific learning outcomes associated with them and specific requirements for how much time a student must put into the experience (generally about the same as a three-unit class). The first entering class who entered under this initiative was the 14-15 class, so 2018 will be the first graduation year for these students.

3. Establish the UA Oro Valley Campus, defined by 1) enrolled students in the DVM program and on schedule for accreditation of the DVM program, and 2) approved One Health research center with at least three researchers hired. (Total possible = \$20,000)

Background: The integration of UA's new UA Doctor of Veterinary Medicine Program with a One Health research and development effort will be the nucleus of the *UA Oro Valley* campus. This university campus will be a full-time Oro Valley community anchored effort, which connects and leverages strong university programs and research to regional bioscience efforts across the metro area to foster economic development in the region and spur job creation for Arizona.

The UA College of Agriculture has received ABOR approval to establish the Doctor of Veterinary Medicine program. The final program plan in Oro Valley will include a minimum of 300 DVM students in three clinical education years, associated administrative, clinical DVM program teaching, and clinical distribution office staff (46 FTE; 22 of which will have salaries > \$100K, 9 > \$50K). *UA Oro Valley* will be the DVM program home (12 months fulltime operation) and this site will focus on students learning all aspects of clinical veterinary medicine.

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“One Health” is the discovery of preventive health solutions using interdisciplinary sciences with industries, governments, NGOs, and communities. It is founded on the inextricable connections among animals and humans in common ecosystems. It has been estimated that over 75% of all emerging pathogens are zoonotic (transferred from animals to humans) and that zoonotic pathogens are twice as likely to be associated with an emerging disease as non-zoonotic pathogens. The goal of One Health is to develop countermeasures that are effective and stamp out the diseases in the animal population before it gets into humans. One Health research tackles complex local and global health problems impacting all biosystems, bringing together land and natural resources (sustainable ecosystems especially those challenged by arid conditions), energy, public and animal health, people, social sciences and economics, medicine, and informatics to focus on health and wellbeing for all. A bold new approach is needed to harness this data and translate via analytics the resultant information into health solutions – *to predict, prevent and protect*. This program will be comprised of a full-time research and development team working in big data analytics integrating animal, environmental and human health information to solve global challenges of infectious disease. This full-time Oro Valley community-anchored effort will connect and leverage university programs and research to regional bioscience efforts across the metro area.

Notes

- These multiple-year incentives are in addition to the two annual incentives assigned to each president each year.
- The University President may receive compensation for each of the individual performance goals. Generally, payments are not pro-rated for partial achievement of a goal.
- If all of the multiple-year incentives (i.e., the enterprise metric and university initiatives incentives) are achieved, the University President will be eligible for an additional incentive payment of \$50,000.

EXECUTIVE SUMMARY

Item Name: FY 2016 Revised Capital Development Plan (ASU)

- Committee Recommendation to Full Board
- Full Board Approval

Issue: Arizona State University asks the board to approve its FY 2016 Revised Capital Development Plan, which includes two new projects and two previously-approved projects. The CDP totals \$252.2 million.

Enterprise or University Strategic Plan

(Check the element(s) of the strategic plan that this item supports or advances)

- Education excellence, access and degree production
- Research excellence
- Workforce and community
- Productivity
- Compliance
- Real property purchase/sale/lease
- Other:

Statutory/Policy Requirements

- Pursuant to Arizona Board of Regents Policy Chapter 7-107 Capital Committee review and Board approval of the annual Capital Development Plan (CDP).

Project Justification/Description/Scope

- The Arizona State University (ASU) FY 2016 Revised CDP totals \$252.2 million and proposes two new major capital projects for approval, along with two previously-approved projects:
 - Biodesign C
 - Gammage Auditorium Rehabilitation
 - Student Pavilion (previously approved)
 - Sun Devil Stadium Renovation Phase 3 (previously approved)
- For this CDP, ASU has set as its priorities a new, interdisciplinary research facility at the Tempe campus and renovation of specific areas within Gammage Auditorium. The research facility responds to the need to provide additional high-quality research space for students, faculty, researchers and staff to advance ASU's research goals. The planned Gammage Auditorium renovations will accommodate increased event attendance, enhance disability access, improve patron comfort and preserve an important University capital asset.

EXECUTIVE SUMMARY

- Thoughtful and productive investment in the University's infrastructure is vital to the success of current and future ASU students and supports the key elements of ASU's Strategic Enterprise Framework, including:
 - Achieving a fifty percent increase in degree production
 - Establishing national standing in academic quality and the impact of colleges and schools in every field
 - Enhancing local impact and social embeddedness
 - Expanding research performance by 2020 to \$700 million in annual research expenditures.

Fiscal Impact and Financing Plan:

- The ASU FY 2016 Revised CDP, if fully implemented, reflects a total cost of \$252.2 million, including the previously-approved Student Pavilion and Sun Devil Stadium Renovation Phase 3 projects.
- The annual assessment of debt capacity contained in the CDP provides a summary report of the University's ability to finance additional capital projects through the issuance of debt. Based upon the capital projects approved in the University's FY 2016 Capital Development Plan, the FY 2017 One-Year Capital Plan, and projects that have received ABOR Project Approval, the highest projected debt ratio is 4.9 percent. The debt ratio is the total projected annual debt service on bonds and certificates of participation as a proportion of total projected University expenses. The maximum debt ratio allowed by ABOR policy and state statute is 8 percent. This ratio excludes debt service from the Stimulus Plan for Economic and Educational Development (SPEED) projects. The projected highest debt ratio including debt service on SPEED projects is 5.4 percent.

Debt Ratio Impact:

- The projected incremental debt ratio impact on system revenue bonds debt service for the proposed CDP projects is 0.57 percent.
- The tables in Exhibits 1 and 2 provide details on project financing, funding sources and debt ratio impact.
- The following table reflects charitable gift funding anticipated in each project plan of finance:

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Project Name	Approval Date	Occupancy Date	Project Cost	Gift Target	Current Gifts (Cash/ Pledges)
College Avenue Commons	PA 12/2012	7/2014	\$54.5m	\$7.5m	\$7.5m
AZ Center for Law and Society	PA 6/5/2014	7/2016	\$129.0m	\$3.0m	\$10.0m
Sun Devil Stadium Renovation	PA 11/21/2014	8/2017	\$256.0m	\$56.0m	\$46.0m
Gammage Auditorium Rehabilitation	CIP 2017 9/2015	TBD	\$9.0m	\$6.5m	\$4.3m

Committee Review and Recommendation

The Business and Finance Committee reviewed this item at its November 18, 2015 meeting and recommended forwarding the item to the full board for approval.

Requested Action

Arizona State University requests that the Board approve the ASU FY 2016 Revised Capital Development Plan, as presented in this Executive Summary.

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FY 2016 REVISED CAPITAL DEVELOPMENT PLAN

EXHIBIT 1

Project	Board Approval Status	Gross Square Footage	Project Cost	Amount Financed	Funding Method	Annual Debt Service	Debt Ratio
New Academic/Support Project							
ASUT- Biodesign C	CIP Sept 2015	193,000	\$ 120,000,000	\$ 120,000,000	System Revenue Bonds	\$ 8,717,900	0.36%
New Auxiliary Project							
ASUT- Gammage Auditorium Rehabilitation	CIP Sept 2015	10,000	\$ 9,000,000	\$ -	Gifts/Other Local Funds	\$ -	
New Projects Total		203,000	\$ 129,000,000	\$ 120,000,000		\$ 8,717,900	0.36%
Previously Approved Auxiliary Projects							
ASUT-Sun Devil Stadium Renovation-Phase 3	CDP June 2015	850,000	\$ 83,300,000	\$ 33,000,000	System Revenue Bonds/Gifts	\$ 2,620,200	0.09%
ASUT - Student Pavilion	CDP June 2015	74,653	\$ 39,900,000	\$ 39,900,000	System Revenue Bonds	\$ 2,898,700	0.12%
Previously Approved Projects Total		924,653	\$ 123,200,000	\$ 72,900,000		\$ 5,518,900	0.21%
Total		1,127,653	\$ 252,200,000	\$ 192,900,000		\$ 14,236,800	0.57%

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EXHIBIT 2

CAPITAL DEVELOPMENT PLAN - ANNUAL DEBT SERVICE BY FUNDING SOURCE											
Project	Amount Financed	301	TUI	AUX	ICR	OLF	SLP	FGT	DFG	OTH	TOTAL ANNUAL DEBT SERVICE
New Academic/Support Project											
ASUT - Biodesign C	\$ 120,000,000		\$ 2,179,500		\$ 6,538,400						\$ 8,717,900
New Projects Total	\$ 120,000,000		\$ 2,179,500		\$ 6,538,400						\$ 8,717,900
Previously Approved Auxiliary Projects											
ASUT-Sun Devil Stadium Renovation Phase 3	\$ 33,000,000			\$ 2,620,200							\$ 2,620,200
ASUT - Student Pavilion	\$ 39,900,000		\$ 864,500			\$ 2,034,200					\$ 2,898,700
Previously Approved Auxiliary Projects Total	\$ 72,900,000		\$ 864,500	\$ 2,620,200		\$ 2,034,200					\$ 5,518,900
Total	\$ 192,900,000		\$ 3,044,000	\$ 2,620,200	\$ 6,538,400	\$ 2,034,200					\$ 14,236,800

CAPITAL DEVELOPMENT PLAN - OPERATION AND MAINTENANCE BY FUNDING SOURCE											
Project	TOTAL ANNUAL O&M	301	TUI	AUX	ICR	OLF	GFA	FGT	DFG	OTH	TOTAL ANNUAL O&M
New Academic/Support Projects											
ASUT - Biodesign C	\$ 2,795,929				\$ 2,096,947	\$ 698,982					\$ 2,795,929
New Auxiliary Project											
ASUT - Gammage Auditorium Rehabilitation	\$ 63,016			\$ 63,016							\$ 63,016
New Academic/Support Projects Total	\$ 2,858,945	\$ -	\$ -	\$ 63,016	\$ 2,096,947	\$ 698,982	\$ -	\$ -	\$ -	\$ -	\$ 2,858,945
Previously Approved Auxiliary Projects											
ASUT-Sun Devil Stadium Renovation Phase 3	\$ 1,600,000			\$ 1,600,000							\$ 1,600,000
ASUT - Student Pavilion	\$ 431,000					\$ 431,000					\$ 431,000
Previously Approved Auxiliary Projects Total	\$ 2,031,000	\$ -	\$ -	\$ 1,600,000	\$ -	\$ 431,000	\$ -	\$ -	\$ -	\$ -	\$ 2,031,000
Total	\$ 4,889,945			\$ 1,663,016	\$ 2,096,947	\$ 1,129,982					\$ 4,889,945

Debt Service Funding Source Codes:

(301) 301 Fund/Other
(TUI) Tuition
(AUX) Auxiliary

(ICR) Indirect Cost Recovery
(OLF) Other Local Funds
(SLP) State Lottery Allocation Proceeds

(GFA) General Fund Appropriation
(FGT) Federal Grant
(DFG) Debt Financed by Gifts
(OTH) Other

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EXECUTIVE SUMMARY

**Arizona Board of Regents
Arizona State University
Capital Development Plan Project Justification Report
Biodesign C**

Previous Board Action:

- FY 2017 Capital Improvement Plan September 2015

Statutory/Policy Requirements

- Pursuant to Arizona Board of Regents Policy Chapter 7-102, all capital projects with an estimated total project cost for new construction of \$10 million or more shall be brought to the Business and Finance Committee for approval, regardless of funding source or financing.

Project Justification/Description/Scope

- Biodesign C, located east of Biodesign B on the Tempe campus, will strengthen ASU as a global center for interdisciplinary research and development. The five-story plus basement, approximately 193,000 gross square foot building will include laboratories, lab casework and office layouts that will be modularized to allow for maximum flexibility, adaptability, planning and expansion based on research and user needs. The modular layout also will allow for reconfiguration of research spaces with minimal impact to the built systems when new research projects are located in Biodesign C.
- Biodesign C will be a high-functioning, “workhorse” laboratory facility housing research from the College of Liberal Arts and Sciences, Ira A. Fulton Schools of Engineering and the Biodesign Institute. It will provide a mix of wet and dry labs with high-quality wet lab space as the highest priority. The building is designed to meet specifications for LEED Silver at a minimum, with intentions of achieving a higher LEED certification.
- This new, multi-functional research facility will meet the growing need for additional laboratory space to secure and perform high-quality research. Biodesign C will include critical lab and research support space designed specifically to promote and enable the creation of cutting-edge, collaborative research clusters. The facility’s design will leverage the University’s investment to maximize the opportunities for research growth.
- The primary institutional priorities supported by this project include:

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Position ASU as a national comprehensive university and establishing national standing in academic quality and impact of colleges and schools in every field.

- Specific strategic targets include: 1) doubling of research to \$700 million annually and 2) integration of the teaching, learning and discovery mission into the Phoenix urban fabric and outstate Arizona

Establish ASU as a global center for interdisciplinary research, discovery and development by 2020:

- Become a leading global center for interdisciplinary scholarship, discovery and development
 - Enhance research competitiveness to more than \$700 million annually in research
 - Augment regional economic competitiveness through research, discovery and value-added programs
- The 2012 campus master plan update identified a need for additional research space totaling 350,000 gross square feet. This new, 193,000 gross-square-foot facility will contribute to meeting this need.

Project Delivery Method and Process:

- This project will be delivered through the Construction Manager at Risk (CMAR) method. This delivery approach was selected to provide contractor design input and coordination throughout the project, alleviate potentially adversarial project environments, and allow for the selection of the most qualified contractor team. With the use of two independent cost estimates at each phase, and pre-qualified low-bid subcontractor work for the actual construction, CMAR project delivery also provides a high level of cost and quality control.
- ASU selected McCarthy Building Companies as the CMAR and ZGF/BWS Architects as the design professionals (DP) for this project. During the selection process for the CMAR, there were 23 responses and 5 contractors interviewed. The selection process for the DP included 11 responses and 5 firms were interviewed.

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Project Status and Schedule

- This project is in the design phase, with construction scheduled to begin when all approvals are in place. Construction will be completed approximately 21 months after CMAR construction contracts are awarded.

Project Cost

- The budget for this 193,000 gross-square-foot project is \$120 million. Completion of the programming effort resulted in the addition of one floor and a basement, totaling 42,000 gross square feet and a \$10 million budget increase, since receiving CIP approval in September 2015.
- The budget represents an estimated construction cost of \$498 per gross square foot. The estimated total project cost is \$622 per gross square foot. The following table presents projects considered comparable to the Biodesign C project, with costs adjusted to reflect today's dollars:

Comparable Project	Location	Project Size/GSF	Year Completed	Escalated Const. Cost / SF
Silverman Hall	Northwestern University	149,531	Sep-08	\$509
UCSD BioMed 2	University of California, San Diego	195,975	Jan-11	\$593
Average Comparable Project		172,753		\$551

Considering these relevant comparable construction costs, the Biodesign C budget of \$498 per gross square foot is considered reasonable.

- For this Capital Development Plan phase, DP and CMAR teams have provided external cost estimates from independent programming efforts. Independent cost estimates will continue to be provided by the DP and CMAR as the project progresses through the design process.
- The CMAR will be at risk to provide the completed project within the agreed-upon Guaranteed Maximum Price (GMP). A final report on project control procedures, such as change orders and contingency use, will be provided at project completion.

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Fiscal Impact and Financing Plan:

- The \$120.0 million project budget will be funded with system revenue bonds. Debt service will be paid from indirect cost recovery and tuition.
- **Debt Ratio Impact:** The projected incremental debt ratio impact for this project is 0.36 percent.

Occupancy Plan

- The building is designed to provide research space only and will be utilized by researchers from College of Liberal Arts and Sciences, Ira A. Fulton Schools of Engineering and the Biodesign Institute.
- Operations and maintenance costs for this project are estimated at \$2,795,929 annually. The University will fund operations and maintenance through indirect cost recovery and other local funds.

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Capital Project Information Summary

University: Arizona State University

Project Name: Biodesign C

Project Description and Location:

Biodesign C, located east of Biodesign B on the Tempe campus, will strengthen ASU's position as a global center for interdisciplinary research and development. The five-story plus basement, approximately 193,000 gross square foot facility will include laboratories, lab casework and office layouts that will be modularized to allow for maximum flexibility, adaptability, planning and expansion based on research and user needs. The modular layout also will allow for reconfiguration of new research space with minimal required demolition of built systems when new research projects are brought into Biodesign C.

Project Schedule:

Planning	July	2015
Design	October	2015
Construction Start	April	2016
Construction Completion	March	2018

Project Budget:

Total Project Cost	\$ 120,000,000
Total Project Construction Cost	\$ 96,000,000
Total Project Cost per GSF	\$ 622
Construction Cost per GSF	\$ 498

Change in Annual O & M Cost:

Utilities	\$ 1,540,140
Personnel	410,552
All Other Operating	845,236
Subtotal	\$ 2,795,929

Funding Sources:

Capital

A. System Revenue Bonds \$ 120,000,000
 Debt Service Funding Sources: Indirect Cost Recovery and Tuition

Operation/Maintenance \$ 2,795,929
 Funding Sources: Indirect Cost Recovery and Other Local Funds

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Capital Project Budget Summary

University: Arizona State University

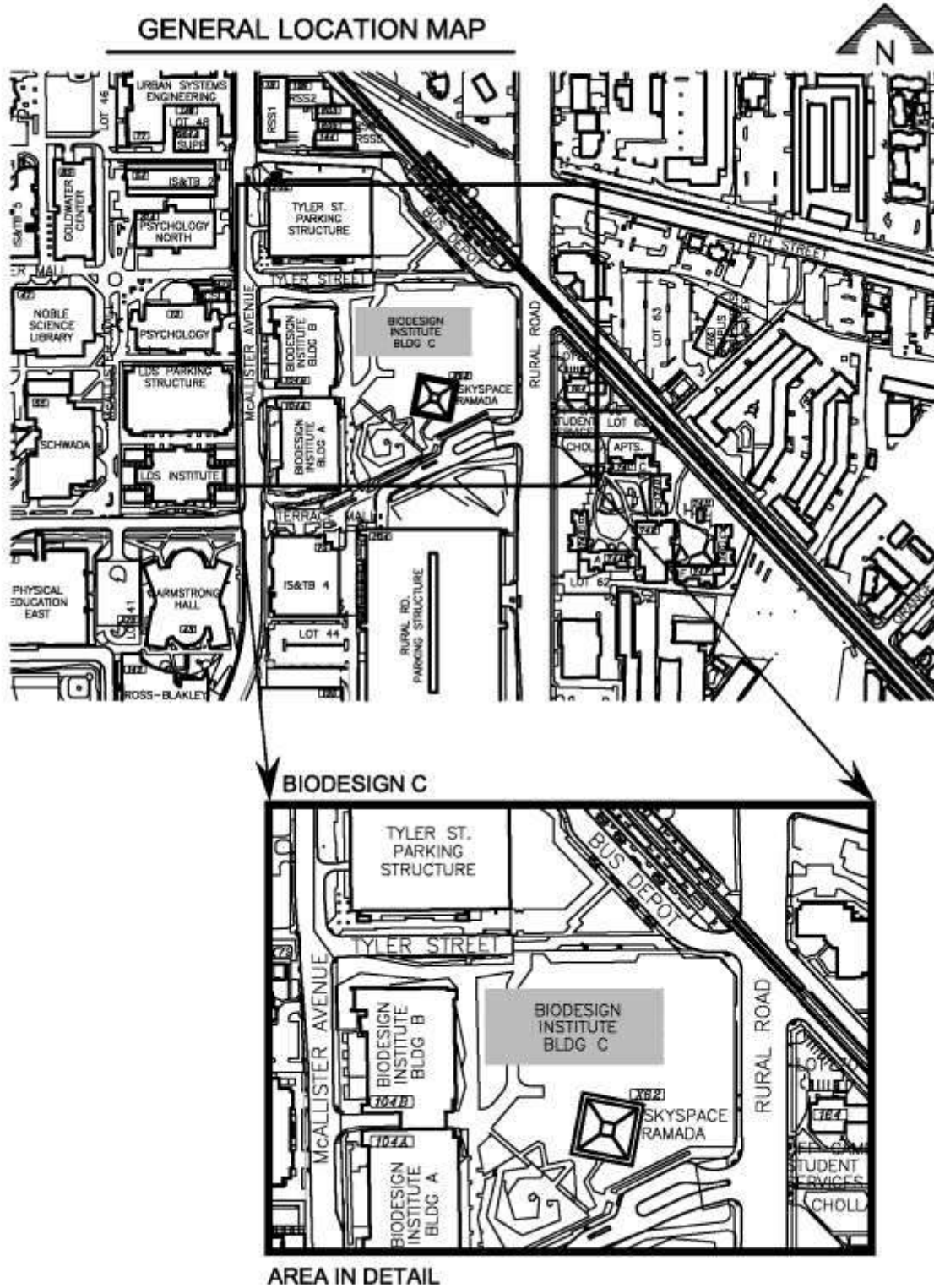
Project: Biodesign C

	<u>Capital Development Plan</u>	<u>Project Approval</u>
Capital Costs		
1. Land Acquisition		
2. Construction Cost		
A. New Construction	\$ 87,700,000	
B. Tenant Improvements	4,400,000	
C. Special Fixed Equipment	2,000,000	
D. Site Development (excl. 2.E.)	625,000	
E. Parking and Landscaping	495,000	
F. Utilities Extensions	625,000	
G. Other* (Demolition)	155,000	
Subtotal Construction Cost	<u>\$ 96,000,000</u>	<u>\$ -</u>
3. Fees		
A. CMAR Pre-Construction	\$ 1,728,000	
B. Architect/Engineer	10,752,000	
C. Other	1,425,000	
Subtotal Consultant Fees	<u>\$ 13,905,000</u>	<u>\$ -</u>
4. FF&E Movable	\$ 1,000,000	
5. Contingency, Design Phase	1,200,000	
6. Contingency, Constr. Phase	1,200,000	
7. Parking Reserve	-	
8. Telecommunications Equipment	1,600,000	
Subtotal Items 4-8	<u>\$ 5,000,000</u>	<u>\$ -</u>
9. Additional University Costs		
A. Surveys, Tests, Haz. Mat. Abatement	\$ 325,000	
B. Move-in Costs	100,000	
C. Printing Advertisement	1,000	
D. Keying, signage, facilities support	25,000	
E. Project Management Cost	4,244,000	
F. State Risk Mgt. Ins. (.0034 **)	400,000	
Subtotal Addl. Univ. Costs	<u>\$ 5,095,000</u>	<u>\$ -</u>
Total Capital Cost	<u><u>\$ 120,000,000</u></u>	<u><u>\$ -</u></u>

* Universities shall identify items included in this category

** State Risk Management Insurance factor is calculated on construction costs and consultant fees.

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**Arizona Board of Regents
Arizona State University
Capital Development Plan Project Justification Report
Gammage Auditorium Rehabilitation**

Previous Board Action:

- FY 2017 Capital Improvement Plan September 2015

Statutory/Policy Requirements

- Pursuant to Arizona Board of Regents Policy, Chapter 7-102, all renovation projects of \$5 million or more shall be brought to the Business and Finance Committee for approval, regardless of funding source or financing.

Project Justification/Description/Scope

- The proposed Gammage Auditorium renovations will expand restroom facilities and add two elevators. The addition of approximately 96 bathroom stalls will increase the total restroom fixture count to current standards. Existing restrooms will be renovated, as the approved budget allows. The addition of two elevators will provide access to the new restrooms and address existing accessibility issues, with access expanded to all levels of Gammage.
- Current restroom fixture counts are inadequate, and thus incapable of supporting peak attendance events without undesirably long waits. The addition of two elevators will provide access to the new restrooms and support accessibility in general.

The primary institutional priorities supported by this project include:

Workforce and Community: Community Engagement Activities Impact

Gammage Auditorium provides a safe, comfortable venue in which to hold various community, entertainment and educational events. ASU and the communities surrounding ASU benefit from the positive economic impact and enhanced quality of life through education and the arts that are supported by Gammage. The facility long has been an integral part of the social, cultural and economic fabric of the community as well as an important part of the architectural heritage of the City of Phoenix and State of Arizona. The rehabilitation of this landmark will preserve this status, as well as allow expanded use of the facility by ASU and community constituencies.

EXECUTIVE SUMMARY

This project will support this *ABOR 2020 Vision* goal and the ASU Design Principle of enhancing and improving local impact and social embeddedness.

Project Delivery Method and Process:

- This project will be delivered through the Construction Manager at Risk (CMAR) delivery method. This approach was selected to provide contractor design input and coordination throughout the project, alleviate potentially adversarial project environments, and allow for the selection of the most qualified contractor team. With the use of two independent cost estimates at each phase, and pre-qualified, low-bid subcontractor work for the actual construction, CMAR project delivery also provides a high level of cost and quality control.
- ASU selected Core Construction as the CMAR and RSP Architects as the design professionals for this project. During the selection process for the CMAR, there were 16 responses and 5 contractors interviewed. The selection process for the design professional included 22 responses and 5 firms were interviewed.

Project Status and Schedule

- This project is in the design phase, with construction scheduled to begin when all approvals are in place. Construction will be completed approximately 11 months after CMAR construction contracts are awarded.

Project Cost

- The budget for this 10,000 gross-square-foot project is \$9 million.
- The budget represents an estimated construction cost of \$702 per gross square foot. The estimated total project cost is \$900 per gross square foot. The resultant project budget reflects the unique nature of the project and that this is a National Register of Historic Places-listed historic building designed by Frank Lloyd Wright.
- For this Capital Development Plan phase, DP and CMAR teams have provided external cost estimates from independent programming efforts. Independent cost estimates will continue to be provided by the DP and CMAR as the project progresses through the design process.
- The CMAR will be at risk to provide the completed project within the agreed-upon Guaranteed Maximum Price (GMP). A final report on project control procedures,

EXECUTIVE SUMMARY

such as change orders and contingency use, will be provided at project completion.

Fiscal Impact and Financing Plan:

- The \$9 million project budget will be funded with gifts and other local funds.

Debt Ratio Impact: Not applicable.

- The following table reflects charitable gift funding anticipated in the project plan of finance:

Project Name	Approval Date	Occupancy Date	Project Cost	Gift Target	Current Gifts (Cash/ Pledges)
Gammage Auditorium Rehabilitation	CIP 6/2015	TBD	\$9.0m	\$6.5m	\$4.3m

Occupancy Plan

- Gammage Auditorium use and occupancy will not change as a result of this project.
- Operations and maintenance costs for this project are estimated at \$63,016 annually, and will be funded by Auxiliary Funds.

EXECUTIVE SUMMARY

Capital Project Information Summary

University: Arizona State University

Project Name: Gammage Auditorium
Rehabilitation

Project Description and Location:

This project will add new restroom facilities and add two new elevators in approximately 10,000 gross square feet of Gammage Auditorium.

Project Schedule:

Planning	August	2015
Design	November	2015
Construction	February	2016
Construction Completion	December	2016

Project Budget:

Total Project Cost	\$	9,000,000
Total Construction Project Cost	\$	7,01,5000
Total Project Cost per GSF	\$	900
Construction Cost per GSF	\$	702

Change in Annual O and M Cost:

Utilities	\$	27,521
Personnel		0
All Other Operating		59,414
Subtotal	\$	63,016

Funding Sources:

Capital

A. Gifts	\$	6,450,000
B. Other	\$	2,550,000

Funding Source for Debt Service: Not Applicable

Operation/Maintenance	\$	63,016
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Funding Sources: Auxiliary

EXECUTIVE SUMMARY

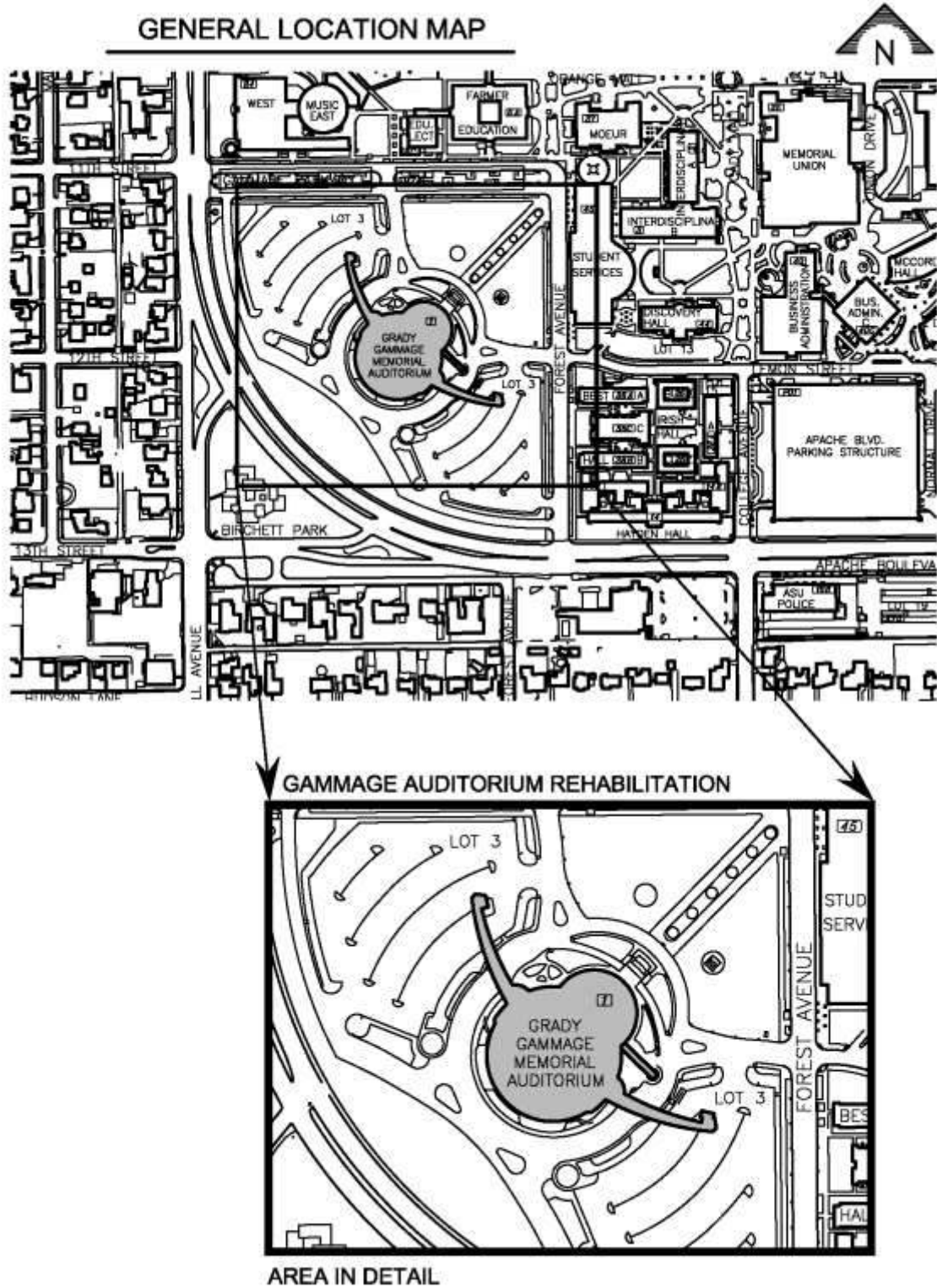
Capital Project Budget Summary

University: ASU at the Tempe Campus

Project: Gammage Auditorium
Rehabilitation

	<u>Capital Development Plan</u>	<u>Project Approval</u>
Capital Costs		
1. Land Acquisition		
2. Construction Cost		
A. New Construction		
B. Renovation	7,000,000	
C. Special Fixed Equipment		
D. Site Development (excl. 2.E.)		
E. Parking and Landscaping	15,000	
F. Utilities Extensions		
G. Other* (Demolition)		
Subtotal Construction Cost	<u>\$ 7,015,000</u>	<u>\$ -</u>
3. Fees		
A. CMAR Pre-Construction	\$ 70,000	
B. Architect/Engineer	780,000	
C. Other	225,000	
Subtotal Consultant Fees	<u>\$ 1,075,000</u>	<u>\$ -</u>
4. FF&E Movable	\$ 55,000	
5. Contingency, Design Phase	\$ 50,000	
6. Contingency, Constr. Phase	350,000	
7. Parking Reserve		
8. Telecommunications Equipment	98,000	
Subtotal Items 4-8	<u>\$ 553,000</u>	<u>\$ -</u>
9. Additional University Costs		
A. Surveys, Tests, Haz. Mat. Abatement	\$ 83,000	
B. Move-in Costs	6,700	
C. Printing Advertisement		
D. Keying, signage, facilities support	2,700	
E. Project Management Cost (2%)	234,612	
F. State Risk Mgt. Ins. (.0034 **)	29,988	
Subtotal Addl. Univ. Costs	<u>\$ 357,000</u>	<u>\$ -</u>
Total Capital Cost	<u>\$ 9,000,000</u>	<u>\$ -</u>

EXECUTIVE SUMMARY



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EXECUTIVE SUMMARY

Item Name: Student Pavilion Project Approval (ASU)

- Committee Recommendation to Full Board
- Full Board Approval

Issue: Arizona State University requests the board to provide project approval for the Student Pavilion project.

Previous Board Action

- FY 2016 CDP June 2015
- FY 2016 Capital Improvement Plan September 2014

Enterprise or University Strategic Plan

(Check the element(s) of the strategic plan that this item supports or advances)

- Education excellence, access and degree production
- Research excellence
- Workforce and community
- Productivity
- Compliance
- Real property purchase/sale/lease
- Other:

Statutory/Policy Requirements

- Board Policy 7-109 requires Committee approval of new construction projects with a total project cost over \$10 million before contracts can be executed and construction can begin.

Project Justification/Description/Scope

- This project is in direct response to student demand for increased student service space.
- The ASU Student Facility Fee Board funded a conceptual study of an event venue to be called the Pavilion. The proposed facility has been scoped through a feasibility study by Ayres Saint Gross, completed in 2014, that examined the needs for an expanded student service facility.

EXECUTIVE SUMMARY

- The new 74,653 square foot Student Pavilion will be located in the heart of the Tempe campus, situated at the nexus of student activity and traffic and ringed by the Memorial Union, Hayden Library, and Orange Mall. The student-centric facility will be operated by students with Memorial Union staff oversight. The core of the building will be a 15,000 square foot multi-purpose event space, which will provide a venue for guest lecturers, musical shows, comedy acts, and student productions, with seating for 1,200. The event space also will include movable partitions to allow subdivision of the space into three smaller event/meeting rooms that can support student study, meeting and meals functions. The second floor will provide office space for student government and student organizations, while the third floor will provide space for classrooms and offices. The building is planned as a Net Zero Energy facility to showcase the University's commitment to Climate Neutrality and sustainable building systems.
- The project will support two initiatives identified in the 2012 campus master plan update. The Pavilion contributes to the first initiative, to strengthen the campus core, by enhancing opportunities for student engagement with a student event venue and student organization space. The second initiative, to increase academic space in the heart of the campus, is addressed by providing third-floor classroom and academic space.

Project Delivery Method and Process

- This project is being delivered through the Construction Manager at Risk (CMAR) method. This approach was selected for the project to save time through fast-track project scheduling, provide contractor design input and coordination throughout the project, improve potentially adversarial project environments, and allow for the selection of the most qualified contractor team. With the use of two independent cost estimates at each phase, and pre-qualified, low-bid subcontractor work for the actual construction, CMAR also provides a high level of cost and quality control.
- ASU selected JE Dunn, as the CMAR and Weddle Gilmore Architects as the design professionals for this project. During the selection process for the CMAR, there were 13 responses and 4 contractors interviewed. The selection process for the design professional included 26 responses and 5 firms were interviewed.

Project Status and Schedule

- This project is in the design phase with general construction scheduled to begin when all approvals are in place. Construction will be completed approximately 16 months after CMAR construction contracts are awarded.

EXECUTIVE SUMMARY

Project Cost

- The total budget for this 74,653 gross-square-foot project is \$39.9 million, a \$3.4 million increase since receiving Capital Development Plan approval in June 2015. The larger project budget addresses relocation of existing infrastructure impacted by the new building footprint, enhanced AV/IT resources and additional structural cost to allow for a 15,000 square foot event space free of columns.
- The overall budget represents an estimated construction cost of \$408 per gross square foot. The estimated total project cost is \$534 per gross square foot. The following table presents projects considered comparable to the Student Pavilion project:

Comparable Project	Location	Project Size/GSF	Year Completed	Escalated Const. Cost / SF
New berg Center, Portland Community College	Portland, OR	13,500	Aug-11	\$533
Gatew ay Center, State University of New York	Syracuse, NY	54,000	Sep-13	\$491
Average Comparable Project		33,750		\$512

Considering these relevant comparable construction costs, the Student Pavilion budget of \$408 per gross square foot is considered reasonable.

- The total budget is \$39.9 million, based on a construction budget of \$30,157,500 (see page 7 for additional breakdowns).
- For Project Approval, the DP and CMAR teams have provided external cost estimates based upon independent programming and estimating efforts. The estimates are in alignment for an overall \$39.9 million project budget.
- The CMAR will be at risk to provide the completed project within the agreed-upon Guaranteed Maximum Price (GMP). A final report on project control procedures, such as change orders and contingency use, will be provided at project completion.

Fiscal Impact and Financing Plan:

- The \$39.9 million Student Pavilion will be funded with system revenue bond proceeds. Debt service on the bonds will be funded by Student Service Facility Fee revenue and tuition, based on the allocation of space within the facility for student and academic space, respectively.

EXECUTIVE SUMMARY

- Recognizing the key role student service facilities play in a positive student experience, the Student Service Facility Fee was initiated by the ASU Council of Presidents, comprised of student body presidents from all four ASU campuses, and approved by the Board of Regents in March 2010. Since that time, student leaders have been actively engaged in defining the scope and programming of the projects funded by the Student Service Facility Fee.
- Debt ratio impact: The debt service associated with this project will increase the debt ratio by 0.12 percent.
- Operations and maintenance costs for this project are estimated at \$431,061 annually. The University will fund operations and maintenance through Other Local Funds.

Occupancy Plan

- The programs housed within the Student Pavilion will include existing student groups, student government, and academic units and classes.

Committee Review and Recommendation

The Business and Finance Committee reviewed this item at its November 18, 2015 meeting and recommended forwarding the item to the full board for approval.

Requested Action

Arizona State University requests the board provide Project Approval for the Student Pavilion project, as presented in this Executive Summary.

EXECUTIVE SUMMARY

Capital Project Information Summary

University: Arizona State University

Project Name: Student Pavilion

Project Description and Location:

This project will provide a three-story-plus-mezzanine, 74,653 gross-square-foot facility housing pre-function space, food service, a 1,200 seat multi-purpose event space, student organization space, as well as classrooms and academic offices. The Pavilion will be constructed in the heart of the Tempe campus on the current site of the Undergraduate Academic Services Building.

Project Schedule:

Planning	October	2013
Design	September	2014
Construction Start	January	2016
Construction Completion	July	2017

Project Budget:

Total Project Cost	\$	39,900,000
Total Project Construction Cost	\$	30,157,500
Total Project Cost per GSF	\$	534
Construction Cost per GSF	\$	408

Change in Annual O & M Cost:

Utilities	\$	174,390
Personnel		80,142
All Other Operating		<u>176,529</u>
Subtotal	\$	431,061

Funding Sources:

Capital

A. System Revenue Bonds \$ 39,900,000
Funding Source for Debt Service: Student Service Facility Fee Revenue and Tuition

Operation/Maintenance \$ 431,061
Funding Sources: Other Local Funds

EXECUTIVE SUMMARY

Capital Project Budget Summary

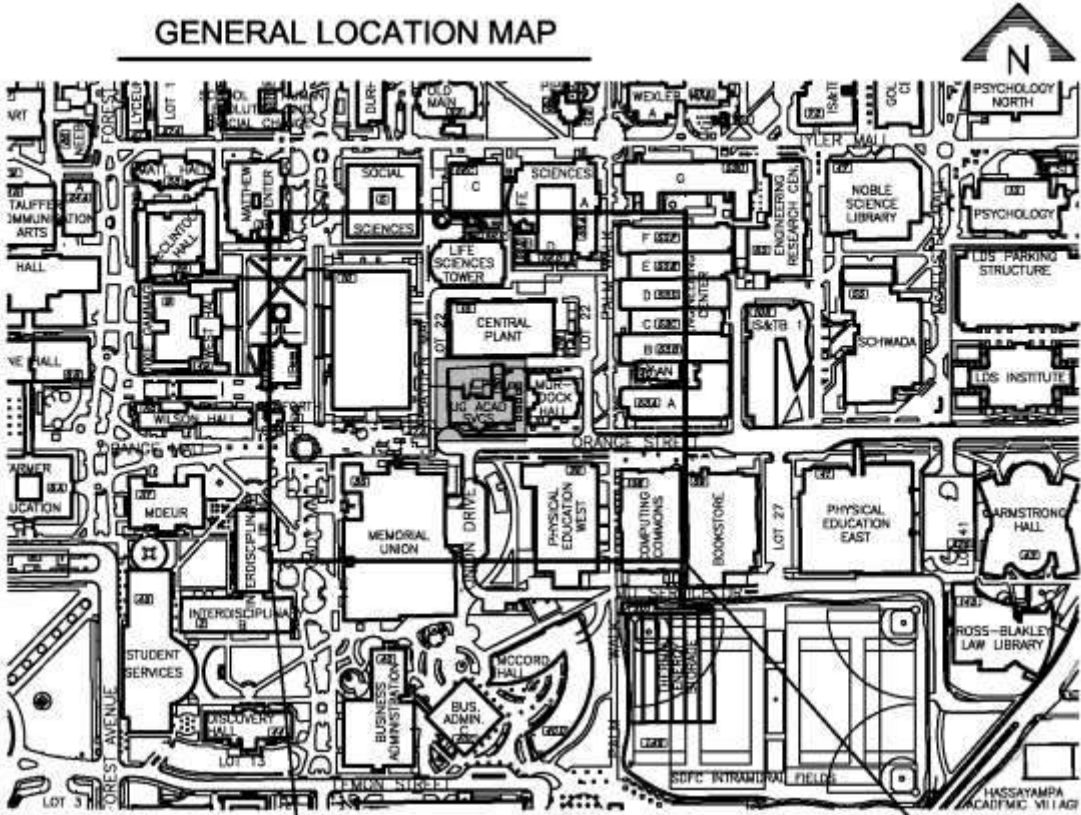
<u>University:</u> ASU at the Tempe campus	<u>Project:</u>	Student Pavilion
	Capital Development Plan	Project Approval
Capital Costs		
1. Land Acquisition		
2. Construction Cost		
A. New Construction	\$ 20,889,255	\$ 28,743,336
B. Renovation		
C. Special Fixed Equipment	4,963,315	
D. Site Development (excl. 2.E.)	1,185,804	1,414,220
E. Parking and Landscaping	200,000	200,000
F. Utilities Extensions		
G. Other* (Demolition)	341,250	235,198
Subtotal Construction Cost	<u>\$ 27,579,624</u>	<u>\$ 30,592,754</u>
3. Fees		
A. Construction Mgr	\$ 300,000	\$ 300,000
B. Architect/Engineer	2,880,000	2,880,000
C. Other	84,871	
Subtotal Consultant Fees	<u>\$ 3,264,871</u>	<u>\$ 3,180,000</u>
4. FF&E Movable	\$ 1,752,500	\$ 1,804,805
5. Contingency, Design Phase		
6. Contingency, Constr. Phase	620,000	700,000
7. Parking Reserve		
8. Telecommunications Equipment	1,080,860	2,300,560
Subtotal Items 4-8	<u>\$ 3,453,360</u>	<u>\$ 4,805,365</u>
9. Additional University Costs		
A. Surveys, Tests, Haz. Mat. Abatement	\$ 95,000	\$ 124,821
B. Move-in Costs	20,000	20,000
C. Printing Advertisement		
D. Keying, signage, facilities support	1,014,095	4,000
E. Project Management Cost (2.9066%)	951,432	1,040,113
F. State Risk Mgt. Ins. (.0034 **)	121,618	132,947
Subtotal Addl. Univ. Costs	<u>\$ 2,202,145</u>	<u>\$ 1,321,881</u>
Total Capital Cost	<u><u>\$ 36,500,000</u></u>	<u><u>\$ 39,900,000</u></u>

* Universities shall identify items included in this category

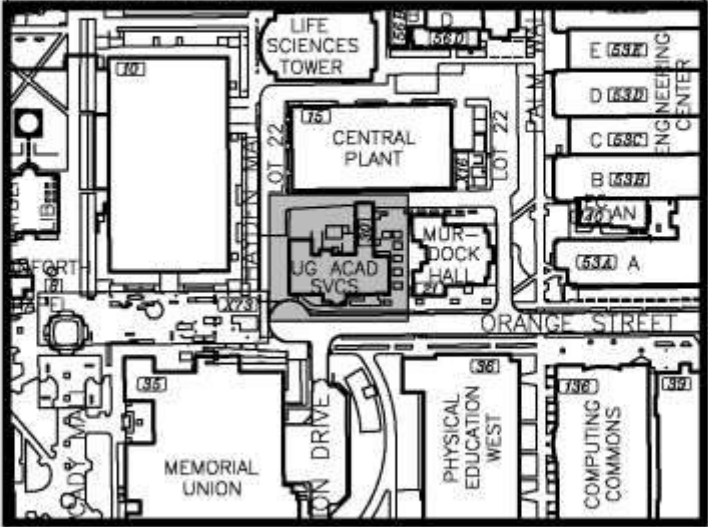
** State Risk Management Insurance factor is calculated on construction costs and consultant fees.

EXECUTIVE SUMMARY

GENERAL LOCATION MAP



STUDENT PAVILION



AREA IN DETAIL

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EXECUTIVE SUMMARY

Item Name: Authorization for Issuance of System Revenue Bonds for Student Pavilion (ASU)

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: Arizona State University (ASU) asks the board to approve the authorization: 1) to sell one or more series of System Revenue Bonds (Bonds) to finance (a) the Student Pavilion facility, (b) costs of issuance, and (c) payments to a bond insurer or other credit enhancer, provided such payments result in a benefit that exceeds the amount of such payments; 2) to sell such Bonds at a price at, above or below par, on a tax-exempt or taxable basis, in one or more series, at a fixed rate of interest; and 3) to enter into necessary agreements, including those related to bond insurance or other credit enhancement agreements.

Enterprise or University Strategic Plan

(Check the element(s) of the strategic plan that this item supports or advances)

- Education excellence, access and degree production
- Research excellence
- Workforce and community
- Productivity
- Compliance
- Real property purchase/sale/lease
- Other:

Statutory/Policy Requirements

- ABOR Policy 7-102D: Requires Business and Finance Committee review and Board approval of all debt financing, including bonds, lease-purchases and certificates of participation.
- ABOR Policy 3-501: Requires that matters relating to revenue bonds, including issuance, sale, appointment of bond counsel, appointment of financial consultants, appointment of trustees, and all other incidents connected with revenue bonds shall be presented for board action.

Contact:

Morgan R. Olsen, Executive Vice President, Treasurer and CFO • (480) 727-9920 • Morgan.R.Olsen@asu.edu

EXECUTIVE SUMMARY

Background/History of Previous Boards Items

The capital project included in this executive summary is scheduled to be approved by ABOR at the current meeting and is expected to be reviewed at the next JCCR meeting. This project will not be financed until ABOR approval and JCCR review have been completed:

<u>Projects</u>	<u>Amount*</u>	<u>CDP Approval</u>	<u>Project Approval</u>
Student Pavilion	\$39.9	Sept-15	Nov-15

* dollars in millions

Discussion

- The Student Pavilion facility will be funded with \$39.9 million in System Revenue Bond proceeds. Debt service on the Bonds will be funded from Student Facility Fee revenue and tuition, based on the allocation of space within the facility for student activities and academic/support programming, respectively.
- Given current market conditions, including low long-term interest rates, ASU anticipates selling long-term, fixed-rate bonds for this issue.
- The financing term for the Bonds issued to fund the Student Pavilion will be thirty years (a final maturity no later than July 1, 2047). ASU's financial advisor estimates the Bonds would sell at an overall true interest cost of approximately 4.00 percent per annum, based on market rates as of October 2015 and the proposed amortization structure. ASU will proceed with the financing if the overall true interest cost of the Bonds is not more than 6.00 percent per annum.
- ASU's maximum projected ratio of debt service to total expenditures is 4.9 percent, including the 0.12 percent impact of these projects, well below the 8.0 percent statutory maximum.
- ASU will evaluate bond insurance from viable bond insurers available in the market at the time of sale. The decision as to whether bond insurance is used will be a function of market conditions and the bond insurer's ratings at the time of Bond pricing. Bond insurance only will be used if the insurance provides a demonstrated economic benefit to ASU, as required by federal tax law.

EXECUTIVE SUMMARY

- ASU will utilize its current financial advisor, RBC Capital Markets, LLC, its current bond counsel, Ballard Spahr LLP, and a bond trustee previously approved by the Board. The Bonds will be marketed and sold on a negotiated basis to one or more approved investment banking firms or by direct sale to a commercial bank.
- ASU may enter into various agreements in connection with the Bonds, such as bond insurance or other credit enhancement agreements, to lower the net borrowing costs, and a reserve fund surety agreement, if needed to market the Bonds.

Pricing Parameters:

Overview:		<u>Comments</u>
Total Project Amount, Excluding issuance Costs (not-to-exceed)	\$39.9M	
Total Issuance Costs (not-to-exceed)	\$0.65M	
Credit Enhancement Cost	TBD	Only if economically beneficial
Maturity Range	2017-2047	Approximate thirty-year final maturity
Average Maturity	19.0 years	
Interest Rate (not-to-exceed)	6.00%	
Annual Average Debt Service (at not-to-exceed 6%)	\$2.9M	

Committee Review and Recommendation

The Business and Finance Committee reviewed this item at its November 18, 2015 meeting and recommended forwarding the item to the full board for approval.

Requested Action

Arizona State University asks the board to authorize issuance of System Revenue Bonds, as presented in this Executive Summary.

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EXECUTIVE SUMMARY

Item Name: Roy Place Building Lease Agreement (UA)

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: The University of Arizona asks for the board's authorization to enter into a 25-year lease agreement for the Roy Place Building in downtown Tucson, commencing on or about January 1, 2016.

Enterprise or University Strategic Plan

(Check the element(s) of the strategic plan that this item supports or advances)

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other:

Statutory/Policy Requirements

- ABOR Policy 7-207 requires board approval for any lease with a term that exceeds sixty (60) months

Background/History of Previous Board Action

- The UA is currently occupying the Roy Place Building, which is owned by Pima County, pursuant to Lease No. 11-13-A-143574-1210.
- The current lease was approved by the Pima County Board of Supervisors on December 7, 2010 and had an Initial Term expiring on June 30, 2016.
- The board approved a proposed lease extension for the Roy Place Building in November 2014, but Pima County requested that the parties enter into a new lease, to satisfy certain legal requirements for County leases.

Contact Information:

Gregg Goldman, Senior Vice President and Chief Financial Officer, (520)621-5977, ggoldman@email.arizona.edu

EXECUTIVE SUMMARY

Discussion

- The Roy Place Building provides the UA with a strategic presence in the heart of downtown Tucson, key to developing partnerships with both the City of Tucson and Pima County.
- Over the past five years, thriving graduate and community outreach programs related to the UA College of Architecture, Planning & Landscape Architecture, the College of Social & Behavioral Sciences, the UA Bookstore and the University Library have been highly successful in this UA Downtown location.
- The new lease will be for a 25-year term, commencing January 1, 2016 and ending December 31, 2040, with one additional twenty-five (25) year extension term available to the UA at a rate to be negotiated.
- The UA will have the option to purchase the building and underlying land at a market price established by two appraisals, with the amortized value of capital alterations made to the premises credited against the purchase price.
- Rent will be established at \$100.00 per year for the 25-year Initial Term.
- The UA will accept the Building “as-is” and will assume all maintenance and repair obligations for the Building.
- The UA will be responsible for trash and recycling service for the Building.
- The UA invested over \$1,000,000 in tenant improvements to the Building at the commencement of the current lease; entering into a new 25-year lease will allow the UA to enjoy the full benefit of these improvements and to maintain the building at a level and standard equal to other UA facilities.
- Under the original lease, any extensions beyond the initial five-year term would have been at market rate; the new lease provides for a 25-year term at \$100 per year, with the UA assuming the costs of repair and maintenance, which are estimated to be far less than a market rental rate.
- Annual costs for repairs and maintenance have been projected to average roughly \$50,000 per year through the 25-year Initial Term, with some variations from year to year, depending on the nature of the maintenance work required to be done each year.

EXECUTIVE SUMMARY

- If this facility were to be leased at a market rate of \$20/sf, escalated at 1%/year for 25 years, the average annual market rate rent for the 18,500 sf of leased space would be over \$400,000/year. By comparison, the \$50,000/year the UA is projected to pay for building maintenance provides a significant savings to the University.

Committee Review and Recommendation

The Business and Finance Committee reviewed this item at its November 18, 2015 meeting and recommended forwarding the item to the full board for approval.

Requested Action

The University of Arizona asks the board to authorize the President of the University of Arizona and the Senior Vice President for Business Affairs and Chief Financial Officer of the University of Arizona, each separately, to take all appropriate actions to finalize negotiation of, and to execute in the name and on behalf of the board, a lease with Pima County for the Roy Place Building, under the terms and conditions outlined above.

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EXECUTIVE SUMMARY

Item Name: Revised FY 2016 Capital Development Plan (UA)

- Committee Recommendation to Full Board
- Full Board Approval

Issue: The University of Arizona asks the board to approve its Revised FY 2016 Capital Development Plan (CDP) which includes one new project (Simulation, Inter-Professional Healthcare Education and Research Building (SIPHER)) and four previously approved projects. The revised CDP total project budget is \$339.7 million.

Previous Board Action: FY 2016 Capital Development Plan June 2015

Enterprise or University Strategic Plan

- Education excellence, access and degree production
- Research excellence
- Workforce and community
- Productivity
- Compliance
- Real property purchase/sale/lease
- Other:

Statutory/Policy Requirements:

- Pursuant to Arizona Board of Regents Policy Chapter 7-107, each university shall submit an annual Capital Development Plan for the upcoming fiscal year in accordance with the calendar approved by the president of the Board. The CDP may also be considered for revisions and include the addition of new projects, project budget adjustments, and deletion of projects.
- Approval of the CDP allows universities to complete planning and design in preparation for submitting individual projects for Project Approval by the Business and Finance Committee, with a final report to the full Board.

Capital Development Plan Projects:

- The UA Revised FY 2016 CDP totaling \$339.7 million, proposes one new capital project and four previously approved capital projects.

Newly Proposed Projects

- Simulation, Inter-Professional Healthcare Education and Research Building (SIPHER)

EXECUTIVE SUMMARY

Previously Approved Projects:

- North Campus Infrastructure Phase 2 (currently on hold)
- Engineering Innovation Building (currently on hold)
- South Stadium Parking Structure
- Interdisciplinary Chemical Sciences Renovation & Expansion (currently on hold)

Additional detail on the proposed project cost and financing can be found in the attached Exhibits 1, 2 and 3.

Changes to the Previously Approved Capital Development Plan FY 2015:

- Addition of one new capital project, the Simulation, Inter-Professional Healthcare Education and Research Building (SIPHER)

ABOR Gift Guidelines: Gift Funded Capital Project Information for CDP Phase:

CDP Approved Projects (upcoming)					
	Approval Date	Occupancy	Project Cost	Gift Target	Current Gifts (cash/pledges)
Engineering Innovation Building	CDP 6/2013 CDP 6/2014	TBD	\$63m	\$13m	\$8.8m

Fiscal Impact and Management

- The Revised 2016 Capital Development Plan includes four previously approved projects and one new project. Three of the approved projects are on hold. The fourth project is the South Stadium Parking Structure with an estimated cost of \$18.5 million. The new project, Simulation, Inter-Professional Healthcare Education and Research (SIPHER), has an estimated cost of \$163 million. The total cost for all five projects is \$339.7 million. The UA anticipates financing the SIPHER and the South Stadium Parking Structure projects totaling \$171.5 million through the issuance of System Revenue Bonds (SRBs).
- The estimated total annual debt service on the SRBs to finance the SIPHER and the South Stadium Parking Structure projects is \$8.8 million for the first 3 years and \$11.7 million from year 4 through bond maturity. The University plans to fund the debt payments on the SRBs with University of Arizona Health Science (UAHS) local funds and Parking and Transportation auxiliary funds. The annual debt payments are based on a budgeted 5.0 percent interest rate with 30 years maturity on the SRBs.
- The total operating and maintenance (O&M) cost associated with the projects in the Revised 2016 CDP is estimated to be \$4.7 million. The O&M cost on the new SIPHER project is approximately \$1.9 million and the South Stadium Parking Structure project is approximately \$769,000.

EXECUTIVE SUMMARY

- UAHS current financial resources and revenues generated by the new facility and Parking and Transportations new parking revenue will provide the capacity to pay for the project's debt service and O&M cost.

Debt Ratio Impact:

- The estimated annual debt service on SRBs to finance the SIPHER and the South Stadium Parking Structure projects will increase the UA debt ratio by .21 percent excluding SPEED bonds and .21 percent if SPEED Bonds are included. The projected highest debt ratio is 4.9 percent excluding SPEED projects and 6.0 percent including SPEED projects.

Committee Review and Recommendation

The Business and Finance Committee reviewed this item at its November 18, 2015 meeting and recommended forwarding the item to the full board for approval.

Requested Action

The University of Arizona asks the board to approve its Revised FY 2016 Capital Development Plan as presented in the Executive Summary.

EXECUTIVE SUMMARY

**THE UNIVERSITY OF ARIZONA
 REVISED FY 2016 CAPITAL DEVELOPMENT PLAN**

EXHIBIT 1

	Board Approval Status	Gross Square Footage	Project Cost	Amount Financed	Funding Method	Annual Debt Service	Debt Ratio
Newly Proposed Project							
Simulation Inter-Professional Healthcare Education and Research Building	Pending Revised FY 2016 CDP	226,000	\$163,000,000	\$163,000,000	SRB	\$11,100,000	.19%
Newly Proposed Project Total			\$163,000,000	\$163,000,000		\$11,100,000	
Previously Approved Projects							
North Campus Infrastructure Phase 2 (On Hold)	FY2013 CDP	N/A	\$ 16,000,000				
Engineering Innovation Building (On Hold)	FY2013 CDP	107,000	\$ 63,000,000				
South Stadium Parking Structure	FY2013 CDP	317,000	\$ 18,500,000	\$ 8,500,000	AUX/SRB	\$ 557,000	.02%
Interdisciplinary Chemical Sciences Renovation & Expansion (On Hold)	FY2013 CDP	116,000	\$ 79,200,000				
Previously Approved Projects Total			\$ 176,700,000	\$ 8,500,000			
Total			\$ 339,700,000	\$ 171,500,000		\$ 11,657,000	

EXECUTIVE SUMMARY

**THE UNIVERSITY OF ARIZONA
REVISED FY 2016 CAPITAL DEVELOPMENT PLAN**

EXHIBIT 2

CAPITAL DEVELOPMENT PLAN - ANNUAL DEBT SERVICE BY FUNDING SOURCE									
Project	Amount Financed	TUI	AUX	ICR	OLF	SLP	FGT	DFG	TOTAL ANNUAL DEBT SERVICE
Newly Proposed Project									
Simulation Inter-Professional Healthcare Education and Research Building	\$163,000,000				\$11,100,000				\$ 11,100,000
Newly Proposed Project Total	\$163,000,000				\$11,100,000				\$ 11,100,000
Previously Approved Projects									
North Campus Infrastructure Phase 2 (On Hold)									
Engineering Innovation Building (On Hold)									
South Stadium Parking Structure	\$ 8,500,000		\$ 557,000						\$ 557,000
Interdisciplinary Chemical Sciences Renovation & Expansion (On Hold)									
Previously Approved Projects Total	\$ 8,500,000		\$ 557,000						\$ 557,000
Total	\$ 171,500,000		\$ 557,000		\$11,100,000				\$ 11,657,000

Debt Service Funding Source Codes:

(TUI) Tuition
(AUX) Auxiliary
(SLP) State Lottery Allocation Proceeds

(ICR) Indirect Cost Recovery
(OLF) Other Local Funds

(FGT) Federal Grant
(DFG) Debt Financed by Gifts

EXECUTIVE SUMMARY

**THE UNIVERSITY OF ARIZONA
 REVISED FY 2016 CAPITAL DEVELOPMENT PLAN**

EXHIBIT 3

CAPITAL DEVELOPMENT PLAN - OPERATION AND MAINTENANCE BY FUNDING SOURCE									
Project	TOTAL ANNUAL O&M	TUI	AUX	ICR	OLF	GFA	FGT	DFG	OTH
Newly Proposed Project									
Simulation Inter-Professional Healthcare Education and Research Building	\$ 1,887,600				\$ 1,887,600				
Total Newly Proposed Project	\$ 1,887,600				\$ 1,887,600				
Previously Approved Projects									
North Campus Infrastructure Phase 2 (On Hold)	N/A								
Engineering Innovation Building (On Hold)	\$ 1,124,000								
South Stadium Parking Structure	\$ 769,000		\$ 769,000						
Interdisciplinary Chemical Sciences Renovation & Expansion (On Hold)	\$ 879,200								
Previously Approved Projects Total	\$ 2,772,200		\$ 769,000						
Total	\$ 4,659,800		\$ 769,000		\$ 1,887,600				

Operation and Maintenance Funding Source Codes:

(TUI) Tuition	(ICR) Indirect Cost Recovery	(GFA) General Fund Appropriation
(AUX) Auxiliary	(OLF) Other Local Funds	(FGT) Federal Grant
(OTH) Other	(DFG) Debt Financed by Gifts	

**Arizona Board of Regents
The University of Arizona
FY 2016 Capital Development Plan
Project Justification Report**

Simulation, Inter-Professional Healthcare Education and Research Building

Previous Board Action

Capital Improvement Plan FY 2013-2015	September 2011
• Capital Improvement Plan FY 2014-2016	September 2012
• Capital Improvement Plan FY 2015-2017	September 2013
• Capital Improvement Plan FY 2016-2018	September 2014
• Capital Improvement Plan FY 2017-2019	September 2015

Statutory/Policy Requirements

- Board Policy 7-102 requires all capital projects with an estimated total project cost of \$5 million or more for renovation or infrastructure projects, or \$10 million or more for new construction or information technology projects, shall be brought to the Business & Finance Committee for approval regardless of funding source or financing structure.

Project Justification/Strategic Implications/Project Compliance with Mission, Strategic Plan, Master Plan and Community Input Process

This project will entail the construction of 220,000 square feet for the Simulation, Inter-Professional Healthcare Education and Research Building (SIPHER) at The University of Arizona Health Sciences (UAHS), Tucson campus. The SIPHER building is an multidisciplinary, inter-professional education and simulated practice building fostering trans-disciplinary collaborations and serving as a cutting edge platform for multidisciplinary teams of health professional, student and faculty in medicine, nursing, pharmacy and public health. Inter-professional health education and practice have been declared a national priority to improve healthcare quality and safety. UAHS Tucson facilities fall below contemporary space standards and are not aligned with these priorities. Perception of space quality and quantity hinders UAHS's reputation in competition for both students and faculty, and creates challenges for evolving inter-professional and simulation pedagogy, curriculum and skills development. Based on an extensive needs assessment and user group discussions process the building will consist of space for inter-professional instruction, simulation and innovation, clinical skills, interactive learning and instructional support. SIPHER will be a nexus of the UA "Never Settle" plan and is a physical point of convergence to build excellence in UA Health Sciences (UAHS) health disparities, population health and health outcomes, precision health, border health, and neuroscience.

There is no other space like it at UA and few spaces will be like it throughout the country and will set the benchmark for inter-professional health education.

- The following institutional priorities and critical capital development-related elements of the **Arizona Higher Education Enterprise Plan Goals** are supported by this project:

Academic & Research Needs:

With the current national and state focus on health care, this project is a priority for the University as it addresses its mission to educate our future healthcare providers in an innovative manner. Changing pedagogies require learning studios, small group spaces, classrooms that can flip from a standard lecture hall to a room that fosters creative interaction and collaborative engagement. Examples of innovative learning spaces includes flexible furniture, physically appealing spaces that are “wired” and that can be configured for group learning and collaboration. State-of-the-art technologies are foundational throughout the learning spaces and building at large. The SIPHER building will promote team based, face-to-face communication, while recognizing that this engagement also must occur virtually through multiple technological modalities and will connect learners with technology-enabled patient care (e.g. telehealth, eICUs, home health, and foster faculty’s ability to remotely monitor students in real-world community-based and rural clinical environments).

The facility will:

- Be designed to provide specialized education and training space and provide for future growth in integrated, inter-professional education, training and research.
 - Allow UAHS to meet requirement for increased accrediting agencies emphasis on inter-professional activities which places responsibility on UAHS to ensure students in healthcare professions have demonstrated proficiency *before* they finish their degree training.
 - Allow enhanced research and development of specialized hardware and software aimed at improving healthcare outcomes (for example, “smart” patient sensors that can monitor a patient’s vital signs and notify health professionals when unexpected changes occur) and creating one facility that could bring the Colleges of Public Health, Pharmacy, Nursing and Medicine, and other first responders together to evaluate medical rescue protocols along the border.
 - Allow innovation and leadership in the generation and application of population health evidence to improve health and promote equity in Arizona by building research, knowledge translation, and infrastructure capacity. The facility will help the centers foster an interdisciplinary environment by creating linkages among researchers, health providers, health systems, health payers and policymakers.
- **Community Engagement & Workforce Impact.**

The SIPHER building will attract students, faculty, scientists, clinicians, business partners, consumers and the public at-large. Significant space will be designated as active and flexible inter-professional learning areas reflecting learner needs today and anticipating future learner needs. Conceptually, the transition to diverse, team-based

EXECUTIVE SUMMARY

education, research and practice needs flexible design from space capable of supporting diverse team learning and competency-based training to large lecture/auditorium space essential to accommodate growing undergraduate and graduate enrollments and engagement with professionals' continuing education and development. SIPHER will facilitate the preparation of new "collaboration-ready" graduates to enter the state and local workforce in high-demand clinical areas, including medicine, nursing, pharmacy and public health.

The entire facility will be a model for innovation through diverse educational and research synergies and that encourages public-private partnerships. This innovative environment is core to advancing health science education, clinical practice and clinical research. Further, as an integrated hub, the SIPHER building will be a place to engage the community on all levels of education, practice, and research.

Construction Market Conditions

The current construction market remains very favorable with good competition and low labor and material prices. But slowly increasing prices of fuel, metals and some other materials across the country make it advisable to expedite the design and construction process to the extent reasonably possible to lock in prices and minimize cost impacts on the University and its students.

Project Description/Scope/Conformance with Space Standards

- The proposed 220,000 gross square feet (GSF) Simulation, Inter-Professional Healthcare Education and Research Building (SIPHER) will serve the needs of UAHS and the community at large. The proposed facility will provide a state-of-the-art Inter-Professional education and simulated practice facility for medical, nursing, pharmacy, and public health education. Due to the proximity of the existing BIO5 Institute, Medical Research Building and the planned BioScience Research Laboratory Building, this facility will foster multi-disciplinary collaborations across campus and will serve as a unique place for productive interactions between inter-Professional teams of health professions for students and faculty.
- To further utilize this proximity nexus, a 6,000 gsf separate connectivity corridor will facilitate the safe and secure movement of University staff and research subjects from the existing UAHS Facility, south through SIPHER to the BIO5 and new BSRL complex.
- This new facility will help attract the best and the brightest health sciences students from Arizona and beyond, increase enrollment in the health sciences, bring new talented faculty to the UA and support retention of our most innovative faculty.
- The SIPHER Building will be in conformance to UA Design & Specification Standards to minimize operations and maintenance costs and to maximize the University's long-term investment. It will be constructed of high-quality, durable, maintainable materials and

EXECUTIVE SUMMARY

systems to maximize energy efficiency and minimize operational, repair and replacement costs and will have long lifecycle.

Project Delivery Method and Process

- This project will be delivered through the Construction Manager at Risk (CMAR) method. This approach was selected for the project because it can save time and cost through fast-track project scheduling, provides contractor design input and coordination throughout the project, improves potentially adversarial project environments and allows for the selection of the most qualified contractor leadership team for this project. With the use of independent cost estimates at each phase and low-bid subcontractor pricing for the actual construction work, this method also provides a high level of cost and quality control.
- The CMAR will be selected through the capital project selection committee process prescribed by the ABOR Procurement Code. A licensed contractor will be included on the selection committee as required by ABOR policy. The design team has been selected through a similar ABOR Selection Committee process.

Project Status & Schedule

- Programming is underway and this project would commence design in December 2015 with construction commencing in early 2017.
- Project construction would be completed in 2018 for the start of the Fall 2018 UAHS semester.

Project Cost and Methodology Used to Develop the Total Project Cost

- The total project budget is \$163,000,000 with a construction cost of \$115,100,000.
- The construction budget for this project was developed by in-house University professionals and consultants using cost data from the centralized ABOR Project Cost Database, other comparable projects identified elsewhere and the cost model developed specifically for this project. As the project progresses, confirming corroborated estimates will be provided and reconciled by the design team and the CMAR. Below is the list of potentially comparable projects and costs identified for budget comparison purposes:

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Comparable Project	Location	Project Size (GSF)	Escal. Const. Cost/sf
UA Health Sciences Education Building	Phoenix	265,000 gsf	\$503.63
University of Virginia/Claude Moore Medical Education Building (adjusted to include similar site costs)	Charlottesville, VA	58,342 gsf	\$673.81
University of Pennsylvania/Neural & Behavioral Sciences Building*	Philadelphia	78,000	\$652.40

* Construction cost factored from total project cost numbers available

Average Comparable Project

\$610/gsf

- Considering these comparable construction costs for the most similar projects that could be identified, the SIPHER Building construction cost budget of \$523/gsf appears to be appropriate. The project team will continue to search for potential cost-saving opportunities throughout the design and construction phases.

Fiscal Impact and Financing Plan

- The construction cost associated with the Simulation, Inter-Professional Healthcare Education and Research (SIPHER) Building project with 226,000 gsf is budgeted to be \$163M, which includes the secure transportation corridor.
- The operating and maintenance (O&M) cost is estimated to be \$1.9M for this facility.
- The project would be financed with System Revenue Bonds (SRBs), with debt service to be paid for by the University of Arizona Health Sciences (UAHS) local funds and facility operating revenues when placed in service.
- UAHS current financial resources and revenues generated by the new facility will provide the capacity to pay for the project's debt service and O&M cost.

EXECUTIVE SUMMARY

Debt Ratio Impact:

- The estimated annual debt service on the SRBs to finance the SIPHER project will increase the UA debt ratio by .19 percent excluding SPEED bonds and .19 percent if SPEED Bonds are included. The projected highest debt ratio is 4.9 percent excluding SPEED projects and 6.0 percent including SPEED projects.

Backfill Plan

- The project would result in the release of approximately 35,000 net square feet within the UA College of Medicine – Tucson and the Arizona Health Sciences Library by the relocation and expansion of the Arizona Simulation and Training Center (ASTEC), clinical skills and BioCommunications. When vacated, this space will help provide space to accommodate those programs and units affected by the loss of space to the Banner property acquisition and hospital construction.

Alternatives to Project

- Very minimal alternatives exists for this much-needed project. A minimum 34,000 SF would be need to be identified as available for instructional, simulation, clinical skills and instructional support space needs. Due to the demands associated with the Banner property acquisition relocation needs, only a maximum of 18,000 GSF of space may be deemed appropriate for simulation and still not fully meet the needed requirements. This space would reduce available current student learning space and require extensive renovation at a preliminary estimate of \$43-48M, which roughly half would be for infrastructure and equipment.
- Without a quality, state-of-the-art, inter-professional education and practice space that will be provided by the SIPHER building, the ability to attract and retain the nation's best and brightest faculty and students will be severely compromised.

Description of Other Related Projects Including Infrastructure Improvements

- There are no related projects.

EXECUTIVE SUMMARY**Capital Project Information Summary****University:** The University of Arizona**Project Name:** Simulation, Inter-Professional Healthcare Education and Research Building**Project Description/Location:**

The proposed 220,000 gsf Simulation, Inter-Professional Healthcare Education and Research Building (SIPHER) would provide state-of-the-art inter-professional education and simulated practice for health related professions. The 6,000 sf connectivity corridor will facilitate the safe and secure movement of University staff and research subjects. This building is appropriately located proximate to the Medical Research Building, BIO5, Keating and the planned UAHS Bio-Science Research Laboratory Building in the Land-Use Zone identified in the Comprehensive Campus Plan for research and education programs.

Project Schedule (Beginning Month/Year):

Planning	May 2015
Design	November 2015
Construction	January 2017
Occupancy	May 2018

Project Budget:

Total Project Cost (excludes \$6M Secure Transportation Corridor)	\$157,000,000
Total Project Cost per GSF New SIPHER Building	\$714
Direct Construction Cost – New SIPHER Building	\$115,100,000
Construction Cost per GSF – New SIPHER Building	\$523
Change in Annual Oper./Maint. Cost	
Utilities	\$744,188
Personnel	\$772,000
Other	\$371,400

Funding Sources:

Capital:	
• System Revenue Bonds (Debt service paid by local funds)	\$163,000,000
Operation/Maintenance:	
• Local Funds	\$1,887,588

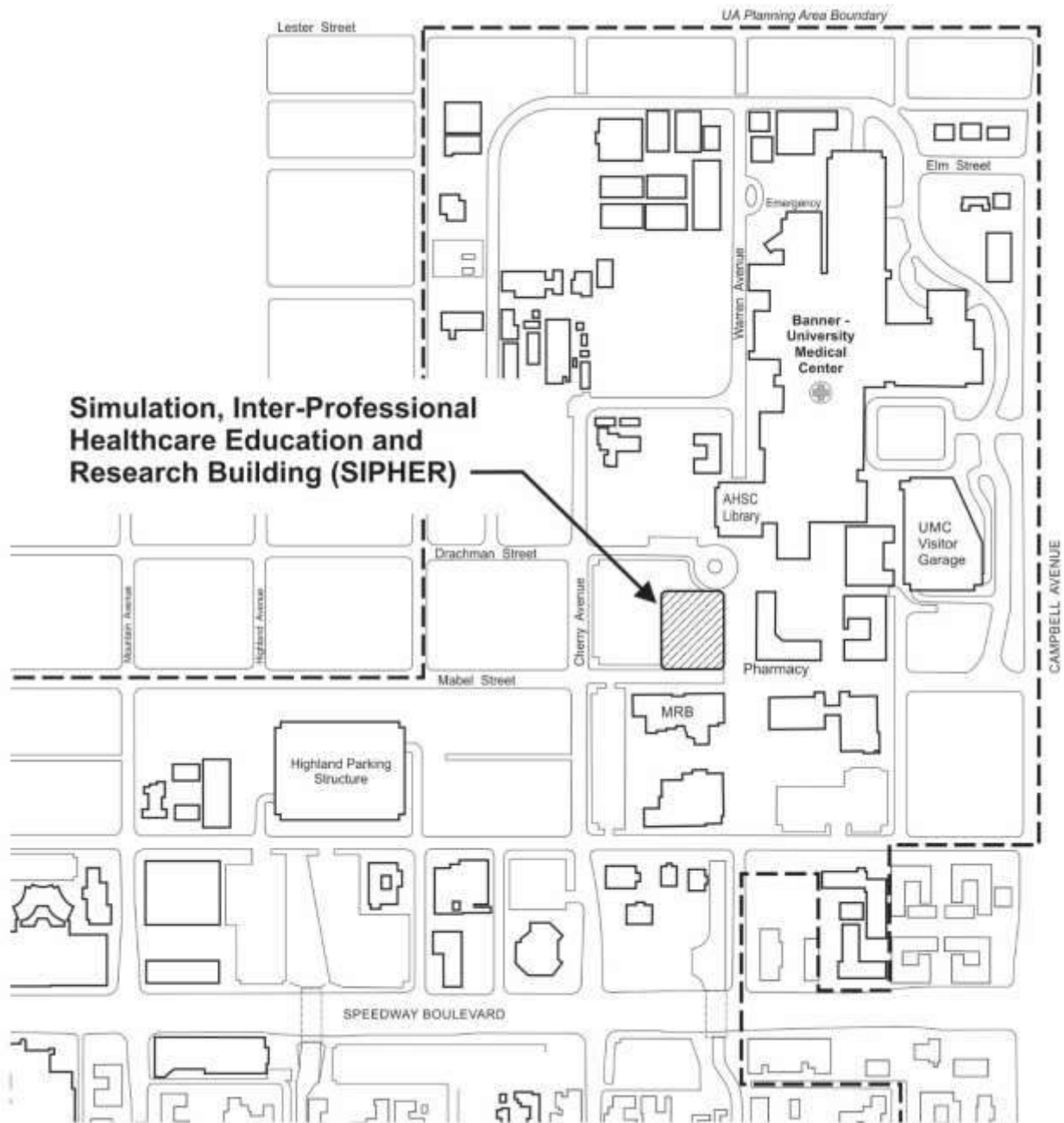
EXECUTIVE SUMMARYCapital Project Budget Summary

University: The University of Arizona **Project Name:** Simulation, Inter-Professional Healthcare Education and Research Building

	<u>Capital Development Plan</u>	<u>Project Approval</u>
	<u>Approval</u>	
<u>Date of Budget Estimate</u>	November 2015	
1. Secure Transportation Corridor	\$	6,000,000
2. Construction Cost		
A. New Construction		114,815,000
B. Renovation		0
C. Fixed Equipment		264,000
D. Site Development (exclude 2.E.)		In 2A
E. Parking & Landscaping		In 2A
F. Utilities Extensions		In 2A
G. Other (asbestos)		21,000
Subtotal Construction Cost	\$	<u>115,100,000</u>
3. Consultant Fees		
A. Construction Manager		1,036,000
B. Architect/Engineering Fees		10,704,000
C. Other (Programming, Special Conslt.)		1,611,000
Subtotal Consultant Fees	\$	<u>13,351,000</u>
4. Furniture Fixtures and Equipment		9,680,000
5. Contingency, Design Phase		4,604,000
6. Contingency, Construction Phase		5,755,000
7. Parking Reserve		2,130,000
8. Telecommunications Equipment		1,842,000
Subtotal Items 4-8	\$	<u>24,011,000</u>
9. Additional University Costs		
A. Surveys and Tests		1,118,000
B. Move-in Costs		50,000
C. Public Art		0
D. Printing/Advertisement		20,000
E. Univ. Facilities & Project Management		2,850,000
F. State Risk Mgt. Ins		500,000
Subtotal Additional University Costs	\$	<u>4,538,000</u>
TOTAL BUILDING COST (lines 2-9)	\$	<u>157,000,000</u>
TOTAL CAPITAL COST	\$	<u>163,000,000</u>

EXECUTIVE SUMMARY

Project Site Location Map



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EXECUTIVE SUMMARY

Item Name: Fifth Amendment and Restatement of the Arizona Board of Regents Optional Retirement Plan (ABOR)

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: The board office asks the board to approve the Fifth Amendment and Restatement of the Arizona Board of Regents Optional Retirement Plan (ORP) to be submitted to the Internal Revenue Service (IRS) by January 31, 2016.

Enterprise or University Strategic Plan

(Check the element(s) of the strategic plan that this item supports or advances)

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other:

Background/History of Previous Board Action

- In 1974, the thirty-first (31st) state legislature passed Senate Bill 1243, which amended the Arizona State Retirement System and Plan (ASRS) to provide alternative programs of retirement for the faculty, administrative officers and professional staff of the State University System.
- Effective July 1, 1986, the board established the Optional Retirement Plan (ORP), meeting all applicable requirements of A.R.S. §15-1628. The primary focus of the ORP was to provide portability of benefits for faculty, administrative officers, and professional staff of the state universities and the board.
- The plan document was amended and restated in 2008 and the plan received a favorable letter of determination from the IRS in April 2011.

Contact Information:

Mary Adelman, Director Business and Financial Services, mary.adelman@azregents.edu, 602-229-2523

EXECUTIVE SUMMARY

- The ORP plan document has been amended on several prior occasions. Most recently it was amended in September 2014.

Statutory/Policy Requirements

- Restatement and filing with the IRS of the plan document is required periodically by the Internal Revenue Code for the plan to maintain its qualified favorable tax status.

Discussion

- The board has received legal advice regarding the Optional Retirement Plan from its tax counsel, Mr. Charles Whetstine, who has prepared the proposed revision.
- Mr. Whetstine has informed board staff that the IRS has ruled that the ORP must be amended and restated to comply with all current federal tax laws and regulations affecting the Plan. The ORP must also be filed with the IRS to obtain an updated favorable letter of determination. The deadline imposed by the IRS to amend and restate the Plan and file it with the IRS is January 31, 2016.
- There are no substantive changes to the ORP which will either alter a participant's benefits or change the administration of the Plan.
- A copy of the restated document is attached.

Committee Review and Recommendation

- This item was not reviewed by the Regents Executive Committee, but was forwarded to the full board for approval.

Requested Action

The board office asks the board to approve the Fifth Amendment and Restatement of the Optional Retirement Plan and authorize the board president to execute this Amendment and Restatement.

ARIZONA BOARD OF REGENTS
OPTIONAL RETIREMENT PLAN
(FIFTH AMENDMENT AND RESTATEMENT)
Effective JULY 1, 2015

ARIZONA
BOARD OF REGENTS
OPTIONAL RETIREMENT PLAN
(FIFTH AMENDMENT AND RESTATEMENT)
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ARTICLE I

ESTABLISHMENT OF PLAN

1.1 History. The Arizona Board of Regents (the "Board"), a body corporate created under Article 2, Chapter 13, Title 15, Arizona Revised Statutes (A.R.S. sections 15-1621, et seq.), adopted the Arizona Board of Regents Optional Retirement Plan (the "Plan"), effective as of July 1, 1986. The Plan is a governmental plan as defined in Section 414(d) of the Code. On April 2, 1991, the Board amended and restated the Plan in its entirety, effective July 1, 1989, to incorporate all prior amendments, and to comply with applicable changes required by the Tax Reform Act of 1986 and any other laws or regulations affecting the Plan. The Board then amended and restated the Plan in its entirety for a second time, effective July 1, 1995, to incorporate all prior amendments, to comply with the Omnibus Budget Reconciliation Act of 1993 (OBRA '93) and to permit the funding of benefits under the Plan through one or more trusts maintained under the Plan. The Board then amended and restated the Plan in its entirety for a third time, effective July 1, 1997, to incorporate all prior amendments and to comply with applicable changes required by the Uruguay Round Agreements Act of 1994 ("GATT"), the Uniformed Services Employment and Reemployment Rights Act of 1994 ("USERRA"), the Small Business Job Protection Act of 1996 ("SBJPA"), the Taxpayer Relief Act of 1997 ("TRA '97"), the Internal Revenue Service Restructuring and Reform Act of 1998 ("RRA '98") and the Community Renewal Tax Relief Act of 2000 ("CRA") (collectively referred to as "GUST"). The Board then amended and restated the Plan for a fourth time, effective July 1, 2008, to incorporate all prior amendments, and to comply with applicable changes required by the Economic Growth and Tax Relief Reconciliation Act of 2001 ("EGTRRA") and all other laws, regulations and other provisions set forth in the 2007 Cumulative List contained in Internal Revenue Service Notice 2007-94 as may be applicable to the Plan as a governmental plan. The Board now amends and restates the Plan for a fifth time, effective July 1, 2015, to incorporate all prior amendments, and to comply with applicable changes required by the Pension Protection Act of 2006 ("PPA '06") and all other laws, regulations and other provisions set forth in the 2014 Cumulative List contained in Internal Revenue Service Notice 2014-77 as may be applicable to the Plan as a governmental plan.

1.2 Purpose. The Board has established the Plan as an optional retirement plan to the Arizona State Retirement System (A.R.S. Title 38, Chapter, 5, Article 2, sections 38-711, et seq.) under which qualified annuity contracts and one or more trusts providing retirement and death benefits may be purchased or provided for eligible Employees. The purpose of the Plan is to allow eligible Employees who elect to participate herein to contribute a percentage of their Compensation to the Plan on a pre-tax basis and to permit contributions by the Employers on behalf of participating Employees to supplement their retirement.

1.3 Intention. It is the intention of the Board that the Plan hereinafter set forth be the optional retirement program referred to in A.R.S. section 15-1628 and that the Plan meet all applicable requirements of such section and be qualified and

exempt under section 401(a) of the Code. The Plan shall be construed so as to give full force and effect to this intention. It is the further intention of the Board that the mandatory Employee Contributions to the Plan be designated as picked up by the Employers as hereafter provided in order that such mandatory Employee Contributions will not be included in the Employees' gross income for federal income tax purposes as provided by section 414(h)(2) of the Code.

1.4 Application. This amendment and restatement does not create a new plan. The amount, form, and right to benefits payable to an Employee (or any person claiming benefits through an Employee) who retired or was separated from service prior to the Effective Date of this amendment and restatement, shall be determined under the applicable provisions of the Plan as it was constituted at the time of such Employee's retirement or separation. This amendment and restatement shall not operate, or be construed to operate, to affect adversely any rights vested or guaranteed by the Plan in effect before July 1, 2015, or to divest any Employee of such rights. The rights of any Employee who terminated employment prior to July 1, 2015, shall be governed by the terms of the Plan then in effect except as the Plan may have been amended retroactive to a prior date by this amendment and restatement as set forth in Section 2.8 or in any other provision of this Plan. If a person is employed or reemployed on or after July 1, 2015, and performs an hour of service with an Employer on or after July 1, 2015, the rights of such Employee shall be governed by the terms of this Plan as amended and restated herein.

ARTICLE II

DEFINITIONS

2.1 Application of Definitions. Unless otherwise required by context, the terms used herein shall have the meanings set forth in the following sections of this Article. The masculine gender, when used herein, shall include the feminine and, unless context indicates otherwise, the singular shall include the plural and the plural the singular.

2.2 Beneficiary. "Beneficiary" means the person or persons designated by the Participant to receive benefits payable under the Plan and the Contract or Trust in the event of the Participant's death. The person or persons named in the beneficiary designation form under the Participant's Contract shall be the Participant's Beneficiary under this Plan with respect to any death benefits payable under the Contract. The person or persons named in the beneficiary designation on such form as may be prescribed by the Trustee of a Trust created under this Plan and in which a Participant's benefits are held shall be the Participant's Beneficiary under this Plan with respect to any death benefits payable under such Trust. The term "Designated Beneficiary" shall include any individual designated by the Participant as his Beneficiary.

2.3 Board. "Board" means the Arizona Board of Regents, a body corporate created under Article 2, Chapter 13, Title 15, Arizona Revised Statutes (A.R.S. sections 15-1621, et seq.).

2.4 Code. "Code" means the Internal Revenue Code of 1986, as amended from time to time.

2.5 Compensation.

(a) "Compensation" means the remuneration paid to an Employee as his base wage or salary, including bonuses and overtime paid, but excluding living or other allowances, premium payments, compensation in kind, payments made to any employee pension or welfare benefit plan, or any other special or unusual form of compensation. Notwithstanding the foregoing, the Board hereby elects to include as Compensation any amount which is contributed by an Employer pursuant to a salary reduction agreement between the Employer and an Employee and which is not includable in the gross income of an Employee under sections 125, 132(f)(4), 403(b) or 414(h)(2) of the Code or amounts deferred under an eligible deferred compensation plan within the meaning of section 457(b) of the Code.

(b) Any reference in this Plan to the term "Compensation" shall be to the definition contained in this Section 2.5, unless such reference specifically utilizes a different definition of compensation.

(c) Except as provided in subsection 2.5(d), during any one Plan Year, the Plan shall take into account only the first \$235,840 or such larger amount as the Commissioner of Internal Revenue may prescribe (which was the maximum amount of Compensation allowed to be taken into account under the Plan as in effect on July 1, 1993) of a Participant's Compensation for all purposes under this Plan, including, without limitation, determining benefits, contributions and allocations under this Plan.

(d) Except in the case of an eligible participant (as hereinafter defined in this subsection 2.5(d)), in addition to other applicable limitations set forth in this Plan, and notwithstanding any of the provisions of this Plan to the contrary, for Plan Years beginning on or after July 1, 2002, the annual compensation of each Employee taken into account under this Plan shall not exceed \$200,000, as adjusted by the Commissioner of Internal Revenue for increases in the cost of living in accordance with section 401(a)(17)(B) of the Code. The cost-of-living adjustment in effect for a calendar year applies to annual compensation for the determination period that begins with or within such calendar year. For purposes of this subsection 2.5(d), an "eligible participant", to whom the limitations of this subsection 2.5(d) do not apply, is an individual who first became a participant in the Plan during any Plan Year beginning before the Plan Year commencing July 1, 1996.

(e) The cost-of-living adjustment in effect for a calendar year applies to any period, not exceeding twelve (12) months, over which Compensation is determined (the "determination period") beginning in such calendar year. If the determination period consists of fewer than twelve (12) months, the annual Compensation limits set forth in this section 2.5 will be multiplied by a fraction, the numerator of which is the number of months in the determination period, and the denominator of which is twelve (12).

(f) For the short Plan Year beginning July 1, 2015 and ending December 31, 2015, the annual Compensation of each Participant taken into account under this Plan shall not exceed one-half ($\frac{1}{2}$) of the Compensation limit announced by the Commissioner of Internal Revenue under section 401(a)(17) of the Code, effective for the Plan Year commencing in the 2015 calendar year.

2.6 Computation Period. "Computation Period" means the period for determining an Employee's vesting service. For purposes of determining an Employee's vesting service under the Plan, the Computation Period shall be the twelve (12) month period beginning on an Employee's Employment Date (or Reemployment Date, as the case may be) and ending on the anniversary thereof, and each twelve (12) month period thereafter.

2.7 Contract. "Contract" or "Contracts" shall mean a group contract or an allocated, nontransferable, individual contract, which are fixed, variable, or combination fixed and variable annuity contracts purchased by the Employer on behalf of the Participant as provided in Article VI and issued by an Insurance Company for the benefit of a Participant under which individual accounts shall be maintained.

Contract shall not mean an insurance contract on a Participant's life. Benefits under this Plan shall be based, in part, upon account balances under the Contracts and shall be valued not less frequently than annually. Any amounts provided in the nature of dividends or credits shall not be distributed to the Participant and shall be credited to the individual accounts in the Contract.

2.8 Effective Date. The Effective Date of the Plan as originally constituted was July 1, 1986. Other than as may be set forth in this Plan, the Effective Date of this Plan, as amended and restated herein, means July 1, 2015, although all provisions contained in this plan to comply with PPA '06 and all other laws, regulations and other provisions set forth in the 2014 Cumulative List contained in Internal Revenue Service Notice 2014-77 shall have an earlier or later Effective Date that coincides with the date such provisions are required to be effective as provided under applicable law.

2.9 Employee.

(a) The term "Employee" means:

(i) All persons employed by the Board in accordance with the conditions of faculty service, the conditions of administrative service, or the conditions of professional service; and

(ii) Any other person employed by the institutions under the jurisdiction of the Board who are approved by the Board to be treated as Employees hereunder and eligible to participate herein.

(b) The term 'Employee' does not include:

(i) A person engaged to work for less than five (5) months, or effective July 1, 2002 twenty (20) weeks, per year or for less than twenty (20) hours per week; provided that if the employment continues beyond the period of five (5) months, or effective July 1, 2002 twenty (20) weeks, or should commence for twenty (20) hours per week or more, the person shall be treated as an Employee as of the beginning of the next successive payroll period;

(ii) Any person not required to pay tax under the Federal Income Contributions Act, Chapter 21, Subtitle C, Title 26, United States Code (Section 3101, et seq., of the Code);

(iii) A person who is employed in postgraduate training in an approved medical residency training program of an Employer; and

(iv) Cooperative extension employees with Federal appointment.

(c) The term "Employee" shall also include any leased employee deemed to be an employee of an Employer as provided in sections 414(n) or (o) of the Code. A leased employee within the meaning of section 414(n)(2) of the Code shall not be eligible to participate in this Plan. As provided in section 414(n)(2) of the Code, "leased employee" means an individual (who otherwise is not an Employee of the Employer) who, pursuant to an agreement between the Employer and any other person, has performed services for the Employer (or for the Employer and any persons related to the Employer within the meaning of section 144(a)(3) of the Code) on a substantially full time basis for at least one year and who performs such services under primary direction or control of the Employer within the meaning of section 414(n)(2) of the Code.

2.10 Employee Contribution. "Employee Contribution" means all amounts deducted from a Participant's Compensation as required by Article IV hereof, which amounts are remitted by the Employers to the Contracts or the Trusts described in Article VI hereof, and which are designated as picked up by the Employers.

2.11 Employer. "Employer" or "Employers" means the employing unit(s) under the jurisdiction of the Board which employ the Employees electing to participate under the Plan.

2.12 Employer Contribution. "Employer Contribution" means the contributions by the Employers as required by Article IV hereof.

2.13 Employer Contribution Account. "Employer Contribution Account" means the account established under Section 5.1 in the name of an individual Participant to which is credited Employer Contributions during the period prior to the date the Participant completes five (5) Years of Service.

2.14 Employment Date. "Employment Date" means the date on which an Employee is initially appointed by an Employer.

2.15 Insurance Company. "Insurance Company" means the companies approved by the Board to maintain the Contracts providing retirement benefits under this Plan.

2.16 Participant. "Participant" means any Employee who has irrevocably elected to participate in this Plan as provided in Article III.

2.17 Plan. "Plan" means the Arizona Board of Regents Optional Retirement Plan (Fifth Amendment and Restatement).

2.18 Plan Year. Effective January 1, 2016, "Plan Year" means the twelve (12) consecutive month period beginning on January 1 and ending on December 31. For Plan Years beginning prior to January 1, 2016, "Plan Year" means the twelve (12) consecutive month period beginning on July 1 and ending on June 30. There shall be a short "Plan Year" beginning on July 1, 2015 and ending on December 31, 2015.

2.19 Reemployment Date; Military Leave. "Reemployment Date" means the date following an Employee's termination of employment with all Employers on which the Employee is reappointed by an Employer. Notwithstanding any provision of this Plan to the contrary, contributions, benefits and service credit with respect to reemployment of qualified military service will be provided in accordance with section 414(u)(4) of the Code.

2.20 Retirement Date.

(a) "Retirement Date" means the date on which a Participant terminates Employment with all Employers.

(b) "Normal Retirement Date" means the earlier of: (i) the date on which a Participant attains age sixty-five (65) while employed by any Employer; or (ii) the day before the Participant's death, with respect to any Participant who dies while employed by any Employer and who, prior to death, would have attained his or her normal retirement date as defined in the Arizona Revised Statutes governing the Arizona State Retirement System (currently, A.R.S. § 38-711(27)).

(c) For all purposes under this Plan and except as provided in paragraph (b) of Section 8.1 (dealing with phased retirement), a Participant must terminate employment with all Employers to be entitled to payment of any benefits under this Plan. The determination of whether a Participant has terminated employment with all Employers shall be based on all the facts and circumstances in connection with such termination (e.g., the existence of a written or oral arrangement providing for the Employee's reemployment at some date in the future will be evidence that termination of employment has not occurred, etc.). Such a determination shall be made by the Board (or its delegate) in its sole and absolute discretion, which shall be binding on the affected Participant. In no event shall a Participant be considered as having terminated employment if, as such date of termination, the Participant has entered into an express or implied contract (whether written or oral) for reemployment of the Participant with any Employer at some future date.

2.21 Trust. "Trust" means the Arizona Board of Regents Optional Retirement Plan Trust, dated as of July 1, 1995, under which Fidelity Management Trust Company is serving as Trustee.

2.22 Trustee. "Trustee" means Fidelity Management Trust Company, who shall serve as Trustee under the Arizona Board of Regents Optional Retirement Plan Trust, established effective as of July 1, 1995, and such other Trustees as may hereafter be appointed by the Board to serve as Trustee under one or more Trusts established under this Plan.

2.23 Valuation Date. "Valuation Date" means the last day of each pay period of the Employer or, if elected by an Employer, the last day of each calendar month. Each Insurance Company and Trustee shall value, at least annually on the last

day of each Plan Year, all amounts held by such Insurance Company or such Trustee under the Contracts or the Trust maintained by such Insurance Company or Trustee for on behalf of Participants hereunder.

2.24 Year of Service.

(a) "Year of Service" means, for purposes of determining an Employee's vesting service, a Computation Period in which the Employee is continuously employed and is participating under this Plan.

(b) In determining an Employee's continuous employment, any Employee who is under contract with an Employer for no less than an academic year shall be treated as continuously employed for the entire Plan Year in which such person's contract is included.

(c) Any eligible Employee who is a member of the Arizona State Retirement System ("ASRS") at the time the Employee elects to participate in this Plan shall leave the funds in his or her retirement account on deposit with ASRS during his continuous employment with an Employer and those years of member service in the ASRS shall count as years of service under this Plan. Notwithstanding the foregoing, as provided by § 27 of Chapter 327 of the 1999 Arizona Session Laws, beginning January 1, 1999 through December 31, 2000, an Employee who transferred from ASRS to this Plan and who was required to leave in ASRS the contributions that were made before the transfer may withdraw the Employee's contributions to ASRS and an amount equal to the Employer contributions paid to ASRS on behalf of the Employee plus interest as determined by the ASRS board if the Employee satisfies any one of the following conditions:

(i) The Employee has terminated employment by retirement or death; or

(ii) The Employee has attained his or her normal retirement date as defined in A.R.S. § 38-711.

In addition, beginning January 1, 1999 through December 31, 2000, the Employee may elect to transfer to this Plan the lump sum value of the refunded contributions and interest as determined pursuant to § 27 of Chapter 327 of the 1999 Arizona Session Laws. The transfer shall be credited under this Plan in equal amounts as attributed to Employee contributions and Employer contributions.

(d) In determining an Employee's Years of Service, each Employer shall have the power to interpret this Section and apply it to its Employees or certain classes of Employees, including the power to remedy possible ambiguities, inconsistencies or omissions and establish policies regarding leaves of absence; provided, however, that all interpretations and decisions shall be made in good faith and applied, insofar as is practicable, in a uniform and nondiscriminatory manner to

all Employees similarly situated, and when so made or, applied shall be binding upon all Employees.

ARTICLE III

ELIGIBILITY

3.1 Conditions of Eligibility.

(a) Any Employee participating in this Plan as of June 30, 1997 shall continue to participate in the Plan. An Employee described in this subsection 3.1(a) shall not be required to make any elections to participate in this Plan nor may such Employee elect not to participate in this Plan.

(b) Any other Employee employed by an Employer on or after July 1, 1997 shall become eligible to participate in the Plan as of the Employee's Employment Date.

3.2 Reemployment of Persons Eligible To Participate. If an Employee was eligible to participate prior to terminating his service with an Employer, and such Employee is subsequently reemployed by an Employer and is then eligible to participate hereunder, he shall again be eligible to participate in the Plan as of his Reemployment Date; provided that in no event shall an individual's reinstatement as a Participant under this Article result in the duplication of benefits provided under the Plan.

3.3 Commencement of Participation.

(a) An Employee who does not automatically continue participation in this Plan under subsection 3.1(a) shall elect to participate in either the Arizona State Retirement System ("ASRS") (A.R.S. Title 38, Chapter, 5, Article 2, sections 38-711, et sec.) or this Plan. The election shall be made in writing and filed with ASRS and the disbursing officer of the Employee's Employer within thirty (30) days after notice in writing to the Employee of his eligibility to participate hereunder, and shall become effective on the first day of the pay period following such election. Such election shall be irrevocable when made and shall continue through the duration of the Employee's employment with his Employer. Such election shall constitute a waiver of all benefits provided by ASRS, except such benefits as are expressly provided by law. If an Employee fails to make an election as provided under this Section, he shall be deemed to have elected participation in ASRS and shall waive all benefits provided under this Plan, except such benefits as are expressly provided by law.

(b) Notwithstanding the foregoing, if an Employee is eligible to elect not to participate in ASRS, such Employee shall not be required to participate in this Plan even if such Employee makes an election not to participate in ASRS. The election not to participate in this Plan shall be made in writing and filed with the disbursing officer of the Employee's Employer within thirty (30) days after notice in writing to the Employee of his eligibility to participate hereunder. Such election shall be irrevocable when made and shall continue through the duration of the Employee's employment with his Employer and shall constitute a waiver of all benefits provided by

this Plan. Alternatively, such Employee may, notwithstanding his election not to participate in ASRS as permitted under Arizona law, elect to participate in this Plan as provided in Section 3.3(a) above.

3.4 Cessation of Participation. An Employee shall not be an active Participant in the Plan nor continue to participate in the Plan, and shall not be entitled to accrue any benefits or make any contribution hereunder, if:

(a) He is retired or separated from employment with all Employers; or

(b) His employment is reclassified so that he is no longer an Employee as that term is defined in Section 2.9 of this Plan.

ARTICLE IV

EMPLOYER AND EMPLOYEE CONTRIBUTIONS

4.1 Funding. The Plan shall be funded by Employer Contributions and Employee Contributions.

4.2 Mandatory Employee Contributions. Upon electing to participate in this Plan, a Participant shall be deemed to have authorized his Employer to deduct from his Compensation, prior to its payment, seven percent (7%) of his Compensation (or such other amount required by A.R.S. section 15-1628C), as a contribution to the Plan, which shall be credited to the Participant's Contract or deposited in the, Trust, as the case may be. The amount of Employee Contributions hereunder shall be picked up by the Participant's Employer and shall be made by the Participant's Employer in lieu of the contributions required by the Participant. However, although the Employee Contributions shall be picked up by the Participant's Employer, the Employee's Compensation shall be reduced by the amount of picked up contributions. The Participant shall not have the option to receive the picked up contributions directly and such contributions shall be paid by the Employer directly to the Insurance Company or to the Trustee as provided in Section 5.4.

4.3 Employer Contributions. Each Employer shall contribute to the Plan on behalf of each Participant employed by such Employer an amount equal to seven percent (7%) of the Participant's Compensation as required by A.R.S. section 15-1628C.

4.4 Changes or Suspension of Employee Contributions. A Participant may not change or suspend his Employee Contributions once the Employee has elected to participate hereunder.

ARTICLE V

MAINTENANCE OF ACCOUNTS

5.1 Creation of Accounts. During the period prior to the date a Participant completes five (5) Years of Service (if the Participant is not fully vested on his Employment Date as provided in subsection 7.2(b)), each Employer shall maintain in trust on behalf of each Participant who is an Employee of such Employer an Employer Contribution Account to which is credited all Employer Contributions made on behalf of a Participant prior to the date the Participant completes five (5) Years of Service. Each Employer Contribution Account shall be maintained in the name of the Participant to whom it concerns and shall be maintained solely for accounting purposes and shall not require the segregation of assets of the Employer, except as provided in Section 6.1 and unless otherwise required by law. If a Participant transfers employment from one Employer to another Employer at such time as an Employer Contribution Account is maintained for such Participant, the previous Employer shall transfer the Participant's Employer Contribution Account to the new Employer who shall then maintain the Employer Contribution Account on behalf of such Participant.

5.2 Adjustment to Account. The Employer shall allocate to the Participant's Employer Contribution Account the Employer Contributions made since the immediately preceding pay period. Effective as of each Valuation Date the Employer shall credit to the Participant's Employer Contribution Account an amount of interest equal to the rate of earnings earned since the most recent Valuation Date by the fund in which the Participant's Employer Contribution Account is invested.

5.3 Application of Forfeitures. If a Participant terminates his Employment with all Employers for reasons other than death when he is not fully vested as provided under Section 7.2, the Participant shall immediately forfeit the entire amount of his Employer Contribution Account.

5.4 Payments to Insurance Company or Trustee. As soon as practicable after each pay period, the Employer shall pay to an Insurance Company or a Trustee, as directed by the Participants, the Employee Contributions plus, if the Participant is fully vested as provided under Section 7.2, the Employer Contributions on behalf of such Participant for such pay period, which amounts shall be credited to the Contract maintained on behalf of such Participant or under the Trust in which the Participant's benefits are maintained. As soon as practicable after the Participant has completed five (5) Years of Service, the Employer shall transfer to the Insurance Company or Trustee the Participant's Employer Contribution Account (valued as of the most recent Valuation Date preceding the date of transfer), which amount shall be credited to the Contract maintained on behalf of such Participant or under the Trust in which the Participant's benefits are maintained and thereafter the Participant shall have no Employer Contribution Account under this Plan and benefits provided under this Plan shall be provided exclusively through the Contract or the Trust, as the case may be.

5.5 Maximum Additions. Contributions to the Plan shall be limited as provided in Appendix A of the Plan.

ARTICLE VI

ANNUITY CONTRACTS AND TRUST FUNDS

6.1 Fund. Prior to the date a Participant completes five (5) Years of Service, each Employer shall retain its Employer Contributions on behalf of the Participant employed by such Employer in trust in a separate fund for the exclusive benefit of such Participants. The benefits, and all interest, earnings and other credits pertaining thereto, shall be exempt from state, county and municipal taxes, shall not be subject to execution or attachment and shall not be assignable.

6.2 Annuity Contracts. On the date a Participant elects to participate hereunder, such Participant may apply for one or more Contracts issued by any Insurance Company approved by the Board to maintain qualified annuity contracts providing retirement benefits under this Plan. Each Contract shall be a qualified non-transferable annuity contract as described in sections 401(f), 401(g), 403(a) and 404(a)(2) of the Code and all provisions of said Contract shall be subject to the terms of this Plan (specifically, without limitation, Section 5.5 (relating to maximum additions under section 415 of the Code) and Section 8.4 (relating to minimum distributions under section 401(a)(9) of the Code)) and all applicable provisions of section 401(a) of the Code. Employee Contributions and Employer Contributions shall be transferred by the Employer to the Insurance Company maintaining the Contract on behalf of the Participant as provided in Section 5.4.

6.3 Contract Owner. Each Contract shall designate the Participant as sole owner, with rights reserved to the Participant to exercise any right or option contained therein. Each Participant shall complete the necessary application forms as provided by the Insurance Company in order to establish the Contract to fund benefits under this Plan. Each such Contract issued under this Plan is for the sole purpose of providing retirement or death benefits. The Participant may not sell, assign, transfer, discount or pledge as collateral for a loan or as security for the performance of an obligation or for any other purpose his interest in the Contract to any person other than the Insurance Company insuring such Contract.

6.4 Trust. On the date a Participant elects to participate hereunder, such Participant may, in addition to or in lieu of applying for one or more Contracts as described in Section 6.2 of this Plan, direct the Employer to transfer all or any portion of Employee Contributions and Employer Contributions (either immediately or upon the Participant completing five (5) Years of Service as provided in Section 5.4 of the Plan) to one or more Trusts entered into between the Board and one or more Trustees to provide benefits to Participants under this Plan. Each Trust shall be maintained under this Plan and shall be subject to the terms and conditions of this Plan. All or a portion of the Employee Contributions and Employer Contributions shall be transferred by the Employer to the Trustee on behalf of the Participant as provided in Section 5.4.

6.5 Direction by Participants. Each Participant shall direct the Employer as to the net amount of Employee Contributions and Employer Contributions which shall be transferred to any one or more Insurance Companies or any one or more Trusts as provided in Sections 6.2 through 6.4 of this Plan. Each Employer and the Board shall be relieved of any liability to the Participant with respect to such Employee Contributions and, Employer Contributions once transferred to an Insurance Company or a Trustee as provided herein. Upon such transfer, the Participant shall look solely to the Insurance Company or the Trustee for the investment and reinvestment of such funds and the provisions of retirement or other benefits as provided under this Plan and neither the Board nor any Employer shall have any liability or responsibility therefore.

6.6 Portability of Insurance Contracts.

(a) Unless otherwise provided under the terms of a Contract which has been approved by the Board, the Insurance Company will permit the Participants under the Plan to elect, once each year, to transfer some or all of the funds in the Contracts to one or more other Contracts maintained by an Insurance Company approved by the Board for providing benefits under the Plan or to one or more Trustees of Trusts maintained under the Plan. Unless otherwise provided under the terms of a Contract which has been approved by the Board, the Insurance Company will permit the Participants under the Plan to elect, once each year, to transfer funds from one or more other Contracts maintained by Insurance Companies approved by the Board for providing benefits under the Plan or funds from one or more trusts maintained under the Plan to the Contracts maintained by the Insurance Company. The Insurance Company shall permit a Participant to continue to direct contributions to the Contract from which the funds were transferred or cease directing any future contributions to such Contract.

(b) The Contracts shall provide that Participants shall have the right, once each year, to suspend contributions to a Contract and direct contributions to another Contract or Trust.

(c) The Insurance Company shall permit Participants to transfer the funds which have been deposited under a Contract to an optional retirement program maintained by an educational institution in another state with whom the Participant is then employed; provided that such other optional retirement program is also qualified under section 401(a) of the Code and offers nontransferable annuity contracts described in sections 401(f), 401(g), 403(a) and 404(a)(2) of the Code; and further provided that the annuity contracts under such other program do not contain any provision for cash surrender or loans. Such transfer of the funds that have been deposited under the Contract shall be effectuated by either a transfer of the Contract or the transfer of the funds deposited under the Contract to an annuity contract maintained by another insurance company providing benefits under the other program.

(d) All transfers of funds or modifications to the contributions or benefits provided under the Contracts shall be made by the Insurance Companies without cost or fee to the Participant or the Plan, other than costs or fees approved in advance by the Board or reasonable administrative costs charged by the Insurance Companies. The Insurance Companies may establish reasonable procedures to effectuate the provisions of this Section 6.6; provided that such procedures comply with the provisions contained in this Section 6.6 and do not conflict with any terms of the Plan or any procedures which may be established by the Board.

6.7 Portability of Trust.

(a) The Trustee of a Trust will permit the Participants under the Plan to elect, once each year, to transfer some or all of the funds in the Trust to one or more Trustees of other Trusts maintained under this Plan or to one or more Contracts maintained by an Insurance Company approved by the Board for providing benefits under this Plan. The Trustee of a Trust will permit the Participants under the Plan to elect, once each year, to transfer funds from one or more other Trusts maintained under this Plan or funds from one or more Contracts maintained by an Insurance Company approved by the Board for providing benefits under the Plan to the Trustee of such Trust. The Trustee shall permit a Participant to continue to direct contributions to the Trust from which the funds were transferred or cease directing any future contributions to such Trust.

(b) A Trustee shall permit Participants, once each year, to suspend contributions to the Trust and to direct contributions to another Trust or Contract.

(c) A Trustee shall permit Participants to transfer the funds which have been deposited under the Trust to an optional retirement program maintained by an educational institution in another state with whom the Participant is then employed; provided that such other optional retirement program is also qualified under section 401(a) of the Code and either provides benefits through a trust arrangement or offers nontransferable annuity contracts described in sections 401(f), 401(g), 403(a) and 404(a)(2) of the Code; and further provided that such trust or annuity contracts under such other program do not contain any provisions for loans.

(d) All transfer of funds or modifications to the contributions or benefits provided under a Trust shall be made by the Trustee without cost or fee to the Participant or the Plan, other than costs or fees approved in advance by the Board. The Trustee may establish reasonable procedures to effectuate the provisions of this Section 6.7; provided that such procedures comply with the provisions contained in this Section 6.7 and do not conflict with any terms of the Plan or any procedures which may be established by the Board.

6.8 Transfers to Plan. Any Participant, with the Board's (or its agent's) written consent and after filing with the Board the form prescribed by the Board for such purpose, may contribute cash to the Plan if the contribution is a "eligible

rollover contribution" (as defined in section 12.2(a) of this Plan) which the Code permits an employee to transfer either directly or indirectly from one qualified plan to another qualified plan. Before accepting the rollover contribution, the Board (or its agent) may require the Participant to furnish satisfactory evidence that the proposed transfer is in fact an "eligible rollover contribution" which the Code permits the Participant to make to a qualified plan. If the Board (or its agent) permits the direct rollover of any amounts attributable to after-tax contributions, the Plan will accept such contributions only if the Contract or Trust to which such contribution is allocated will separately account for amounts so transferred, including separately accounting for the portion of such distribution which is includible in gross income and the portion of such distribution which is not so includible. On the date the Participant elects to make such eligible rollover contribution to this Plan, such Participant may apply for one or more Contracts (under the procedures prescribed by section 6.2 of this Plan) to which all or any portion of the eligible rollover contribution will be transferred or shall direct that all or any portion of such eligible rollover contribution be transferred to one or more Trusts maintained under the Plan. The eligible rollover contribution transferred to such Contract or Trust and the benefits held therein shall be subject to all the provisions of this Plan as any other Employee Contributions made to a Contract or Trust maintained pursuant to this Plan (including, without limitation, rules restricting and requiring distributions under this Plan).

ARTICLE VII

VESTING

7.1 Employee Contributions.

(a) Amounts attributable to Employee Contributions which are picked up by the Employer, and are transferred to the Contract maintained on behalf of the Participant or a Trust under which the Participant's benefits are maintained, shall at all times be nonforfeitable.

(b) After a participant terminates service, with the Employer and is fully vested in his Employer Contribution Account, he may withdraw any or all of the Employee Contribution Account without forfeiting his Employer Contribution Account. Any withdrawals from the Employer Contribution Account will be made in accordance with Section 7.2(c), Section 8.4 and A.R.S. section 15-1628G.

7.2 Employer Contributions.

(a) Except as provided in subsections 7.2(b) and (c) and Section 7.4 below, a Participant's vested, nonforfeitable right to all or a portion of the balance of his Employer Contribution Account or any Employer Contributions transferred to a Contract or Trust shall be based on his whole and fractional Years of Service, in accordance with the following vesting schedule:

<u>Years of Service</u>	<u>Vested Percentage</u>	<u>Forfeited Percentage</u>
Less than 5	0%	100%
5 or more	100%	0%

(b) If, on the Participant's Employment Date or Reemployment Date (as the case may be), the Participant is the owner of a contract which the Employer determines is a contract maintained under a defined contribution or defined benefit retirement program of (i) a college, university, higher education organization or research organization located anywhere in the United States, (ii) a similar type retirement plan of a college, university or higher education organization located in any country or territory other than the United States, or (iii) the Arizona State University Foundation, the Northern Arizona University Foundation, or the University of Arizona Foundation, such Participant shall have a nonforfeitable right to one hundred percent (100%) of his Employer Contribution Account without regard to completing any Years of Service under this Plan. This paragraph shall apply regardless of the insurance company or other provider of the contract owned by the Participant under the other retirement program. Upon entry into the Plan, such Participant may select to transfer the benefits under such other contract to any Insurance Company or Trustee as permitted under Section 6.8 of the Plan. The Participant shall submit such evidence as the Board may require to

make a determination that the Participant is entitled to full vesting under this Paragraph 7.2(b).

(c) Notwithstanding the foregoing provisions of subsections 7.2(a) and (b), if a Participant terminates service after he is fully vested in his Employer Contribution Account and such Account has been paid to the Insurance Company or Trustee as provided in Section 5.4, the Participant shall be required to receive the amounts held in the Contract or Trust attributable to Employer Contributions (and any earnings thereon) in any form permitted under this Plan.

7.3 Termination of Service; Reinstatement.

(a) If a Participant who is not otherwise vested under subsection 7.2(b) terminates service for any reason (other than death) prior to completing five (5) Years of Service, the Participant shall forfeit his entire Employer Contribution Account. If a Participant establishes a Reemployment Date and has not commenced receiving benefits under a Contract or Trust or withdrawn all or any portion of his contributions to such Contract or Trust, the Participant shall continue to vest on the schedule contained in Section 7.2; provided that the Employer shall not reinstate the Participant's Employer Contribution Account nor shall the Employer credit the Participant with service during the period of the Participant's absence from employment.

(b) If a Participant terminates service after completing five (5) Years of Service and later reparticipates under the Plan and has not commenced receiving benefits under his Contract or withdrawn all or any portion of his contributions to such Contract or Trust, the Participant shall be fully vested in his Employer Contributions Account and shall not be required to again complete five (5) Years of Service for vesting.

7.4 Vesting on Normal Retirement Date or Death.

(a) If a Participant retires under this Plan on or after his Normal Retirement Date, a Participant shall have a nonforfeitable right to one hundred percent (100%) of his Employer Contribution Account. If a Participant's Employment is terminated because of death, his Beneficiary shall have a nonforfeitable right to one hundred percent (100%) of the deceased Participant's Employer Contribution Account.

(b) If a Participant who does not currently perform services for an Employer for reason of "qualified military service" as defined in Section 414(u) of the Code dies after December 31, 2006 while performing such qualified military service, such Participant's Beneficiary shall have a nonforfeitable right to one hundred percent (100%) of the deceased Participant's Employer Contribution Account.

ARTICLE VIII

TIME OF RETIREMENT AND PLAN BENEFITS

8.1 Time of Retirement.

(a) A Participant shall retire under the Plan on his Retirement Date. At any time thereafter, the Participant may commence receiving benefits as provided under this Plan.

(b) In addition to the foregoing, a Participant may participate in a phased retirement program maintained by an Employer and commence receiving benefits as provided under this Plan, provided that all of the following conditions are met:

(i) The Participant has attained age sixty-two (62) while employed by any Employer;

(ii) The Participant is fully vested in his or her Employer Contribution Account, as provided under Article VII of this Plan; and

(iii) The Participant has entered into a written agreement with his or her Employer setting forth the Participant's eligibility and the terms and conditions of the Participant's phased retirement commencing at age sixty-two (62) or thereafter.

8.2 Benefits Subject to Distribution; Time of Distribution. Except as provided in Section 8.3 (relating to death benefits), a Participant's benefits under this Plan shall be provided exclusively through the Participant's Contract or the Trust under which the Participant's benefits are maintained. A Participant shall be entitled to no other benefits under this Plan. Notwithstanding anything to the contrary in this Plan, Contract or Trust, benefits shall commence no later than the April 1 following the later of the calendar year in which the Participant (i) terminates his employment with the Employer, or (ii) attains age seventy and one-half (70-1/2), all as required in Appendix B of the Plan.

8.3 Death Benefits. In addition to any benefits provided under the Contracts or a Trust, if a Participant dies when an Employer is maintaining an Employer Contribution Account on behalf of such Participant, the entire value of the Participant's Employer Contribution Account, valued as of the Valuation Date immediately following the Participant's death shall, at the option of the Participant's Beneficiary, shall be (i) transferred by the Employer to the Insurance Company maintaining the Contract on behalf of the deceased Participant (and paid as a death benefit under the terms of the Contract); (ii) transferred by the employer to the Trustee of the Trust under which the Participant's benefits are maintained; (iii) paid by the Employer directly to the Participant's Beneficiary, in a single lump sum distribution; or (iv) any combination of the foregoing.

8.4 Form of Plan Benefits and Minimum Distributions. Other than as provided in Section 8.2 and this Section 8.4, distribution of a Participant's benefits shall be governed by the Contract maintained on behalf of the Participant or the Trust under which the Participant's benefits are maintained (on the distribution form prescribed by the Trustee or its affiliates thereunder). In no event shall the Board or any Employer be obligated or required to see to the proper application or distribution of such benefits. Notwithstanding anything to the contrary in any Contract maintained on behalf of the Participant or under any Trust under which the Participant's benefits are maintained, the minimum distribution rules set forth in Appendix B shall apply to all distributions under such Contracts or Trusts and distribution of the death benefit under Section 8.3.

ARTICLE IX

ADMINISTRATION OF THE PLAN

9.1 Board as Administrator. To facilitate administration of the Plan, the Plan shall be administered by the Board.

9.2 Board Procedure. The Board shall hold such meetings and establish such rules and procedures as may be necessary to enable it to discharge its duties hereunder. A majority of the members of the Board shall constitute a quorum. Action by the Board may be taken at a meeting by a vote of a majority of those present or without a meeting by unanimous consent in writing of all members.

9.3 Board's Powers and Duties

(a) The Board shall have all powers necessary or proper to administer the Plan and to discharge its duties under the Plan, including, but not limited to, the following powers:

(i) To make and enforce such rules and regulations as it may deem necessary or proper for the orderly and efficient administration of the Plan;

(ii) To construe and interpret the Plan and to decide any and all matters arising hereunder, including the power to remedy possible ambiguities, inconsistencies or omissions; provided, however, that all such interpretations and decisions shall be made in good faith and applied, insofar as is practicable, in a uniform and nondiscriminatory manner to all Employees similarly situated, and when so made or applied shall be binding upon all Employees and their Beneficiaries;

(iii) To compute the value of Employer Contribution Account balances and nonforfeitable percentages thereof which are payable to any Participant or Beneficiary in accordance with the provisions of the Plan;

(iv) To authorize disbursements from the Plan:

(v) To prepare and distribute information explaining the Plan; and

(vi) To appoint or employ persons to assist in the administration of the Plan, including attorneys, actuaries and accountants.

(b) The Board may from time to time allocate to one (1) or more of its members, employees or agents (and may delegate to any other person or

organization, including any Employer) any of its powers, duties and responsibilities with respect to the operation and administration of the Plan and may employ, and authorize any person to whom any of its responsibilities have been delegated to employ, persons to render advice with regard to any responsibility held hereunder.

ARTICLE X

LOANS AND WITHDRAWALS; EXCLUSIVE BENEFIT

10.1 Loans and Withdrawals.

(a) Except as provided in paragraph (c) of this Section 10.1, Participant loans and withdrawals from amounts attributable to Employer and Employee Contributions are not permitted either under the Plan or from any Contracts or Trusts maintained on behalf of the Participants while a Participant is employed by any Employer.

(b) Following a Participant's Retirement Date, loans from amounts attributable to Employer and Employee Contributions are not permitted under the Plan or from any Contracts or Trusts maintained on behalf of the Participants. The foregoing sentence does not affect any loans already made to a Participant prior to July 1, 2011 from amounts attributable to Employee Contributions under any Contracts maintained on behalf of such Participant or under any Trust under which the Participant's benefits are maintained under such uniform terms and conditions as any Insurance Company or Trustee may offer loans under such Contracts, provided that any such loans are secured by the Participant's interest in such Contract or Trust.

(c) Notwithstanding the foregoing paragraph (a) of this Section 10.1, a Participant may commence receiving benefits under a phased retirement program as provided in paragraph (b) of Section 8.1, while employed by an Employer.

10.2 Exclusive Benefit. All assets in the Participant's Employer Contribution Accounts, Contracts or Trust's under which the Participant's benefits are maintained including any interest allocated thereto, shall be retained by the Employer, Insurance Company or Trustee for the exclusive benefit of Participants and their Beneficiaries, and shall be used exclusively to pay benefits to such persons.

10.3 Return of Mistaken Contributions. The Employers contribute to this Plan on the condition their contributions are not due to a mistake of fact. An Insurance Company or a Trustee, upon written request from an Employer, must return to the Employer the amount of the Employer's contribution made by the Employer by mistake of fact. An Insurance Company or a Trustee will not return any portion of an Employer's contribution under the provisions of this Section 10.3 paragraph more than one year after the Employer made the contribution by mistake of fact. An Insurance Company or a Trustee will not increase the amount of the Employer contribution returnable under this Section 10.3 for any earnings attributable to the contribution, but an Insurance Company or a Trustee will decrease the Employer contribution returnable for any losses attributable to it. An Insurance Company or a Trustee may require the Employer to furnish it whatever evidence the Insurance Company or Trustee deems necessary to enable the Insurance Company

or Trustee to confirm the amount the Employer has requested be returned is properly returnable under the principles set forth or incorporated within Internal Revenue Service Revenue Ruling 91-4.

ARTICLE XI

AMENDMENT OR TERMINATION

11.1 Right to Amend or Terminate. The Board hopes and expects to continue the Plan indefinitely. Nevertheless, the Board reserves the right to terminate or partially terminate or to suspend, or completely discontinue Employer Contributions under the Plan with respect to Employees. In addition, the Board may amend or modify the Plan from time to time, and may make any such amendments or modifications retroactively, provided that no such action shall adversely affect Participants to the extent of their vested or accrued benefits. Notwithstanding the foregoing, any modification or amendment of the Plan may be made 'retroactively, if necessary or appropriate to qualify or, maintain the Plan as one meeting the applicable requirements of the Code and the regulations that are or may be issued thereunder.

11.2 Full Vesting Upon Termination. Upon complete or partial termination of the Plan, and after receipt of notice from the Internal Revenue Service that such termination does not adversely affect the Plan's qualified status under the Code, where such approval may: be necessary or appropriate, the Employer Contribution Accounts of all Participants affected thereby shall become fully vested.

ARTICLE XII

ELIGIBLE ROLLOVER DISTRIBUTIONS

12.1 Election. Notwithstanding any provision of the Plan to the contrary that would otherwise limit a distributee's election under this Article, a distributee may elect, at the time and in the manner prescribed by the Board, to have any portion of an eligible rollover distribution paid directly to an eligible retirement plan specified by the distributee in a direct rollover.

12.2 Definitions.

(a) Eligible rollover distribution. An eligible rollover distribution is any distribution of all or any portion of the balance to the credit of the distributee, except that an eligible rollover distribution does not include: (i) any distribution that is one of a series of substantially equal periodic payments (not less frequently than annually) made for the life (or life expectancy) of the distributee or the joint lives (or joint life expectancies) of the distributee and the distributee's designated beneficiary, or for a specified period of ten years or more; (ii) any distribution to the extent such distribution is required under section 401(a)(9) of the Code; (iii) any hardship distribution; and (iv) any other distribution(s) that is reasonably expected to total less than \$200 during a year.

(b) Eligible retirement plan. An eligible retirement plan is: (a) an individual retirement account described in section 408(a) of the Code, (b) an individual retirement annuity described in section 408(b) of the Code, (c) effective January 1, 2008, a Roth IRA described in section 408A of the Code, an annuity plan described in section 403(a) of the Code, (d) a qualified trust described in section 401(a) of the Code, (e) an annuity contract described in section 403(b) of the Code or (f) an eligible deferred compensation plan described in section 457(b) of the Code, which is maintained by an eligible employer described in section 457(e)(1)(A) of the Code that accepts the distributee's eligible rollover distribution.

(c) Distributee. A distributee includes an Employee or former Employee. In addition, the Employee's or former Employee's surviving spouse and the Employee's or former Employee's spouse or former spouse who is the alternate payee under a qualified domestic relations order, as defined in section 414(p) of the Code, are distributees with regard to the interest of the spouse or former spouse.

(d) Direct rollover. A direct rollover is a payment by the Plan to the eligible retirement plan specified by the distributee.

(e) Modification of definition of eligible rollover distribution to include after-tax employee contributions. For purposes of the direct rollover provisions in the Plan, a portion of a distribution shall not fail to be an eligible rollover distribution merely because the portion consists of after-tax employee contributions which are not includible in gross income. However, such portion may be transferred only to an individual

retirement account or annuity described in section 408(a) or (b) of the Code, to a qualified plan described in section 401(a) of the Code or to an annuity contract described in section 403(b) of the Code that agrees to separately account for amounts so transferred, including separately accounting for the portion of such distribution which is includible in gross income and the portion of such distribution which is not so includible.

12.3 Commencement of Distributions. An eligible rollover distribution may commence less than 30 days after the notice required under section 402(f) of the Code is given, provided that:

(a) The plan clearly informs the distributee that the distributee has a right to a period of at least 30 days after receiving the notice to consider the decision of whether or not to elect a direct rollover (and, if applicable, a particular distribution option), and

(b) The distributee, after receiving the notice, affirmatively elects a distribution.

12.4 Trustee-to-Trustee Transfer by Non-Spouse Beneficiary. An individual who is eligible to make a trustee-to-trustee transfer under this Section 12.4 may elect, at the time and in the manner prescribed by the Board (or its agent), to have all or any portion of a distribution from this Plan made with respect to a deceased Participant (other than any distribution to the extent such distribution is required under section 401(a)(9) of the Code) transferred directly to: (a) an individual retirement account described in section 408(a) of the Code, (b) an individual retirement annuity described in section 408(b) of the Code, or (c) effective January 1, 2008, a Roth IRA described in section 408A of the Code. An individual who is eligible to make a trustee-to-trustee transfer under this Section 12.4 is any individual who is not the surviving spouse of the deceased Participant and is designated as a Beneficiary pursuant to Section 2.2 and as defined in Section 5.1 of Appendix B.

ARTICLE XIII

GENERAL PROVISIONS

13.1 No Guarantee of Employment. Neither the Plan nor any provisions contained in the Plan shall be construed to be a contract between the Board and an Employee, or to be a consideration for, or an inducement for, the employment of any Employee. Nothing contained in the Plan shall be deemed to give any Employee the right to be retained in the service of any Employer or to interfere with the right of such Employer to discharge or to terminate the service of any Employee at any time, without regard to the effect such discharge or termination may have on any rights under the Plan.

13.2 Payments to Minors and Incompetents. If a Participant or Beneficiary, entitled to receive any benefits hereunder is a minor or is determined by the Insurance Company maintaining the Contract(s) providing benefits to the Participant under this Plan or the Trustee of a Trust under which the Participant's benefits are maintained, in its sole discretion, or is adjudged to be legally incapable of giving valid receipt and discharge for Plan benefits, the Insurance Company or Trustee may pay the benefits to the duly appointed guardian or conservator of such person or to retain such benefits in the Contract or Trust for the benefit of such person until distribution can be made to a duly appointed guardian or conservator or is ordered to be made by a court of competent jurisdiction. Such payment shall, to the extent made, discharge the Board, the Insurance Company and Trust of any liability for such payment under the Plan, Contract or Trust.

13.3 Nonalienation of Benefits.

(a) The Board has created this Plan to provide retirement security and protection to Plan Participants, their Beneficiaries, and persons claiming benefits through them. Except as provided in subsection 13.3(b) below, no interest in or benefit payable under the Plan or any Contract or Trust shall be subject in any manner to anticipation, alienation, sale, transfer, assignment, pledge, encumbrance or charge; and any action by way of anticipating, alienating, selling, transferring, assigning, pledging, encumbering or charging the same shall be void and of no effect; nor shall any interest in or benefit payable under the Plan or any Contract or Trust be in any way subject to any legal or equitable process, including, but not limited to, garnishment, attachment, levy or seizure or to the lien of any person; nor shall any such interest or benefit be in any manner subject to the debts, obligations, contracts, engagements, liabilities or torts of any person entitled to payment of such benefits. Should any Participant or Beneficiary become bankrupt or attempt to anticipate, alienate, sell, transfer, assign, pledge, encumber or charge any interest or benefit provided under the Plan or any Contract or Trust, or should any attempt be made by any person to attach, garnish, levy or seize any interest or benefit provided pursuant to the Plan or any Contract or Trust to a Participant, Beneficiary or other person claiming benefits hereunder, then the Board, Insurance Company maintaining such Contract or Trustee of the Trust shall have authority to hold such interest or

benefit and apply it to or for the benefit of such person or his spouse, children or other dependents, or any of them, as the Board or such Insurance Company or Trustee, in its discretion, shall determine to be appropriate. This provision shall be construed to provide each Participant, Beneficiary or other person claiming any interest or benefit through the Plan or any Contract or Trust with the maximum protection against alienation, encumbrance and any legal and equitable process, including, but not limited to, attachment, garnishment, levy, seizure or other lien, afforded his interest in the Plan or any Contract or Trust (and the benefits provided thereunder) by law and any applicable regulations.

(b) This Section 13.3 shall also apply to the creation, assignment, or recognition of a right to any benefit payable with respect to a Participant pursuant to a domestic relations order, unless such order is determined by the Board to be a "qualified domestic relations order" as defined in section 414(p) of the Code, or any domestic relations order entered before January 1, 1985. This Plan specifically permits distribution to an alternate payee under a qualified domestic relations order at any time, irrespective of whether the Participant has attained his earliest retirement age (as defined under section 414(p) of the Code) under the Plan. A distribution to an alternate payee prior to the Participant's attainment of the earliest retirement age is available only if: (i) the order specifies distribution at that time or permits an agreement between the Plan and the alternate payee to authorize an earlier distribution; and (ii) if the present value of the alternate payee's benefits under the Plan exceeds \$5,000, the alternate payee consents in writing to such distribution. Nothing in this Section shall permit a Participant a right to receive distribution at a time otherwise not permitted under the Plan nor shall it permit the alternate payee to receive a form of payment not permitted under Section 8.4 of the Plan.

13.4 Right to Plan Assets. No Employee or Beneficiary shall have any right to, or interest in, any assets of the Plan upon termination of his employment or otherwise, except as provided under this Plan or any Contract or Trust, and then only to the extent of the benefits payable under the Plan or any Contract or Trust to such Employee or Beneficiary out of the assets of the Plan or any Contract or Trust. All benefits provided for in this Plan or any Contract or Trust shall be provided solely from the assets of the Participant's Employer Contribution Accounts and the Contracts maintained by the Insurance Companies on behalf of Participants or the Trusts under which the Participants' benefits are maintained, and no Employee shall have recourse against the Board with respect to any benefit not provided through the assets of the Plan or any Contract or Trust.

13.5 Benefits Provided Under Plan, Contracts and Trusts. The benefits provided under the Plan, Contracts and Trusts as provided herein are based solely on the values of the amounts in the Contracts or Trusts and the value of the Employer Contribution Account, if applicable, as of the date benefits are to commence. Neither the Board nor any Employer guarantees the payment of any benefit or the amount of any benefit; further, neither the Board nor any Employer guarantees any rate of return

on the amounts invested in the Contracts or Trusts or Employer Contribution Accounts on behalf of the Participants.

13.6 Unknown Whereabouts. It shall be the affirmative duty of each Participant to inform the Board of his current post office address and the address of his Beneficiary. Each Participant and Beneficiary acknowledges that failure to inform the Board of his current post office address may result in late payment of benefits or loss of benefits through any applicable escheat laws.

13.7 Construction. The Plan shall be construed, enforced and administered according to the laws of the State of Arizona and shall in all cases be subject to the provisions of A.R.S. section 15-1628. In case any provision of the Plan is held to be illegal or invalid for any reason, it shall not affect the remaining provisions of the Plan, but the Plan shall be construed and enforced as if such illegal or invalid provision had not been included therein.

IN WITNESS WHEREOF, the Board has caused this Plan to be signed and acknowledged by its duly authorized officer.

Dated this _____ day of _____, 2015.

ARIZONA BOARD OF REGENTS

By _____
President

APPENDIX A

LIMITATION ON ANNUAL ADDITIONS AND ANNUAL BENEFITS

SECTION 1

INTRODUCTION

Terms defined in the Plan shall have the same meanings when used in this Appendix. In addition, when used in this Appendix, the following terms shall have the following meanings:

1.1. **Annual Addition.** Annual addition means, with respect to any Participant for a Limitation Year, the sum of:

- (a) all Employer contributions (including Employer contributions of the Participant's earnings reductions under Section 414(h)(2), Section 403(b) and Section 408(k) of the Code) allocable as of a date during such Limitation Year to the Participant under all defined contribution plans;
- (b) all forfeitures allocable as of a date during such Limitation Year to the Participant under all defined contribution plans; and
- (c) all Participant contributions made as of a date during such Limitation Year to all defined contribution plans.

1.1.1. **Specific Inclusions.** With regard to a plan which contains a qualified cash or deferred arrangement or matching contributions or employee contributions, excess deferrals and excess contributions and excess aggregate contributions (whether or not distributed during or after the Limitation Year) shall be considered annual additions in the year contributed.

1.1.2. **Specific Exclusions.** Annual additions for purposes of Section 415 of the Code shall not include: (a) the direct transfer of a benefit or employee contributions from a qualified plan to this Plan; (b) rollover contributions (as described in Section 401(a)(31), 402(c)(1), 403(a)(4), 403(b)(8), 408(d)(3), and 457(e)(16) of the Code); (c) repayments of loans made to a Participant from the Plan; and (d) repayments of amounts described in Section 415(k)(3) of the Code, as well as Employer restorations of benefits that are required pursuant to such repayments.

1.1.3. **Date of Employer contributions.** Notwithstanding anything in the Plan to the contrary, Employer contributions are treated as credited to a Participant's account for a particular Limitation Year only if the contributions are actually made to the Plan no later than the 15th day of the tenth calendar month following the end of the calendar year or fiscal

year (as applicable, depending on the basis on which the Employer keeps its books) with or within which the particular Limitation Year ends.

- 1.2. **Defined Contribution Plans.** Defined contribution plan has the meaning assigned to such term by Section 415(k)(1) of the Code. Whenever reference is made to defined contribution plans in this Appendix, it shall include all such plans maintained by all Employers.
- 1.3. **Individual Medical Account.** Individual medical account means an account, as defined in Section 415(1)(2) of the Code maintained by an Employer that provides an annual addition.
- 1.4. **Limitation Year.** Limitation Year means the Plan Year. The Limitation Year may only be changed by a Plan amendment. Furthermore, if the Plan is terminated effective as of a date other than the last day of the Plan's Limitation Year, then the Plan is treated as if the Plan had been amended to change its Limitation Year.
- 1.5. **Maximum Permissible Addition.**
 - 1.5.1. **General Rule.** Maximum permissible addition means, for any one (1) Limitation Year, the lesser of:
 - (a) Forty Thousand Dollars (\$40,000) (as the same may be adjusted from time to time); or
 - (b) One hundred percent (100%) of the Participant's §415 compensation for such Limitation Year.
 - 1.5.2. **Medical Benefits.** The dollar limitation in Section 1.5.1(a), but not the amount determined in Section 1.5.1(b), shall be reduced by the amount of Employer contributions which are allocated to a separate account established for the purpose of providing medical benefits or life insurance benefits with respect to a key employee (as defined in Section 416(i) of the Code) under a welfare benefit fund or an individual medical account.
 - 1.5.3. **Change of Limitation Year.** As provided in Section 2.18, the Plan Year has been changed to a twelve (12) consecutive month period beginning on January 1 and ending on December 31. Accordingly, there is a short Plan Year beginning on July 1, 2015 and ending on December 31, 2015. Under Section 1.4 of this Appendix A, the Limitation Year means the Plan Year. For the short Limitation Year beginning on July 1, 2015 and ending on December 31, 2015, the dollar limitation set forth in Section 1.5.1. of this Appendix A shall be one-half ($\frac{1}{2}$) of the annual addition limit announced by the Commissioner of Internal Revenue under section 415(c) of the Code, effective for Plan Years ending in the 2015 calendar year.

1.6. Section 415 Compensation.

1.6.1. **General.** Section 415 compensation (sometimes, “§415 compensation”) shall mean, with respect to any Limitation Year, the wages, tips and other compensation paid to the Participant by an Employer and reportable in the box designated “wages, tips, other compensation” on Treasury Form W-2 (or any comparable successor box or form) for the Limitation Year but determined without regard to any rules that limit the remuneration included in wages based on the nature or location of the employment or the services performed (such as the exception for agricultural labor in Section 3401(a)(2) of the Code). Section 415 compensation shall be determined on a cash basis, and shall include elective contributions made by the Employer on behalf of a Participant which are not includable in gross income under Sections 125, 132(f)(4), 402(g)(3) or 457 of the Code; provided that Section 415 compensation shall not include any amounts under Section 125 of the Code not available to a Participant in cash in lieu of group health coverage because the Participant is unable to certify that he or she has other health coverage.

1.6.2. **Adjustments to Section 415 Compensation.** The following adjustments shall be made to the definition of §415 compensation contained in Section 1.6.1 above:

(a) **Compensation paid after severance from employment.** §415 compensation shall be adjusted for the following types of compensation paid after a Participant's severance from employment with an Employer. However, amounts described in clauses 1.6.2(a)(i) and (ii) below may only be included in §415 compensation to the extent such amounts are paid by the later of 2 1/2 months after severance from employment or by the end of the Limitation Year that includes the date of such severance from employment. Any other payment of compensation paid after severance of employment that is not described in the following types of compensation is not considered §415 compensation within the meaning of Section 415(c)(3) of the Code, even if payment is made within the time period specified above.

(i) **Regular pay.** §415 Compensation shall include regular pay after severance of employment if: (A) the payment is regular compensation for services during the Participant's regular working hours, or compensation for services outside the Participant's regular working hours (such as overtime or shift differential), commissions, bonuses, or other similar payments; and (B) the payment would have been paid to the Participant prior to a severance from employment if the Participant had continued in employment with the Employer.

(ii) **Leave cashouts and deferred compensation.** Leave cashouts

shall be included in §415 compensation if those amounts would have been included in the definition of §415 compensation if they were paid prior to the Participant's severance from employment, and the amounts are payment for unused accrued bona fide sick, vacation, or other leave, but only if the Participant would have been able to use the leave if employment had continued. In addition, deferred compensation shall be included in §415 compensation if the compensation would have been included in the definition of §415 compensation if it had been paid prior to the Participant's severance from employment, and the compensation is received pursuant to a nonqualified unfunded deferred compensation plan, but only if the Payment would have been paid at the same time if the Participant had continued in employment with the Employer and only to the extent that the payment is includible in the Participant's gross income.

(iii) **Salary continuation payments for military service participants.** §415 compensation includes payments to an individual who does not currently perform services for the Employer by reason of qualified military service (as that term is used in Section 414(u)(1) of the Code) to the extent those payments do not exceed the amounts the individual would have received if the individual had continued to perform services for the Employer rather than entering qualified military service.

(iv) **Salary continuation payments for disabled Participants.** §415 compensation does not include compensation paid to a participant who is permanently and totally disabled (as defined in Section 22(e)(3) of the Code).

(b) **Administrative delay ("the first few weeks") rule.** §415 compensation for a Limitation Year shall not include amounts earned but not paid during the Limitation Year solely because of the timing of pay periods and pay dates.

1.7. **Welfare Benefit Fund.** Welfare benefit fund means a fund as defined in Section 419(e) of the Code which provides post-retirement medical benefits allocated to separate accounts for key employees as defined in Section 419A(d)(3) of the Code.

SECTION 2

DEFINED CONTRIBUTION LIMITATION

Notwithstanding anything to the contrary contained in the Plan, there shall not be allocated to the account of any Participant under a defined contribution plan for any

Limitation Year an amount which would cause the annual addition for such Participant to exceed the maximum permissible addition.

SECTION 3

REMEDIAL ACTION

Notwithstanding any provision of the Plan to the contrary, if the annual additions (within the meaning of Section 415 of the Code) are exceeded for any Participant, then the Plan may only correct such excess in accordance with the Employee Plans Compliance Resolution System (EPCRS) as set forth in Revenue Procedure 2013-12 or any superseding guidance, including, but not limited to, the preamble of the final Treasury regulations issued under Section 415 of the Code.

SECTION 4

AGGREGATION AND DISAGGRAGATION OF PLANS

- 4.1. **General.** For purposes of applying the limitations of Section 415 of the Code, all defined contribution plans (without regard to whether a plan has been terminated) ever maintained by an Employer (or a "predecessor employer") under which the Participant receives annual additions are treated as one defined contribution plan. The "Employer" means the Employer that adopts this Plan and all members of a controlled group or an affiliated service group that includes the Employer (within the meaning of Sections 414(b), (c), (m) or (o) of the Code), except that for purposes of this Section, the determination shall be made by applying Section 415(h) of the Code, and shall take into account tax-exempt organizations under Treasury regulations §1.414(c)-5, as modified by Treasury regulations § 1.415(a)-1(f)(1). For purposes of this Section 4.1:
- 4.1.1. A former Employer is a "predecessor employer" with respect to a Participant in a plan maintained by an Employer if the Employer maintains a plan under which the Participant had accrued a benefit while performing services for the former Employer, but only if that benefit is provided under the plan maintained by the Employer. For this purpose, the formerly affiliated plan rules in Treasury regulation §1.415(f)-1(b)(2) apply as if the Employer and predecessor Employer constituted a single employer under the rules described in Treasury regulation §1.415(a)-1(f)(1) and (2) immediately prior to the cessation of affiliation (and as if they constituted two, unrelated employers under the rules described in Treasury regulation §1.415(a)-1(f)(1) and (2) immediately after the cessation of affiliation) and cessation of affiliation was the event that gives rise to the predecessor employer relationship, such as a transfer of benefits or plan sponsorship.
- 4.1.2. With respect to an Employer of a Participant, a former entity that antedates the Employer is a "predecessor employer" with respect to the Participant if, under the facts and circumstances, the Employer constitutes

a continuation of all or a portion of the trade or business of the former entity.

- 4.2. **Break-up of an affiliate employer or an affiliated service group.** For purposes of aggregating plans for Section 415 of the Code, a "formerly affiliated plan" of an Employer is taken into account for purposes of applying the Section 415 limitations to the Employer, but the formerly affiliated plan is treated as if it had terminated immediately prior to the "cessation of affiliation." For purposes of this paragraph, a "formerly affiliated plan" of an Employer is a plan that, immediately prior to the cessation of affiliation, was actually maintained by one or more of the entities that constitute the employer (as determined under the employer affiliation rules described in Treasury regulation §§1.415(a)-1(f)(1) and (2)), and immediately after the cessation of affiliation, is not actually maintained by any of the entities that constitute the employer (as determined under the employer affiliation rules described in Regulation §§1.415(a)-1(f)(1) and (2)). For purposes of this Section, a "cessation of affiliation" means the event that causes an entity to no longer be aggregated with one or more other entities as a single employer under the employer affiliation rules described in Treasury regulation §§1.415(a)-1(f)(1) and (2) (such as the sale of a subsidiary outside a controlled group), or that causes a plan to not actually be maintained by any of the entities that constitute the employer under the employer affiliation rules of Treasury regulation §§1.415(a)- 1(f)(1) and (2) (such as a transfer of plan sponsorship outside of a controlled group).
- 4.3. **Midyear Aggregation.** Two or more defined contribution plans that are not required to be aggregated pursuant to Section 415(f) of the Code and the Treasury regulations thereunder as of the first day of a limitation year do not fail to satisfy the requirements of Section 415 of the Code with respect to a Participant for the Limitation Year merely because they are aggregated later in that Limitation Year, provided that no annual additions are credited to the Participant's account after the date on which the plans are required to be aggregated.

APPENDIX B

MINIMUM DISTRIBUTION REQUIREMENTS

SECTION 1

GENERAL RULES

- 1.1. **Effective Date.** The provisions of this Appendix will apply for purposes of determining required minimum distributions for calendar years beginning with the 2002 calendar year.
- 1.2. **Precedence.** The requirements of this Appendix will take precedence over any inconsistent provisions of the Plan.
- 1.3. **Requirements of Treasury Regulations Incorporated.** All distributions required under this Appendix will be determined and made in accordance with the Treasury regulations under Section 401(a)(9) of the Code.

SECTION 2

TIME AND MANNER OF DISTRIBUTION

- 2.1. **Required Beginning Date.** The Participant's entire interest will be distributed, or begin to be distributed, to the Participant no later than the Participant's required beginning date.
- 2.2. **Death of Participant Before Distributions Begin.** If the Participant dies before distributions begin, the Participant's entire interest will be distributed, or begin to be distributed, no later than as follows:
 - (a) If the Participant's surviving spouse is the Participant's sole designated beneficiary, then, distributions to the surviving spouse will begin by December 31 of the calendar year immediately following the calendar year in which the Participant died, or by December 31 of the calendar year in which the Participant would have attained age seventy and one-half (70-1/2), if later.
 - (b) If the Participant's surviving spouse is not the Participant's sole designated beneficiary, then, distributions to the designated beneficiary will begin by December 31 of the calendar year immediately following the calendar year in which the Participant died.
 - (c) If there is no designated beneficiary as of September 30 of the year following the year of the Participant's death, the Participant's entire interest will be distributed by December 31 of the calendar year containing the fifth anniversary of the Participant's death. If the Participant's surviving

spouse is the Participant's sole designated beneficiary and the surviving spouse dies after the Participant but before distributions to the surviving spouse begin, this Section 2.2, other than Section 2.2(a), will apply as if the surviving spouse were the Participant.

For purposes of this Section 2.2, unless Section 2.2(d) applies, distributions are considered to begin on the Participant's required beginning date. If Section 2.2(d) applies, distributions are considered to begin on the date distributions are required to begin to the surviving spouse under Section 2.2(a). If distributions under an annuity purchased from an insurance company irrevocably commence to the Participant before the Participant's required beginning date (or to the Participant's surviving spouse before the date distributions are required to begin to the surviving spouse under Section 2.2(a)), the date distributions are considered to begin is the date distributions actually commence.

- 2.3. **Forms of Distribution.** Unless the Participant's interest is distributed in the form of an annuity purchased from an insurance company or in a single sum on or before the required beginning date, as of the first distribution calendar year distributions will be made in accordance with Sections 3 and 4 of this Appendix. If the Participant's interest is distributed in the form of an annuity purchased from an insurance company, distributions thereunder will be made in accordance with the requirements of Section 401(a)(9) of the Code and the Treasury regulations.

SECTION 3

REQUIRED MINIMUM DISTRIBUTIONS DURING PARTICIPANT'S LIFETIME

- 3.1. **Amount of Required Minimum Distribution for Each Distribution Calendar Year.** During the Participant's lifetime, the minimum amount that will be distributed for each distribution calendar year is the lesser of:
- (a) the quotient obtained by dividing the Participant's account balance by the distribution period in the Uniform Lifetime Table set forth in Section 1.401(a)(9)-9 of the Treasury regulations, using the Participant's age as of the Participant's birthday in the distribution calendar year; or
 - (b) if the Participant's sole designated beneficiary for the distribution calendar year is the Participant's spouse, the quotient obtained by dividing the Participant's account balance by the number in the Joint and Last Survivor Table set forth in Section 1.401(a)(9)-9 of the Treasury regulations, using the Participant's and spouse's attained ages as of the Participant's and spouse's birthdays in the distribution calendar year.
- 3.2. **Lifetime Required Minimum Distributions Continue Through Year of Participant's Death.** Required minimum distributions will be determined under this Article 3 beginning with the first distribution calendar year and up to

and including the distribution calendar year that includes the Participant's date of death.

SECTION 4

REQUIRED MINIMUM DISTRIBUTIONS AFTER PARTICIPANT'S DEATH

4.1. **Death On or After Date Distributions Begin.**

- (a) **Participant Survived by Designated Beneficiary.** If the Participant dies on or after the date distributions begin and there is a designated beneficiary, the minimum amount that will be distributed for each distribution calendar year after the year of the Participant's death is the quotient obtained by dividing the Participant's account balance by the longer of the remaining life expectancy of the Participant or the remaining life expectancy of the Participant's designated beneficiary, determined as follows:
- (i) The Participant's remaining life expectancy is calculated using the age of the Participant in the year of death, reduced by one for each subsequent year.
 - (ii) If the Participant's surviving spouse is the Participant's sole designated beneficiary, the remaining life expectancy of the surviving spouse is calculated for each distribution calendar year after the year of the Participant's death using the surviving spouse's age as of the spouse's birthday in that year. For distribution calendar years after the year of the surviving spouse's death, the remaining life expectancy of the surviving spouse is calculated using the age of the surviving spouse as of the spouse's birthday in the calendar year of the spouse's death, reduced by one for each subsequent calendar year.
 - (iii) If the Participant's surviving spouse is not the Participant's sole designated beneficiary, the designated beneficiary's remaining life expectancy is calculated using the age of the beneficiary in the year following the year of the Participant's death, reduced by one for each subsequent year.
- (b) **No Designated Beneficiary.** If the Participant dies on or after the date distributions begin and there is no designated beneficiary as of September 30 of the year after the year of the Participant's death, the minimum amount that will be distributed for each distribution calendar year after the year of the Participant's death is the quotient obtained by dividing the Participant's account balance by the Participant's remaining life expectancy calculated using the age of the Participant in the year of death, reduced by one for each subsequent year.

4.2. **Death Before Date Distributions Begin.**

- (a) **Participant Survived by Designated Beneficiary.** If the Participant dies before the date distributions begin and there is a designated beneficiary, the minimum amount that will be distributed for each distribution calendar year after the year of the Participant's death is the quotient obtained by dividing the Participant's account balance by the remaining life expectancy of the Participant's designated beneficiary, determined as provided in Section 4.1.
- (b) **No Designated Beneficiary.** If the Participant dies before the date distributions begin and there is no designated beneficiary as of September 30 of the year following the year of the Participant's death, distribution of the Participant's entire interest will be completed by December 31 of the calendar year containing the fifth anniversary of the Participant's death.
- (c) **Death of Surviving Spouse Before Distributions to Surviving Spouse are Required to Begin.** If the Participant dies before the date distributions begin, the Participant's surviving spouse is the Participant's sole designated beneficiary, and the surviving spouse dies before distributions are required to begin to the surviving spouse under Section 2.2(a), this Section 4.2 will apply as if the surviving spouse were the Participant.

- 4.3. **Elections for Payments to Designated Beneficiaries.** Participants or beneficiaries may elect on an individual basis whether the 5-year rule or the life expectancy rule in Sections 2.2 and 4.2 of this Appendix applies to distributions after the death of a Participant who has a designated beneficiary. The election must be made no later than the earlier of September 30 of the calendar year in which distribution would be required to begin under Section 2.2 of this Amendment, or by September 30 of the calendar year which contains the fifth anniversary of the Participant's (or, if applicable, surviving spouse's) death. If neither the Participant nor beneficiary makes an election under this paragraph, distributions will be made in accordance with Sections 2.2 and 4.2 of this Appendix.

SECTION 5

DEFINITIONS

- 5.1. **Designated Beneficiary.** The individual who is designated as the Beneficiary under the Plan and is the designated beneficiary under Section 401(a)(9) of the Internal Revenue Code and Section 1.401(a)(9)-1, Q&A-4, of the Treasury regulations.
- 5.2. **Distribution Calendar Year.** A calendar year for which a minimum distribution is required. For distributions beginning before the Participant's death, the first distribution calendar year is the calendar year immediately preceding the

calendar year which contains the Participant's required beginning date. For distributions beginning after the Participant's death, the first distribution calendar year is the calendar year in which distributions are required to begin under Section 2.2. The required minimum distribution for the Participant's first distribution calendar year will be made on or before the Participant's required beginning date. The required minimum distribution for other distribution calendar years, including the required minimum distribution for the distribution calendar year in which the Participant's required beginning date occurs, will be made on or before December 31 of that distribution calendar year.

- 5.3. **Life Expectancy.** Life expectancy as computed by use of the Single Life Table in Section 1.401(a)(9)-9 of the Treasury regulations.
- 5.4. **Participant's Account Balance.** The account balance as of the last valuation date in the calendar year immediately preceding the distribution calendar year (valuation calendar year) increased by the amount of any contributions made and allocated or forfeitures allocated to the account balance as of dates in the valuation calendar year after the valuation date and decreased by distributions made in the valuation calendar year after the valuation date. The account balance for the valuation calendar year includes any amounts rolled over or transferred to the Plan either in the valuation calendar year or in the distribution calendar year if distributed or transferred in the valuation calendar year.
- 5.5. **Required Beginning Date.** The date specified in the Plan when distributions under Section 401(a)(9) of the Internal Revenue Code are required to begin.

SECTION 6

WAIVER OF REQUIRED MINIMUM DISTRIBUTIONS

For calendar year 2009, the required minimum distribution rules under this Appendix B will not apply. In applying the provisions of this Appendix B for the 2009 calendar year,

(a) the required beginning date with respect to any individual shall be determined without regard to this Section 6 for purposes of applying this Section 6 for distribution calendar years after 2009, and

(b) required distributions to a beneficiary upon the death of the Participant shall be determined without regard to calendar year 2009.

A Participant or beneficiary who would have been required to receive a required minimum distribution for the 2009 distribution calendar year but for the enactment of section 401(a)(9)(H) of the Code ("2009 RMD), may elect whether or not to receive the 2009 RMD (or any portion of such distribution). A distribution of the 2009 RMD or a series of substantially equal distributions (that include the 2009 RMDs) made at least annually and expected to last for the life (or life expectancy) of the participant, the joint lives (or joint life expectancy) of the participant and the participant's designated

beneficiary, or for a period of at least 10 years, will be treated as an eligible rollover distribution for purposes of Article XII of the Plan. However, if all or any portion of a distribution during calendar year 2009 is treated as an eligible rollover distribution but would not be so treated if the required minimum distribution requirements under this Appendix B had applied during calendar year 2009, such distribution shall not be treated as an eligible rollover distribution for purposes of sections 401(a)(31), 402(f) or 3405(c) of the Code. (See Internal Revenue Service Notice 2009-82 for transitional rules that apply for purposes of applying the rollover rules to the distribution of 2009 RMDs.)

EXECUTIVE SUMMARY

Item Name: **Second Restatement of the Cash Balance Pension Plan
(ABOR)**

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: The board office asks the board to approve the Second Restatement of the Cash Balance Pension Plan to be submitted to the Internal Revenue Service by January 31, 2016.

Enterprise or University Strategic Plan

(Check the element(s) of the strategic plan that this item supports or advances)

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other:

Background/History of Previous Board Action

- In 1997, Congress enacted changes to the Internal Revenue Code of 1986 (the "Code") which would allow the board to create a qualified Cash Balance Pension Plan ("Plan").
- In June 1998, the board replaced the Deferred Compensation Agreements with the Plan for the benefit of the university presidents and the board president. This new plan had an effective date of July 1, 1998.
- This Plan was more appropriate for several reasons:
 - The university and board presidents could be 100% vested in his or her accrued benefits held under the Plan. The benefits are not subject to substantial risk of forfeiture and did not require the participant to be employed as of a specific vesting date.

Contact Information:

Mary Adelman, Director Business and Financial Services, mary.adelman@azregents.edu,
602-229-2523

EXECUTIVE SUMMARY

- Accrued benefits under the Plan are not subject to employment taxes (Social Security and Medicare) at the time the benefits are contributed to the Plan or when distributed.
- Accrued benefits under the Plan are not subject to federal and state income tax until actually received by the participant.
- Plan benefits received by a participant may be rolled over tax-free to an IRA or another qualified plan, permitting the individual to defer the payment of any federal and state income tax on the benefits until the participant has attained age 70½.
- The Plan was amended and restated in 2008 and the board received a favorable letter of determination from the IRS in April 2011.
- Presidents Cheng, Crow, Hart, Klein and Presidents Emeriti Coor and Haeger currently participate in the Plan.
- The plan document has been amended on several prior occasions. Most recently it was amended in April 2015.

Discussion

- The board has received legal advice regarding the Cash Balance Pension Plan from its tax counsel, Mr. Charles Whetstine, who has prepared the proposed revision.
- Mr. Whetstine has informed board staff that the IRS has ruled that the Cash Balance Plan must be amended and restated to comply with all current federal tax laws and regulations affecting the Plan. The Cash Balance Plan must also be filed with the IRS to obtain an updated favorable letter of determination. The deadline imposed by the IRS to amend and restate the Plan and file it with the IRS is January 31, 2016.
- Contained within the amended and restated plan document is a change to the definition of Pay-Based Credit. This change is required to mirror the terms of President Crow's, President Hart's and President Klein's contracts.

EXECUTIVE SUMMARY

- There are no substantive changes to the Cash Balance Plan which will either alter a participant's benefits or change the administration of the Plan.
- A copy of the First Restatement is attached.

Committee Review and Recommendation

- This item was not reviewed by the Regents Executive Committee, but was forwarded to the full board for approval.

Requested Action

The board office asks the board to approve the Second Restatement of the Cash Balance Pension Plan and authorize the board president to execute this Restatement.

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**ARIZONA BOARD OF REGENTS
CASH BALANCE PENSION PLAN
(SECOND AMENDMENT AND RESTATEMENT)
EFFECTIVE JULY 1, 2015**

Effective July 1, 1998, the Arizona Board of Regents (the “Board”) adopted the Arizona Board of Regents Cash Balance Pension Plan (the “Plan”). The Plan is qualified under Section 401(a) of the Internal Revenue Code (“Code”) and is a governmental plan as defined in Section 414(d) of the Code.

On December 5, 2008, the Board amended and restated the Plan in its entirety, effectively July 1, 2008, to incorporate all prior amendments and to comply with applicable changes required by the Economic Growth and Tax Relief Reconciliation Act of 2001 (“EGTRRA”) and all other laws, regulations and other provisions set forth in the 2007 Cumulative List contained in Internal Revenue Service Notice 2007-94 as may be applicable to the Plan as a governmental plan. The Board now amends and restates the Plan for a second time, effective July 1, 2015, to incorporate all prior amendments, and to comply with applicable changes required by the Pension Protection Act of 2006 (“PPA ‘06”) and all other laws, regulations and other provisions set forth in the 2014 Cumulative List contained in Internal Revenue Service Notice 2014-77 as may be applicable to the Plan as a governmental plan.

SECTION 1 DEFINITIONS

The following terms when used herein shall have the following meaning, unless a different meaning is plainly required by the context.

- 1.01 *"Accrued Benefit"* means on any date, the monthly benefit determined under Section 4.01, as of such date.
- 1.02 *"Account Balance"* means the amount determined under Section 4.02 as of the date of determination.
- 1.03 *"Actuarially Equivalent"* means a benefit of equal value to a benefit beginning at Normal Retirement Date payable as provided in Section 5.01 A. based on an interest rate equal to the annual rate of interest on 30-year Treasury securities for the month (June) before the first day of the Plan Year in which such determination is made, and the mortality table shall be the mortality table prescribed by the Secretary of the Treasury in accordance with the Pension Protection Act of 2006, unless otherwise provided for in a particular section of this Plan.
- 1.04 *"Base Pay"* means base pay earned, excluding any special remuneration, and prior to any reduction pursuant to Section 403(b), Section 414(h), Section 457, Section 125 of the Code or Section 132(f)(4) of the Code. *"Base Pay"* includes payments to a Participant who does not currently perform services for his or her Employer by reason of qualified military service (as that term is used in Section 414(u)(1) of the Code) to the extent those payments do not exceed the amounts the Participant would have received if the Participant had continued to perform services for the Employer rather than entering qualified military service.
- 1.05 *"Beneficiary"* means any person or persons designated by a Participant in writing to receive any benefits which become payable under the Plan. In the event a married Participant designates someone other than his Spouse as Beneficiary, such designation shall be invalid unless the Spouse consents in writing pursuant to Section 6.02(b).
- 1.06 *"Benefit Commencement Date"* means the first period for which a benefit is due under the terms of the Plan in any form of payment without regard to administrative delays in the commencement of the benefit.
- 1.07 *"Board"* or *"Board of Regents"* means the Arizona Board of Regents.
- 1.08 *"Break-in-Service"* means a Plan Year during which an Employee does not complete an Hour of Service.
- 1.09 *"Code"* means the Internal Revenue Code of 1986, as amended and including all regulations promulgated pursuant thereto.

- 1.10 *"Compensation"* means Base Pay in any calendar month. Compensation taken into account for any Plan Year shall not exceed \$200,000 (or such larger allowable amount due to grandfathering provisions applicable to the Code Section 401(a)(17) limits) and adjusted as provided in Code Section 401(a)(17)(B). The cost-of-living adjustment in Section Code Section 401(a)(17)(B) in effect for a calendar year applies to Compensation for the determination period that begins within such calendar year.
- 1.11 *"Deferred Retirement Date"* means the first day of the month coincident with or next following the date the Participant actually retires subsequent to his Normal Retirement Date.
- 1.12 *"Disability"* means the total and permanent incapacity of a Participant prior to his Normal Retirement Date, that would qualify him to receive disability benefits under the Federal Social Security Act.
- 1.13 *"Effective Date"* means July 1, 1998. The effective date of this Restatement is July 1, 2015, except as set forth herein.
- 1.14 *"Employee"* means: (a) the Presidents of Arizona State University, the University of Arizona, and Northern Arizona University; (b) for Plan Years commencing prior to July 1, 2010, the Executive Director of the Board of Regents; (c) for Plan Years commencing on and after July 1, 2010, the President of the Board of Regents; and (d) the Presidents Emeritus of Arizona State University, the University of Arizona and Northern Arizona University.
- 1.15 *"Employer"* means the Arizona Board of Regents.
- 1.16 *"Employment Commencement Date"* means the date on which an Employee first completes an Hour of Service.
- 1.17 *"Hour of Service"* means each hour for which an Employee is paid or entitled to payment for the performance of duties for the Employer, as defined in CFR 2530.200b-2(a)(1), (2) and (3).
- 1.18 *"Interest Credits"* means the Interest Rate multiplied by the Account Balance. "Interest Credits" for Pay-Based Credits will be based on simple interest and be determined assuming Pay-Based Credits are earned monthly.
- 1.19 *"Interest Rate"* means for a Plan Year the 90 day Treasury bill rate for the April immediately preceding the Plan Year, plus 1.75%, rounded to the next higher multiple of 0.25%.
- 1.20 *"Normal Retirement Age"* means the Participant's sixty-fifth (65th) birthday.
- 1.21 *"Normal Retirement Date"* means the first day of the month coincident with or next following the date the Participant attains his Normal Retirement Age.

- 1.22 *"Parental Leave"* means an Employee's unpaid absence from employment because of pregnancy, the birth of the Employee's child, the placement of a child with the Employee for adoption, or the need to care for such child during the period immediately following such birth or placement.
- 1.23 *"Participant"* means any Employee who has become a Participant of the Plan in accordance with the provisions of Section 2.
- 1.24 *"Plan"* means the Arizona Board of Regents Cash Balance Pension Plan.
- 1.25 *"Pay-Based Credit"*, except as set forth below, for a Participant in a given Plan Year means 18% of Compensation for that Plan Year. For the Plan Years beginning on or after July 1, 2015 and before July 1, 2018, for the Participant who was the President of the University of Arizona as of July 1, 2012, "Pay-Based Credit" means \$90,000 for each Plan Year; provided that for the Plan Year beginning July 1, 2015 and ending June 30, 2016, "Pay-Based Credit" means \$89,000. For the Plan Years beginning on or after July 1, 2015 and before July 1, 2020, for the Participant who was the President of the Arizona State University as of July 1, 2012, "Pay-Based Credit" means \$108,000 for each Plan Year; provided that for the Plan Year beginning July 1, 2015 and ending June 30, 2016, "Pay-Based Credit" means \$106,725. For the Plan Year beginning on or after July 1, 2015 and before July 1, 2017, for the Participant who was the President of Northern Arizona University as of August 15, 2014, "Pay-Based Credit" means \$70,200 for such Plan Years. For the Plan Years beginning on or after July 1, 2015 and before July 1, 2018, for the Participant who was the President of the Board of Regents as of February 4, 2013, "Pay Based Credit" means \$57,600 for each Plan Year; provided that for the Plan Year beginning July 1, 2015 and ending June 30, 2016, "Pay-Based Credit" means \$56,750. If a Participant is actively employed for less than a full Plan Year, the "Pay Based Credit" dollar amount set forth above shall be multiplied by a fraction where the numerator is the number of whole months during a Plan Year that the Participant was actively employed by the Employer and the denominator is twelve (12).

For Participants over Normal Retirement Age, the "Pay-Based Credit" for a Plan Year will be the greater of the credit defined above and the amount required to increase the Account Balance in an Actuarially Equivalent manner to the end of the Plan Year.

- 1.26 *"Reemployment Date"* means the first date, following a Break in Service, on which an Employee performs an Hour of Service.
- 1.27 *"Spouse"* means the husband or wife of a Participant.
- 1.28 *"Social Security Retirement Age"* means age sixty-five (65) with respect to a Member who was born before January 1, 1938; age sixty-six (66) with respect to a Member who was born after December 31, 1937 and before January 1, 1955; and age 67 with respect to a Member who was born after December 31, 1954.
- 1.29 *"Trust Fund"* means the fund held by the Trustee for investment for the purpose of paying Plan benefits and administration expenses of the Plan.

- 1.30 *"Trustee"* means the trustee selected by the Employer to administer the Trust Fund.
- 1.31 *"Year of Service"* means a Plan Year during which an Employee completes an Hour of Service. "Plan Year" means the 12-month period beginning July 1 and ending June 30. The 'Limitation Year' under the Plan for purposes of applying the limits of Section 415 of the Code means the 12-month period beginning July 1 and ending June 30.

The masculine gender, where appearing in the Plan, shall be deemed to include the feminine gender, and the singular may include the plural and vice versa, unless the context clearly indicates to the contrary.

SECTION 2
PARTICIPATION

- 2.01 An Employee shall become a Participant on the date he is so designated by the Board.
- 2.02 If a Participant who has a Break in Service is reemployed, he shall again become a Participant in the Plan on the first day of the month coincident with or next following his Reemployment Date, if he is so designated by the Board.
- 2.03 The Plan will provide service credits, Interest Credits, and Pay-Based Credits for periods of qualified military service in accordance with Section 414(u) of the Code.

SECTION 3
COMMENCEMENT OF BENEFITS

- 3.01 Benefit Commencement Date Benefits shall commence no later than 60 days after the end of the Plan Year in which the later of the following occurs:
- (a) the Participant's Normal Retirement Age, or
 - (b) the date on which the Participant terminates his employment.
- 3.02 Small Benefits Effective March 28, 2005, notwithstanding the provisions of Section 5, the Board will make a lump sum distribution in lieu of the monthly retirement benefit that a Participant and/or a Beneficiary is entitled to receive under the Plan as soon as practicable following an Employees termination of employment, retirement or date of death, provided that the Actuarial Equivalent of the Accrued Benefit does not exceed \$1,000. Consent of the Participant or any Spouse or Beneficiary shall not be required, unless such distribution will occur after a Benefit Commencement Date. The distribution shall represent all benefits payable to the Participant and no further benefits shall be payable from the Plan.

SECTION 4
RETIREMENT BENEFITS

- 4.01 Accrued Benefit The monthly Accrued Benefit shall be equal to the Participant's Account Balance (under Section 4.02) payable at age 65 and payable as an Actuarially Equivalent life annuity pursuant to Section 5.01 A. In addition, in determining the Account Balance such amount shall be increased annually between the date of termination of employment and the Benefit Commencement Date with applicable Interest Credits, pursuant to Section 1.19.
- 4.02 Account Balance The Participant's Account Balance, at any date, shall be equal to the Account Balance at the end of the prior Plan Year plus the Interest Credit for the period from the end of the prior Plan year to the actual calculation date plus any Pay-Based Credit with Interest Credit allocated since the end of the prior Plan Year.
- 4.03 Normal Retirement Benefit Each Participant shall be 100% vested in his Accrued Benefit upon attainment of Normal Retirement Age. A Participant shall be entitled to receive a monthly retirement benefit equal to the monthly Accrued Benefit as provided under Section 4.01 and shall be paid in accordance with Section 5. On and after a Participant attains Normal Retirement Age, a Participant may elect to begin receipt of a normal retirement benefit equal to the monthly Accrued Benefit as provided under Section 4.01 and in accordance with Section 5, regardless of whether the Participant continues to be an Employee.
- 4.04 Early Retirement Benefit Each Participant who terminates employment may elect to receive a monthly retirement benefit equal to the Accrued Benefit under Section 4.01 determined on the date employment terminated and commencing at Normal Retirement Date. A Participant may elect a Benefit Commencement Date which may be the first day of any month following his termination of employment but before Normal Retirement Date, in which case the Early Retirement Benefit shall be the Participant's Account Balance on the Benefit Commencement Date converted to an actuarially equivalent life annuity. Early Retirement Benefits shall be paid in accordance with Section 5.
- 4.05 Deferred Retirement Benefit The monthly retirement benefit payable to a Participant who retires on a Deferred Retirement Date shall be equal to his monthly Accrued Benefit as of his Deferred Retirement Date. In no event shall the benefit under this Section 4.05 be less than the benefit to which the Participant would have been entitled if he had actually retired on his Normal Retirement Date. Deferred Retirement Benefits shall be paid in accordance with Section 5.
- 4.06 Disability Retirement Benefit A Participant who incurs a Disability, shall be entitled to receive his Account Balance, or, alternatively, an actuarially equivalent life annuity. If at any time prior to his Normal Retirement Date the Participant loses his qualification for disability benefits under the Federal Social Security Act and does not return to active service with the Employer he will be entitled to receive a monthly retirement benefit as of the date of such Disability equal to his Early Retirement Benefit as of such date. Upon a

Participant's return to work following his Disability, his Account Balance will be reduced by the value of any benefit payments plus Interest Credits.

SECTION 5
FORM OF PAYMENT

5.01 Normal Form of Benefit

A. Life Annuity

The Accrued Benefit shall be payable as a Life Annuity for a Participant who is unmarried on a Benefit Commencement Date or who is married and waives the benefit in B. below (in accordance with the requirements of Section 5.03). The life annuity will provide monthly payments to the Participant beginning on the Benefit Commencement Date and ending with the last monthly payment due before his death, and shall be Actuarially Equivalent to the Participant's Account.

B. Joint and Survivor Annuity

Instead of a Life Annuity the Accrued Benefit shall be payable as an actuarially equivalent qualified Joint And Survivor Annuity to a Participant who is married on a Benefit Commencement Date for the Participant's lifetime with the provision that, after his death, 50% of his reduced pension shall continue to be paid to his Spouse for her lifetime. A married Participant may elect a Life Annuity with the consent of his spouse.

5.02 Optional Form of Benefits Subject to Section 5.03 A. and, in lieu of all or a portion of the monthly payments under 5.01 above, a Participant may elect to receive a Partial or Complete Lump Sum Payment as described below:

Partial or Complete Lump Sum Payment Option

This Option shall be available at any retirement date following a termination of employment of a Participant or following the date a Participant attains Normal Retirement Age but prior to the date a Participant has elected a Normal Form of Benefit described in Section 5.01, regardless of whether the Participant continues to be an Employee. From time to time, a Participant may elect, with the consent of his Spouse if married, to receive a lump sum payment equal to all or any portion of the current value of the Participant's Account Balance as of the Benefit Commencement Date. In no event shall the amount of the lump sum exceed the amount determined under Section 4.02 without regard to Interest Credits on and after a Benefit Commencement Date. To the extent all or any portion of the lump sum value of a Participant's benefits is distributed as provided in this Section 5.02, the Participant's benefits otherwise payable under the Plan shall be decreased by the value of the lump sum benefits distributed to the Participant.

5.03 Elections

A. A married Participant may waive his benefit in the form of a qualified Joint & Survivor Annuity or an unmarried Participant may waive his benefit in the form of a Life Annuity, or revoke such an election by delivering to the Board, within a one hundred eighty (180) day election period ending on a Benefit Commencement Date a written notice of an election or revocation. Waivers and revocations may be made without limitations as to the number of revocations or waivers within the 180-day period. For a

married Participant, any such notice filed with the Board shall not be effective unless (i) the notice contains or is accompanied by the written consent of the Participant to the waiver or revocation of a waiver and of the Participant's spouse to the waiver, acknowledging the effect of such waiver or revocation, and (ii) the notice is witnessed by a Notary Public or (iii) it is established to the satisfaction of the Board that such consent cannot be obtained, because the Participant has no Spouse, because the Participant's Spouse cannot be located, or because of such other circumstances as the Secretary of the Treasury by regulations may prescribe.

B. The election of a form of payment shall become effective on the Participant's Benefit Commencement Date, and may not be revoked or changed by such Participant after such date. If a Joint and Survivor Annuity is elected and the Spouse dies before the Benefit Commencement Date, the election shall be deemed to have been revoked.

C. Not less than 30 days and no more than 180 days prior to a Participant's Benefit Commencement Date, the Board shall deliver to such Participant a written notification in nontechnical language of the terms and conditions of a qualified Joint and Survivor Annuity.

5.04 Beneficiary Designation Each Participant shall designate a Beneficiary on a form prescribed by the Board. The designated Beneficiary may be one or more individuals or an estate or trust; provided, however, that if the Participant is married on a Benefit Commencement Date the surviving spouse shall automatically be the sole Beneficiary under the qualified Joint and Survivor Annuity unless the spouse had consented, in writing, to a designation of a different Beneficiary and form of payment. Such consent must be witnessed by a notary public and must acknowledge the effect of the designation.

Any such consent shall be irrevocable with respect to the Beneficiary so designated. If more than one individual or trust is named, the Participant shall indicate the shares and/or percentage of each individual or trust so named. Any Beneficiary so designated may be changed by the Participant at any time (subject to the Spouse's consent, if applicable) by signing and filing another form with the Board.

In the event that no Beneficiary had been designated or that no designated Beneficiary survives the Participant, the following Beneficiaries (if then living) shall be deemed to have been designated in the following priority: (1) spouse, (2) children, including adopted children, in equal shares, per shares, (3) parents, in equal shares, (4) the person(s) designated as beneficiary under any group life insurance maintained by the Employer, and (5) the Participant's estate.

5.05 Minimum Distribution Requirements

Notwithstanding any other provision of the Plan, all distributions from this Plan shall conform to the requirements of Section 401(a)(9) of the Code and with a good faith interpretation thereof. Further, Section 401(a)(9) of the Code shall override any Plan provision that is inconsistent with Section 401(a)(9) of the Code. If a Participant dies after pension payments have commenced, any payments continuing on to his Spouse or

designated Beneficiary shall be distributed at least as rapidly as under the method of distribution being used as of the Participant's date of death.

All distributions shall be subject to the following rules:

A. Any additional benefits accruing to a Participant in a calendar year after the first distribution calendar year will be distributed beginning with the first payment interval ending in the calendar year immediately following the calendar year in which such amount accrues.

B. Distributions to a Participant shall commence not later than the Participant's required beginning date.

C. For purposes of this Section, the following definitions shall apply:

(i) Designated beneficiary. The individual who is designated as the Beneficiary is the designated beneficiary under Section 401(a)(9) of the Code and Section 1.401(a)(9)-1, Q&A-4, of the Treasury regulations.

(ii) Distribution calendar year. A calendar year for which a minimum distribution is required. For distributions beginning before the Participant's death, the first distribution calendar year is the calendar year immediately preceding the calendar year which contains the Participant's required beginning date.

(iii) Life expectancy. Life expectancy as computed using the Single Life Table in Section 1.401(a)(9)-9 of the Treasury regulations.

(iv) Required beginning date. April 1 following the later of the calendar year in which the Participant attains age 70½ or the calendar year in which the Participant terminates employment with the Employer.

5.06 Consent for Distributions Except for distributions occurring under Section 3.02, a distribution shall not begin prior to a Participant's Normal Retirement Date unless the Participant consents in writing to such distribution and such consent is filed with the Board. The consent of the Participant and if applicable the Participant's Spouse shall be obtained no more than the 90 days prior to the Participant's Benefit Commencement Date. The Board shall notify the Participant within the consent period and the Participant's Spouse if applicable, of the right to defer the Benefit Commencement Date until the date the Participant attains age 65.

5.07 Direct Rollover of Certain Distributions

A. Effective January 1, 2002, notwithstanding any provision of the Plan to the contrary that would otherwise limit a distributee's election under this Section, a distributee may elect, at the time and in the manner prescribed by the Board, to have any portion of an eligible rollover distribution paid directly to an eligible retirement plan specified by the distributee in a direct rollover.

B. The following definitions apply to the terms used in this Section 5.08:

1) “Eligible rollover distribution” means any distribution of all or any portion of the balance to the credit of the distributee, except that an eligible rollover distribution does not include:

(a) any distribution that is one of a series of substantially equal periodic payments (not less frequently than annually) made for the life (or life expectancy) of the distributee or the joint lives (or joint life expectancies) of the distributee and the distributee’s designated beneficiary, or for a specified period of ten years or more;

(b) any distribution to the extent such distribution is required under Section 401(a)(9) of the Code;

(c) after-tax amounts unless such amount is rolled over or transferred (i.e., directly rolled) to an individual retirement account or individual retirement annuity described in Section 408(a) or 408(b) of the Code, respectively; or transferred to a qualified plan described in Section 401(a) of the Code or to an annuity plan described in Section 403(b) of the Code that agrees to separately account for such after-tax amount and earnings thereon; and

(d) any in-service withdrawal that is made on account of hardship.

2) “Eligible retirement plan” means any of the following types of plans that accept the distributee’s eligible rollover distribution:

(a) a qualified plan described in Section 401(a) of the Code;

(b) an annuity plan described in Section 403(a) of the Code;

(c) an individual retirement account or individual retirement annuity described in Section 408(a) or 408(b) of the Code, respectively;

(d) effective January 1, 2002, an annuity contract described in Section 403(b) of the Code;

(e) effective January 1, 2002, an eligible plan under Section 457(b) of the Code which is maintained by a state, political subdivision of a state, or any agency or instrumentality of a state or political subdivision of a state and which agrees to separately account for amounts transferred into such plan from this Plan; and

(f) effective January 1, 2008, a Roth IRA described in Section 408A of the Code.

3) “Distributee” means an employee or former employee, an employee’s or former employee’s surviving spouse, and an employee’s or former employee’s spouse

or former spouse who is an alternate payee under a qualified domestic relations order as defined in Section 414(p) of the Code (with respect to the interest of such alternate payee); and

- 4) “Direct rollover” means a payment by the Plan to the eligible retirement plan specified by the distributee.

C. Notwithstanding any provision of this Section to the contrary, effective as of January 1, 2008, a non-Spouse Beneficiary of a deceased Participant may elect, at the time and in the manner prescribed by the Board, to directly roll over any portion of a distribution that would constitute an eligible rollover distribution if it were made to a Participant, surviving Spouse or alternate payee to an individual retirement account described in Section 408(a) of the Code, an individual retirement annuity described in Section 408(b) of the Code, or a Roth IRA described in Section 408A of the Code (collectively, “IRA”) that is established on behalf of the non-Spouse Beneficiary and that will be treated as an inherited IRA pursuant to the provisions of Section 402(c)(ii).

In the event that the provisions of this Section 5.07 or any part thereof cease to be required by law as a result of subsequent legislation or otherwise, this Section or any applicable part thereof shall be ineffective without the necessity of further amendments to the Plan.

SECTION 6
DEATH BENEFITS

- 6.01 Death Prior to Retirement In the event of the death of a Participant prior to a Benefit Commencement Date his Beneficiary shall be entitled to receive his Account Balance as of the Participant's date of death. Such amount shall be paid in one lump sum as soon as practicable following the death of the Participant.
- 6.02 Election of Beneficiary
- (a) A non-married Participant may elect anyone he wishes to be his Beneficiary.
 - (b) A married Participant's Beneficiary shall be his spouse. A Participant may waive the spouse as a beneficiary in favor of a non-spouse beneficiary. Such election may occur at any time on forms provided by the Board. No waiver of the spouse as a beneficiary shall be valid unless the spouse consents to the waiver and to the alternate beneficiary elected by the Participant.

SECTION 7
LIMITATION OF BENEFITS

7.01 Maximum Benefit Limitations

- (A) The following provisions of this Section reflecting the increased limitations of Section 415(b) of the Code are effective on and after January 1, 2002 and shall apply solely to Employees participating in the Plan who have one Hour of Service on or after January 1, 2002.

- (B) Notwithstanding any other provision of the Plan, the annual benefit to which a Participant is entitled under the Plan shall not, in any calendar year, be in an amount which would exceed the applicable limitations under Section 415 of the Code and regulations thereof. If the benefit payable under the Plan would (but for this Section) exceed the limitations of Section 415 of the Code by reason of a benefit payable under another defined benefit plan aggregated with this Plan under Section 415(f) of the Code, the benefit under this Plan shall be reduced only after all reductions have been made under such other plan. As of January 1 of each calendar year commencing on or after January 1, 2002, the dollar limitation as determined by the Commissioner of Internal Revenue for that calendar year as adjusted in accordance with Section 415(b)(2) of the Code, shall become effective as the maximum permissible dollar amount of benefit payable under the Plan during that calendar year.

- (C) All benefits payable hereunder shall comply with the limitations of benefits contained in Section 415 of the Code and the Final Treasury Regulations issued thereunder, all of which are incorporated herein by reference. Notwithstanding any provision of the Plan to the contrary, if the annual benefits (within the meaning of Section 415 of the Code) are exceeded for any Participant, then the Plan may only correct such excess in accordance with the Employee Plans Compliance Resolution System (EPCRS) as set forth in Revenue Procedure 2013-12 or any superseding guidance, including, but not limited to, the preamble of the Final Treasury Regulations issued under Section 415 of the Code.

SECTION 8
VESTING

8.01 A Participant shall at all times have a nonforfeitable right (100% vested) to his Accrued Benefit.

SECTION 9
SUSPENSION OF BENEFITS/REEMPLOYMENT

- 9.01 Suspension of Benefits If a retired or vested Participant is reemployed by the Employer prior to his Normal Retirement Date, any benefits he is receiving shall be suspended during the period of his reemployment for each month the Participant is credited with an Hour of Service on 8 or more days. Upon future retirement his benefits shall again commence. Such Participant shall be notified in writing by the Board at the time of such reemployment of the effect on his benefit of such reemployment.
- 9.02 In the event a Participant receives a distribution of his Accrued Benefit and is subsequently reemployed, any subsequent Accrued Benefit shall be based on his Account Balance before and after his reemployment but reduced to reflect the earlier distribution.

SECTION 10
TRUST AGREEMENT

10.01 The Employer shall enter into a Trust Agreement with the Trustee. The Trustee shall receive the contributions to the Trust Fund made by the Employer pursuant to the Plan, and shall hold, reinvest, and distribute such Fund in accordance with the terms and provisions of the Trust Agreement. No part of the corpus or income of the Trust held by the Trustee shall be used for or diverted to purposes other than for the exclusive benefit of Participants and their Beneficiaries or for the payments of fees and expenses of administering the Plan not paid by the Employer. The Employer may, at its sole discretion, remove any Trustee and select a successor Trustee, and any Trustee or successor Trustee may resign.

SECTION 11
ADMINISTRATION OF PLAN

- 11.01 The Board shall have the sole authority to appoint and remove the Trustee, and the sole power to amend or terminate, in whole or in part, the Plan and the Trust. The Board shall serve as Plan Administrator, and shall have the duties provided under Section 11.02. The Trustee shall have the sole responsibility for the administration of the Trust and the management of the assets under the Trust, all as specifically provided in the Trust.
- 11.02 The Plan Administrator shall exercise such authority and responsibility as he deems appropriate in order to comply with the Code and governmental regulations issued thereunder relating to:
- (a) Reports and notifications to Participants;
 - (b) Reports to and registration with the Internal Revenue Service.
- 11.03 The Board shall have such duties and powers as may be necessary to discharge its duties hereunder, including, but not by way of limitation, the following:
- (a) The complete and discretionary authority to construe and interpret the Plan, decide all questions of eligibility and determine the amount, manner and time of payment of any benefits hereunder;
 - (b) To prescribe procedures to be followed by Participants or Beneficiaries filing applications for benefits;
 - (c) To prepare and distribute, in such manner as the Board determines to be appropriate, information explaining the Plan and Trust;
 - (d) To receive from Employer and Participants such information as shall be necessary for the proper administration of the Plan and Trust;
 - (e) To furnish the Employer, upon request, such annual reports with respect to the administration of the Plan as are reasonable and appropriate;
 - (f) To receive, review and keep on file (as it deems convenient or proper) reports of the financial condition, the receipts and disbursements and the assets of the Trust.
 - (g) To appoint or employ individuals to assist in the administration of the Plan and any other agents it deems advisable, including legal counsel, and such clerical, medical, accounting, auditing and other services as it may require in carrying out the provisions of the Plan.
- 11.04 The Board shall direct the Trustee concerning all payments which shall be made out of the Trust pursuant to the provisions of the Plan. Any direction to the Trustee shall be in

writing and may be signed by any member of the Board and a Secretary or Assistant Secretary of the Employer. Any directions as to the amount and manner of payment of any benefits under the Plan shall require two signatures.

- 11.05 The Board may act at a meeting or by writing without a meeting, by the vote or assent of a majority of its members. The Board may adopt such bylaws and regulations as it deems desirable for the conduct of its affairs and the administration of the Plan. A dissenting Board member who, within a reasonable time after he has knowledge of any action or failure to act by the majority, registers his dissent in writing delivered to the other Board members, shall not be responsible for any such action or failure to act.
- 11.06 Members of the Board who are Employees of an Employer shall not receive compensation for their services as such members, but the Employers shall reimburse them for any necessary expenses incurred in the discharge of their duties.
- 11.07 The Board shall keep a record of all of its meetings and shall keep all such books of account, records and other data as may be necessary or desirable in its judgment for the administration of the Plan. The Board shall give to each Participant annually a written statement of the balance of his Account as of the end of a Plan Year.
- 11.08 The Board may require a Participant to complete and file with the Board on forms approved by the Board, and to furnish all pertinent information requested by such Board. The Board may rely upon all such information so furnished to it, including the Participant's current mailing address.
- 11.09 All claims for benefits shall be submitted in writing to the Plan who shall process them and approve or disapprove them within 90 days after the date the claim is received. If special circumstances arise and the Plan Administrator cannot process the claim within 90 days, the Plan Administrator shall notify the claimant that the time for handling the decision is extended for up to 90 additional days. If the Plan Administrator fails to notify the claimant within the applicable period, the claim shall be considered denied. If the Plan Administrator makes a determination to deny benefits to a Participant or Beneficiary, the denial shall be stated in writing and delivered or mailed to the claimant. Such notice shall set forth the specific reasons for the denial, written in a manner that may be understood by the claimant. The claimant whose claim for benefits has been denied shall have a period of 60 days in which to submit additional information to the Board. The Board shall consider the request at its next scheduled meeting but in all events within a reasonable period. If the claim is again denied in writing, the claimant may request a hearing within 30 days of the second denial and the Board shall afford a reasonable opportunity for a hearing to any claimant for a review of its decision denying the claim. This hearing shall be held within 60 days following receipt of the request. The claimant shall have an opportunity to present evidence and appear before the Board. The Board shall review all evidence submitted by the Claimant and shall make its decision regarding the claim within 120 days following the receipt of the request for a hearing by the claimant and shall provide the claimant with a written decision. Any and all questions which may arise relating to or concerning the construction, interpretation, administration or performance of the Plan shall be determined in good faith by the Board acting in its sole judgment and discretion, and except as herein provided or if it exercises

its judgment in an arbitrary and capricious manner, the Board's determination shall be final and conclusive as to all parties hereto.

- 11.10 (a) The Board may adopt such rules for the conduct of its affairs as it deems appropriate.
- (b) All determinations and interpretations by the Board are intended to be conclusive and binding on all parties, including the Employer, the Plan and the Participants and beneficiaries.
- 11.11 All reasonable fees and expenses of the Board or the Trustee incurred in the performance of their duties hereunder or under the Trust Agreement shall be paid by the Employer, and to the extent not paid by the Employer, said fees and expenses shall be deemed to an expense of the Trust Fund.

SECTION 12
AMENDMENT AND TERMINATION

- 12.01 The Plan may be terminated or amended by the Board at any time and from time to time; provided, however, that no such amendment shall make it possible for any part of the corpus or income of the Trust Fund to be used for or diverted to purposes other than for the exclusive benefit of Participants or their Beneficiaries. Any such amendment may make any changes in the Plan, including retroactive changes, which may be deemed necessary or desirable to qualify the Plan and the Trust, or to continue the qualified status of the Plan and Trust and the exempt status of the Trust, under Sections 401(a), and 501(a) of the Code, or to conform to governmental regulations.
- 12.02 If the Plan is terminated, in whole or in part or if contributions are permanently discontinued, the Employer may then either continue the Plan and Trust in effect with respect to contributions therefore made and benefits accrued or terminate the Trust as well as the Plan. If the Trust is terminated, the then value of the Participant's Accounts affected by such termination shall be either distributed to the Participants, transferred to another qualified plan, or used to purchase an annuity contract providing the required benefit for the Participant, as determined by the Board keeping in mind the restrictions, if any, on such distributions under the Code.
- 12.03 Any termination or partial termination shall be effective as of the date specified in the resolution providing therefor, and shall be binding upon the Employer, the Trustee, all Participants and Beneficiaries, and all other parties in interest.
- 12.04 Upon termination of the Plan in its entirety, or upon partial termination, each Participant affected by the termination will be fully (100%) vested in his Accrued Benefit, determined as of the date of such termination, to the extent funded.
- 12.05 In the event of error resulting in any assets remaining in the Plan, whether the termination shall be partial or complete, after the satisfaction of any liabilities the remaining assets shall revert to the Employer.

SECTION 13
MISCELLANEOUS

- 13.01 The Plan shall not be deemed to constitute a contract between the Employer and any Employee nor shall anything herein contained be deemed to give any Employee any right to be retained in the employ of the Employer, or to interfere with the right of the Employer to discharge any Employee at any time and to treat him without regard to the effect which such treatment might have upon him as a Participant.
- 13.02 Except as may be required pursuant to a Qualified Domestic Relations Order as such term is defined in Section 414(p) of the Code, no right or interest in the Plan or any Participant or Beneficiary and no distribution under the Plan to any Participant or Beneficiary shall be subject in any manner to anticipation, alienation, sale, transfer (except by death), assignment, pledge, encumbrance, or charge, whether voluntary or involuntary, and any attempt to so anticipate, alienate, sell, transfer, assign, pledge, encumber or charge the same shall be void, nor shall any right, interest, distribution or payment be in any way liable for or subject to the debts, contracts, liabilities, engagements or torts of any person entitled to such right, interest, distribution or payment. If any Participant or Beneficiary is adjudicated bankrupt or purports to anticipate, alienate, sell, transfer, assign, pledge, encumber or charge any such right, interest or distribution or payment, voluntarily or involuntarily, the Board may hold or apply or cause to be held or applied such right, interest, distribution or payment of any part thereof to or for the benefit of such Participant or Beneficiary in such manner as the Board shall direct.
- 13.03 If the Board determines that any person entitled to a distribution or payment from the Trust Fund under the Plan is an infant or an incompetent, they may cause all distributions becoming due to such person to be made to the duly appointed guardian of the property of such infant, or the duly appointed representative of such incompetent, unless the Board, in its sole discretion, determines that such payment should be made to the natural guardian of such infant or to a relative or relative-in-law of such incompetent, or to some other person for the benefit of such infant or incompetent, in which case it shall be so made.
- 13.04 The Trust Fund established under the Plan shall be the sole source of the payments or distributions to be made in accordance with the Plan. Each Participant and Beneficiary and any other person, who shall claim any right to payment under the Plan, shall be entitled to look only to the Trust Fund, and shall not have the right, claim or demand therefor against the Employer, the Board, the Trustee, or any officer or director of the Employer.
- 13.05 In the event of any merger or consolidation of the Plan with, or a transfer of any of the assets and liabilities of the Plan to, any other plan, each Participant must (if such other plan had terminated immediately after such merger, consolidation, or transfer receive a benefit under such other plan which is equal to or greater than the benefit he would have

been entitled to receive under the Plan (if the Plan had been terminate(immediately prior to such merger, consolidation or transfer).

13.06 The validity of the Plan or any its provisions shall be determined under, and shall be construed, administered and governed by, the laws of the State of Arizona.

SECTION 14
ADOPTION

IN WITNESS WHEREOF, the Employer has caused this Plan to be executed by its duly authorized officer.

Signed this _____ day of _____, 2015.

Arizona Board of Regents

By _____
President

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ARIZONA BOARD OF REGENTS
CASH BALANCE PENSION PLAN
(SECOND AMENDMENT AND RESTATEMENT)
EFFECTIVE JULY 1, 2015

EXECUTIVE SUMMARY

Item Name: Acknowledgment and Approval for Component Unit to Issue Lease Revenue Refunding Bonds (NAU)

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: Northern Arizona University asks the board to acknowledge and approve the existence of North Campus Facilities L.L.C. (Company) and the issuance by the Company of Lease Revenue Refunding Bonds in an amount not to exceed the amount necessary to refinance the Company's existing Lease Revenue Bonds, Series 2006 and related agreements, and pay costs of issuing the new refunding bonds. The Series 2006 Bonds were issued by the Company to finance a portion of the High Country Conference Facility and related parking structure at NAU.

Enterprise or University Strategic Plan

- Education excellence, access and degree production
- Research excellence
- Workforce and community
- Productivity
- Compliance
- Real property purchase/sale/lease
- Other:

Statutory/Policy Requirements

- ABOR Policy 7-102D: Requires Business and Finance Committee review and board approval of all debt financing, including bonds, lease-purchases, and certificates of participation.

Background

In 2006, the board approved the formation of the Company, the execution and delivery of a ground lease between ABOR and the Company for the site of the High Country Conference facility and related parking structure, and the issuance by the Company of its \$12.4 million of Lease Revenue Bonds for the purpose of financing a portion of the Conference facility and all of the parking structure. The bonds were issued by the Company in September of 2006 and were issued as fixed rate bonds. The average

EXECUTIVE SUMMARY

interest rate on the remaining \$10.58 million of outstanding bonds is 4.96%. Given lower interest rates available in the bond markets today, the Company can refinance the Series 2006 Bonds through the issuance of Series 2015 Lease Revenue Refunding Bonds at an estimated interest rate of 3.94% as of October 2015. The savings in debt service costs which are estimated to amount to \$915,000 on a future value basis (\$652,000 on a present value basis), net of all issuance costs, will accrue to the University. The board's approval of the refinancing and the issuance of the Refunding Bonds by the Company is required in order to meet federal tax-exempt bond rules in connection with the refinancing.

Discussion

- Interest rates will be monitored and, at an appropriate time, all or a portion of the Series 2006 Lease Revenue Bonds will be refinanced by selling one or more series of Lease Revenue Refunding Bonds in amounts sufficient to defease and redeem the outstanding Series 2006 Bonds and pay the costs of issuance. The Refunding Bonds will be fixed rate and mature over the same period of time as the Series 2006 Bonds and will have a final maturity of June 1, 2036.
- The contemplated refinancing is interest rate-sensitive. The estimated net present value savings, as of October, 2015, is \$652,000, or 6.2 percent of the principal amount of the Series 2006 Bonds being refunded, based on a true interest cost rate of 3.94 percent. Actual net present value savings may be higher or lower, depending on the interest rate environment at the time of the sale of the Refunding Bonds but the refinancing will proceed only if savings are at least 3 percent of the principal amount of the Series 2006 Bonds being refunded. The goal is to achieve the best cost savings possible, with a minimum saving of at least 3 percent of the par.
- The University will explore various options for issuing the 2015 Lease Revenue Refunding Bonds, including a direct sale of the Bonds to a bank under a 20-year amortization and with a mandatory redemption in the 10th or 15th year as a way to generate additional expected debt service savings.
- Municipal bond insurance will be evaluated and used only if the insurance provides a demonstrated economic benefit, as required by federal tax law.

Committee Review and Recommendation

The Business and Finance Committee reviewed this item at its November 18, 2015 meeting and recommended forwarding the item to the full board for approval.

EXECUTIVE SUMMARY

Requested Action

Northern Arizona University asks the board to acknowledge and approve the existence of the North Campus Facilities L.L.C. (the "Company") and the issuance by the Company of its Lease Revenue Refunding Bonds in an amount not to exceed the amount necessary to (i) refinance the Company's outstanding Lease Revenue Bonds, Series 2006 and related agreements and (ii) pay the costs of issuance of the new Lease Revenue Refunding Bonds, as presented in this Executive Summary.

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EXECUTIVE SUMMARY

Item Name: Tech Park at the Bridges Master Land Use Plan (UA)

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: The University of Arizona asks the board to approve a revised Master Land Use Plan ("MLUP") for the UA Tech Park at The Bridges.

Enterprise or University Strategic Plan

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other:

Statutory/Policy Requirements

The land at The Park is owned by ABOR, and any sale of that land must either comply with ABOR Policy 7-204, or an exception must be approved by the Board.

Board Policy 7-105 requires Business and Finance Committee review and Board approval of Master Plans.

Background/History of Previous Board Action

- The UA Tech Park at The Bridges (or "The Bridges") is located on a 65 acre site at 36th Street and Kino Parkway, two and a half miles directly south of the University's Main Campus, within a larger 350-acre mixed use development that is master planned for retail, commercial and residential uses.

Contact Information:

Bruce Wright, 520-626-4843
Associate Vice President, Tech Parks Arizona
The University of Arizona
wrightb@u.arizona.edu

EXECUTIVE SUMMARY

- The University's research parks operate under the direction of Tech Parks Arizona, a component unit of Tech Launch Arizona. In addition to the UA Tech Park at the Bridges, Tech Parks Arizona is responsible for the UA Tech Park at Rita Road and the Arizona Center for Innovation.
- Tech Parks Arizona is assisted in the development, operation and leasing of the Park by the Campus Research Corporation (CRC), an Arizona non-profit corporation.
- In 2009, the Board approved a revised Master Land Use Plan for the UA Bio Science Park (now the UA Tech Park at The Bridges, or "The Bridges") that covered the original 54 acre parcel and included specific use designations for parcels within the Park.
- Since the 2009 Master Land Use plan was approved, the UA acquired an additional 11-acre option parcel and received a \$4.7 million grant from the US Economic Development Administration to install roadway improvements and infrastructure at The Bridges.
- In conjunction with this action item, Tech Parks Arizona has submitted an informational item outlining its current development efforts at the UA Tech Park at The Bridges.

Discussion

- With the regional economy emerging from the recession, and Tech Launch Arizona achieving substantial success in its goal to create an ecosystem of innovation and move inventions, technologies and intellectual properties from the laboratory into the marketplace, Tech Parks Arizona seeks to move forward with development of The Bridges with a strong focus on developing park facilities that support and advance University and private sector technology innovation and commercialization.
- The proposed Master Land Use Plan (MLUP) takes a more urban development approach, allowing for mixed uses and for flexibility to accommodate the needs of potential tenants who may need single-tenant buildings, multi-tenant buildings, lab, retail and/or office space, and the amenities to support their employees.
- The MLUP includes the roadways and infrastructure that were installed with the EDA grant, and also includes the 11-acre option parcel that was acquired in 2013.

EXECUTIVE SUMMARY

- In order to accommodate the need for flexibility, but ensure that the Park creates the place, environment and interactive ground that generates, attracts and retains technology companies and talent in alignment with the research mission and goals of the University of Arizona, the proposed MLUP designates three precincts for development. (See “Exhibit One”.)
- Precinct 1 will be the home of the Innovation and Technology Building (ITB), an adjacent hotel and conference center; commercial office and laboratory buildings, and parking to support these uses.
- Precinct 2 will accommodate commercial office and laboratory facilities including multi-tenant and single tenant buildings. This precinct could include high intensity (Bioscience Level 3) laboratory buildings for University and commercial uses.
- Precinct 3 anticipates a strong University presence including potential office, classroom and laboratory facilities as well as the potential for recreational and athletic facilities and/or an outdoor performance venue.

Committee Review and Recommendation

The Business and Finance Committee reviewed this item at its November 18, 2015 meeting and recommended forwarding the item to the full board for approval.

Requested Action

The University of Arizona and Tech Parks Arizona ask the board to approve the updated Master Land Use Plan for the UA Tech Park at The Bridges.



East 36th Street

Exhibit One

Precinct 3
(University of Arizona)

Precinct 2
(Future Development)

Precinct 1

MLK Jr. Parkway

South King Parkway

E. Tucson Marketplace Blvd

UA Tech Park at The Bridges Master Land Use Plan (MLUP)

EXECUTIVE SUMMARY

Item Name: Science and Technology Park Master Land Use Plan (UA)

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: The University of Arizona asks the board to approve a revised Master Land Use Plan ("MLUP") for the UA Tech Park at Rita Road.

Enterprise or University Strategic Plan

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other:

Statutory/Policy Requirements

The land at the UA Tech Park is owned by ABOR, and any sale of that land must either comply with ABOR Policy 7-204, or an exception must be approved by the Board.

Board Policy 7-105 requires Business and Finance Committee review and Board approval of Master Plans.

Background/History of Previous Board Action

- The UA Tech Park at Rita Road (The UA Tech Park or The Park) is located on a 1,247 acre site at Interstate 10 and Rita Road in southeast Tucson, and is owned by the Board on behalf of the University.
- The University's research parks operate under the direction of Tech Parks Arizona, a component unit of Tech Launch Arizona. In addition to the UA Tech Park, Tech Parks Arizona is responsible for the UA Tech Park at The Bridges and the Arizona Center for Innovation.

Contact Information:

Bruce Wright, 520-626-4843
Associate Vice President, Tech Parks Arizona
The University of Arizona
wrightb@u.arizona.edu

EXECUTIVE SUMMARY

- Tech Parks Arizona is assisted in the development, operation and leasing of the Park by the Campus Research Corporation (CRC), an Arizona non-profit corporation.
- The Master Land Use Plan (MLUP) establishes the permissible uses of land in the Park. The Plan is the primary regulatory document for the Park and must be adhered to by landowners in the Park, lessees of the Board and sub-leasees of CRC.
- 358 acres of the Park are designated as “Research Park” under Arizona Revised Statutes §35-701.
- Development within the Park is guided by the UA Tech Park Development Guidelines. This document is consistent with the permitted uses in the Park under the MLUP.
- Portions of the Park are under the approach-departure paddle of Davis-Monthan Air Force Base. The revised plan is consistent with the findings and recommendations of the February 2004 Davis-Monthan Air Force Base/Pima County Joint Land Use Study (JLUS). The plan is also consistent with the City of Tucson Airport Environs Zone Ordinance and the Pima County Airport Environs and Facilities Ordinance
- In 2006, the Board approved a revised Master Land Use Plan for the UA Tech Park that included an expansion area for the research park, a designated parcel for assembly and manufacturing, and parcels for residential, commercial and hospitality uses.
- In conjunction with this action item, Tech Parks Arizona has submitted an informational item outlining its current development efforts at the UA Tech Park at Rita Road.

Discussion

- Over the past ten years, market conditions have changed and University needs at the Park have shifted. In response, plans for future University and private development at the Park have evolved and changed. The revised MLUP is responsive to those changes.
- The revised MLUP provides for multiple land uses in the Park including research park, solar zone, public use, open space and commercial development parcels. (See “Exhibit One”).

EXECUTIVE SUMMARY

- The Research Parcel includes 358 acres of land, 29% of the total park acreage.
- Phases I and II of the Solar Zone are in an area of the Park designated on the existing Master Land Use Plan for manufacturing, and the proposed updated Plan will reflect the specific use of this land for the Solar Zone.
- Phase One of The Solar Zone is a 165-acre facility for utility level testing, evaluation and demonstration of numerous solar technologies.
- Planning for Phase II of the Solar Zone is underway, and will encompass an additional 30 acres, with 5 – 8 smaller projects focused on next-generation solar technologies, including energy storage and utility grid management.
- The updated MLUP also includes areas designated for public uses. This includes 55 acres donated to Pima County for the Julian Wash Linear Park and a 3-acre parcel donated to the City of Tucson for future development of a fire station, 18 acres for Vail Academy and High School and 18 acres for a regional YMCA facility and County library, as approved by the Board in 2014.
- 152 acres has been set aside for open space development consistent with the City and County's airport environs zones. This space can accommodate recreational uses, agricultural fields, green house facilities, and other outdoor testing facilities.
- Development Parcels 1 and 2 permit retail, commercial, residential and hospitality uses. Development Parcel One encompasses 177 acres and Development Parcel Two includes 100 acres.
- In order to enhance the quality of the Park as a "live, learn, work and play" environment that will attract high quality technology companies, the Tech Park seeks to develop The Village at The Tech Park, a community of innovation, complete with the housing, retail, commercial and hospitality services that will entice employers and their employees to the Park. The Village is targeted for Development Parcel 1.

Committee Review and Recommendation

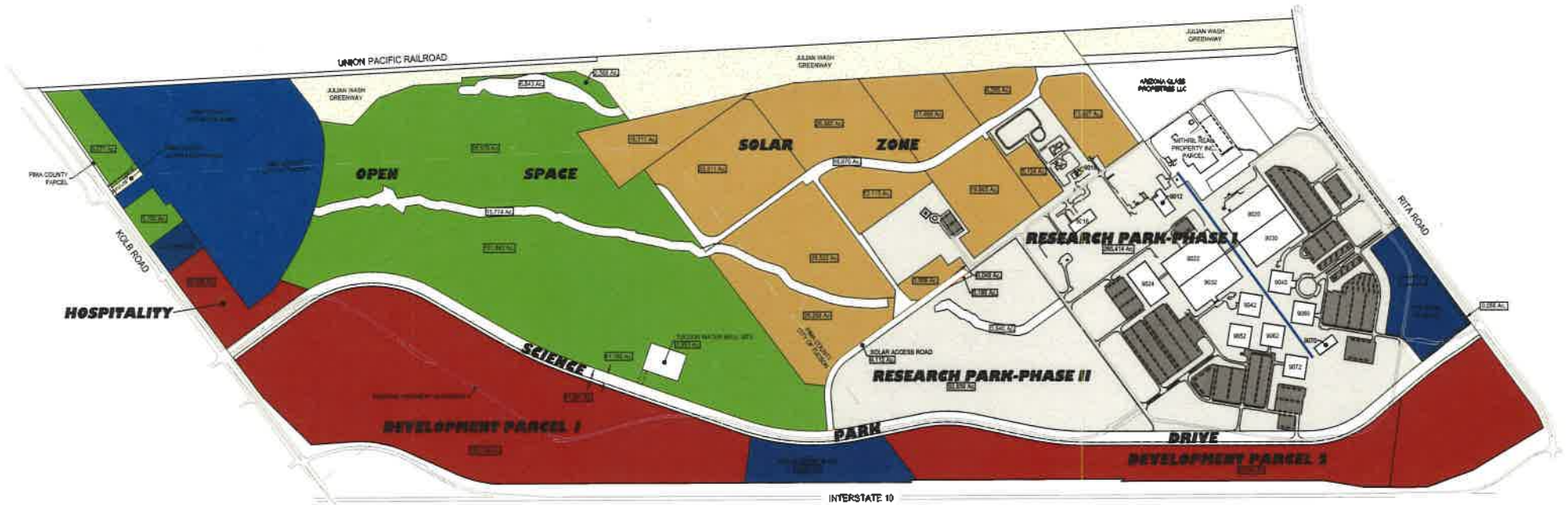
The Business and Finance Committee reviewed this item at its November 18, 2015 meeting and recommended forwarding the item to the full board for approval.

EXECUTIVE SUMMARY

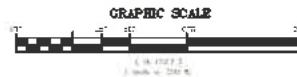
Requested Action

The University of Arizona and Tech Parks Arizona ask the board to approve the updated Master Land Use Plan for the UA Tech Park at Rita Road.

UA Tech Park Master Land Use Plan (MLUP) (Exhibit One)



- LAND USE LEGEND**
- RESEARCH PARK
 - DEVELOPMENT PARCEL
 - SOLAR ZONE
 - OPEN SPACE
 - PUBLIC USES



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EXECUTIVE SUMMARY

**Item Name: Ratification of Amendment to Academic Affiliation Agreement
between the University of Arizona and Banner Health**

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: The University of Arizona asks the board to ratify an amendment to the Academic Affiliation Agreement between the University of Arizona and Banner Health and to authorize the UA President to further amend the agreement as described in this executive summary.

Enterprise or University Strategic Plan

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other: University Strategic Plan

Background/History of Previous Board Action

- The board approved an Academic Affiliation Agreement between the University of Arizona (UA) and Banner Health in January 2015 and delegated authority to the UA President to approve and execute the final Academic Affiliation Agreement, including ancillary agreements reasonably necessary to implement it. UA and Banner Health entered into an Academic Affiliation Agreement effective February 28, 2015.
- As part of the Academic Affiliation Agreement, an Academic Management Council (AMC) was created to coordinate and oversee certain aspects and components of the relationship created through the Academic Affiliation Agreement.

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EXECUTIVE SUMMARY

- Section 3.2 of the Academic Affiliation Agreement provides, in part, that the AMC is composed of six voting individuals, three of whom are appointed by UA and three appointed by Banner Health.
- Sections 7.7.1 and 7.7.2 of the Academic Affiliation Agreement, in addition to Exhibit C of the Agreement, contain provisions that are related to the composition of the AMC.

Discussion

- After implementation of the Academic Affiliation Agreement, UA and Banner determined that a change in the composition of the AMC was warranted such that Section 3.2 of the Agreement would be modified so UA would be able to appoint an additional member to the AMC. As a result of that change, additional changes were needed for Sections 7.7.1 and 7.7.2 of the Academic Affiliation Agreement as well as Exhibit C of the Agreement.
- This change in composition of the AMC will allow UA needed flexibility regarding the members it appoints.
- After discussions, UA and Banner were in agreement with respect to these changes and entered into a First Amendment to Academic Affiliation Agreement as of October 14, 2015.
- The board is asked to ratify the First Amendment to Academic Affiliation Agreement, executed by UA and Banner Health and entered into as of October 14, 2015.
- The board is also asked to delegate to the UA President the authority to amend the Academic Affiliation Agreement in the future related to the composition of the AMC, technical corrections and clarifications, conforming changes, and other issues that do not and will not have a material adverse financial or strategic effect on UA or the board and are in the best interests of UA as determined by the UA President, subject to providing any such amendments to the board promptly through the board's legal counsel or the board President.
- There will be no added costs associated with this change.

EXECUTIVE SUMMARY

Requested Action

The University of Arizona asks the board to ratify the First Amendment to Academic Affiliation Agreement, entered into as of October 14, 2015, between UA and Banner Health. UA further asks the board to delegate to the UA President authority to amend the Academic Affiliation Agreement in the future related to the composition of the AMC, technical corrections and clarifications, conforming changes, and other issues that do not and will not have a material adverse financial or strategic effect on UA or the board and are in the best interests of UA as determined by the UA President, subject to providing any such amendments to the board promptly through the board's legal counsel or the board President.

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EXECUTIVE SUMMARY

Item Name: Federal Communications Commission Reverse Spectrum Auction (UA)

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: The University of Arizona asks the board to authorize the UA President to take the necessary steps to participate in the Federal Communications Commission (FCC) reverse spectrum auction.

Enterprise or University Strategic Plan

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other: Board oversight of FCC licenses

Statutory/Policy Requirements

The board owns the television licenses held by Arizona Public Media (AZPM) for its two stations, KUAS and KUAT, and must therefore authorize any action with respect to these licenses.

Background/History of Previous Board Action

- The FCC will be conducting a “reverse spectrum auction” beginning in March 2016, through which it will acquire broadcast television spectrum to sell to wireless communications providers.
- The board, on behalf of the UA, owns two broadcast television licenses through which AZPM provides non-commercial television service to the Tucson-Sierra Vista market, with coverage reaching throughout southern Arizona and penetrating into Maricopa County.

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EXECUTIVE SUMMARY

- AZPM's licenses are in the most desirable ultra high frequency (UHF) spectrum.
- Participation in the auction may include a variety of options, from outright sale of a license (where the station "goes dark"), to a move to a less desirable very high frequency (either Low VHF or High VHF), to sharing a station with another channel (channel-sharing), in which case the two stations that share a channel will split the proceeds of the sale of one station.

Discussion

- By participating in the reverse spectrum auction and moving KUAS from UHF to a Low VHF frequency, AZPM will have the potential for a significant cash infusion, enhancing its prospects for long-term financial success, while continuing to support the University's Never Settle goals and AZPM's strategic vision for the future of southern Arizona's public television.
- If KUAS is able, through the reverse auction, to move to a Low VHF frequency, there would be minimal impact on AZPM's ability to provide public television coverage, and AZPM could receive significant revenue to facilitate the creation of an endowment to support continued operations and adoption of emerging technologies.
- The FCC has established an application window from December 1, 2015 – December 18, 2015, during which stations must submit a statement of interest that will allow them to participate in the auction.
- The FCC has established a hierarchy for the possible levels of participation (by a UHF station) in the auction, and a station will ultimately be able to pursue only the selected option or an option lower on the hierarchy:
 - i. Outright sale – go dark
 - ii. Move to Low VHF
 - iii. Move to High VHF
- The FCC has published an auction commencement date of March 29, 2016, and by March 29, 2016, those stations that have submitted an initial statement of interest must:
 - a. Affirm participation
 - b. "Lock in" the preferred participation option (limited by the initial statement of interest), and may identify a back-up option

EXECUTIVE SUMMARY

Item Name: **Appointment of Executive Vice President and University Provost for Arizona State University (ASU)**

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Information or Discussion Item

Issue: Arizona State University asks the board to approve the appointment of Mark Searle to serve as Executive Vice President and University Provost of Arizona State University.

Enterprise or University Strategic Plan

(Check the element(s) of the strategic plan that this item supports or advances)

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other:

Statutory/Policy Requirements

Pursuant to ABOR Policy 6-910.A.2, Regents approval is required for the appointment of the university's Chief Academic Officer.

Background/History of Previous Board Action

- Arizona State University desires to appoint Dr. Mark Searle as its Executive Vice President and University Provost
- Since June 22, 2015, Dr. Searle has been serving as ASU's Interim University Provost where he has been responsible for leadership to all ASU campuses and academic programs. In prior senior administrative roles at ASU, Dr. Searle has served as the Deputy Provost and Chief of Staff (January 1, 2014 – June 22, 2015), Vice President for Academic Personnel (January 1, 2007 – June 30, 2012), Interim Dean, College of Design (served simultaneous to other

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EXECUTIVE SUMMARY

responsibilities August 2008 – January 2009), in addition to his faculty position as Professor, School of Community Development and Resources in the College of Public Programs. Dr. Searle also served in several senior academic administrative roles for Arizona State University's West campus: Vice President and Provost for the ASU West campus (June 1, 2004 – January 1, 2007), Vice Provost for Academic Affairs (July 1, 2002 – May 31, 2004) and Founding Dean, College of Human Services (July 1, 1995 – June 30, 2002). While at the ASU West campus Dr. Searle also held the faculty tenured position of Professor, Department of Recreation and Tourism Management and Affiliated Faculty, Gerontology.

- Dr. Searle holds a Ph.D. in Recreation Administration from the University of Maryland. Prior to joining ASU, he held faculty and academic administrative positions at the University of Manitoba (Professor and Head Recreation Studies Degree Programme).
- For twenty years, Dr. Searle has served as a Fellow in the Academy for Park and Recreation Administration and Fellow in the Academy of Leisure Sciences. He is a recipient of the Presidential Award from the National Therapeutic Recreation Society.

Discussion

- The appointment term will commence Monday, November 23, 2015.
- Dr. Searle's annual salary will be \$430,000. As the chief academic officer, Searle will provide leadership to all ASU campuses and academic programs, fostering a global distinction in teaching, research and service to the community. He will guide ASU's mission to achieve its vision of the New American University by positioning the university at the national forefront of academic excellence and accessibility. He will also represent ASU to external agencies and constituencies and engage in fund-raising activities.
- Searle will retain his appointment as Professor with tenure in the School of Community Development and Resources in the College of Public Programs. At such time as the administrative appointment of Executive Vice President and Provost concludes, he will have the right to assume faculty status in the school at his then current annualized salary on an academic year appointment.
- Searle will receive the same fringe benefits as all other ASU administrators, including but not limited to health benefits, sick leave, vacation leave and retirement options.
- Searle's duties include the obligation to abide by the applicable board policies and ASU rules, regulations and policies as may be in effect from time to time as well as conflict of interest laws.

EXECUTIVE SUMMARY

Requested Action

Arizona State University asks the board to approve the appointment of Mark Searle to serve as Executive Vice President and University Provost for Arizona State University, as described in the Executive Summary.

EXECUTIVE SUMMARY

- c. Designate auction representatives to actively participate in the auction
 - i. Must be continuously available for a period of up to 6 weeks from date auction starts
 - ii. Must be individuals with technical expertise (these are the only individuals authorized to communicate with the FCC during the auction)

Requested Action

The University of Arizona requests the board to authorize (1) the UA President or her designee to take any and all actions necessary to allow AZPM, on behalf of the board as the license holder, to participate in the FCC reverse spectrum auction, as determined to be in the best interest of the UA and the board; (2) the UA President to designate appropriate individual(s) to actively participate in the reverse auction and carry out the President's directives as the reverse auction proceeds; and (3) the UA President or her designee to execute any and all documents or agreements arising from or related to AZPM's participation in the reverse auction.

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