



2016-2018

**Arizona State University
Five-Year Strategic Plan**

**Submitted to the
Arizona Governor's Office of
Strategic Planning and Budgeting**

October 1, 2016

University Office of Institutional Analysis



Five-Year Strategic Plan

ASU at the Tempe Campus

October 1, 2016

University Office of Institutional Analysis

ASA 0.0	Agency Summary
	ASU - TEMPE
Dr. Michael Crow, President (480) 965-8972 A.R.S. § 15-1601 Plan Contact: Melinda Gebel, Director, Institutional Analysis (480) 965-2318	

Mission:

To provide outstanding programs of undergraduate and graduate education, cutting-edge research, and public service for the citizens of the State of Arizona with special emphasis on the Phoenix metropolitan area.

Description:

Arizona State University at the Tempe Campus, which includes the Downtown Phoenix campus, is a major public research university offering programs from the baccalaureate through the doctorate to nearly 76,800 Tempe campus and 28,700 Downtown campus full-time and part-time students and applying the strongest features of the traditional major research university to the rapidly evolving needs of the metropolitan Phoenix area and Arizona. The Tempe campus plays an extensive role within Arizona State University by providing high quality graduate training at the doctoral level and serving as the only Carnegie Foundation-designated Doctoral/Research-Extensive campus in the metropolitan Phoenix area.

ASA 1.0	Program Summary
	INSTRUCTION
Melinda Gebel, Director Institutional Analysis (480) 965-2318 A.R.S. § 15-1601	

Mission:

To offer high quality academic degrees, general studies, and honors programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.

Description:

Instruction is comprised of activities carried out during the academic year, summer sessions, and other periods outside the regular term and associated with degree credit and non-credit academic courses. This program also includes faculty departmental research and public service activities that are not separately budgeted and academic administration where instruction plays an important role, such as at the dean and department chair levels.

◆ **Goal 1** To improve the quality of undergraduate education.

- Objective:** 1 FY2016: Improve student efficiency in time to baccalaureate degree completion in 2015-16
FY2017: Improve student efficiency in time to baccalaureate degree completion in 2016-17
FY2018: Improve student efficiency in time to baccalaureate degree completion in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average years taken by freshman students to complete a baccalaureate degree program	4.4	4.3	4.3

- Objective:** 2 FY2016: Ensure availability of capstone and research-related courses for undergraduate students in 2015-16
FY2017: Ensure availability of capstone and research-related courses for undergraduate students in 2016-17
FY2018: Ensure availability of capstone and research-related courses for undergraduate students in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percentage of undergraduate degree recipients participating in research related or capstone (case study) experience	92	92	93

- Objective:** 3 FY2016: Maintain graduating seniors' FY 2015 level of satisfaction
FY2017: Maintain graduating seniors' FY 2016 level of satisfaction
FY2018: Increase graduating seniors' FY 2017 level of satisfaction by 1%

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of graduating seniors who rate their overall university experience as good or excellent	90	90	91

- Objective:** 4 FY2016: Ensure students have sufficient access to courses taught by ranked faculty in 2015-16
FY2017: Ensure students have sufficient access to courses taught by ranked faculty in 2016-17
FY2018: Ensure students have sufficient access to courses taught by ranked faculty in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of full-time undergraduate students enrolled per semester in three or more primary courses with ranked faculty	87	87	88

- Objective:** 5 FY2016: Increase baccalaureate degree production by 3-4% in 2015-16
FY2017: Increase baccalaureate degree production by 3-4% in 2016-17
FY2018: Increase baccalaureate degree production by 3-4% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of Bachelors degrees granted	13,164	13,626	14,230

◆ **Goal 2** To enhance the number and diversity of the most highly qualified students entering Arizona State University and the Barrett Honors College.

- Objective:** 1 FY2016: Increase Honors student enrollment by 15-20% in 2015-16 by focusing on high schools with large minority enrollments
FY2017: Increase Honors student enrollment by 5-10% in 2016-17 by focusing on both in-state and out-of-state students
FY2018: Maintain Honors student enrollment and increase the percent of full-time first generation students

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Honors undergraduate headcount students	6,800	7,200	7,500

- Objective:** 2 FY2016: Increase the number of Barrett students completing the thesis and graduating with honors by 5-10% in 2015-16
FY2017: Increase the number of Barrett students completing the thesis and graduating with honors by 5-10% in 2016-17
FY2018: Increase the number of Barrett students completing the thesis and graduating with honors by 10-15% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
BHC degree recipients (i.e., with honors)	950	1,050	1,200

- Objective:** 3 FY2016: Increase the number of courses offered for honors credit by 5-10% in 2015-16
FY2017: Increase the number of courses offered for honors credit by 2-5% in 2016-17
FY2018: Increase the number of courses offered for honors credit by 5-10% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Courses offered for honors credit	3,600	3,700	3,900

◆ **Goal 3** To provide support services and courses that assist students in achieving academic success and planning programs of study within their chosen degree curricula.

- Objective:** 1 FY2016: Contribute to retention progress by increasing student visits to academic support services areas and tutorials conducted by 2-3% in 2015-16
FY2017: Contribute to retention progress by increasing student visits to academic support services areas and tutorials conducted by 2-3% in 2016-17
FY2018: Contribute to retention progress by increasing student visits to academic support services areas and tutorials conducted by 2-3% in 2017-18

2016 - 2018 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of tutorials conducted by University Academic Success Programs	151,076	154,097	157,179

Objective: 2 FY2016: Build upon FY 2015 undergraduate retention objectives by increasing course offerings and students served in all UNI courses by 30%
 FY2017: Build upon FY 2016 undergraduate retention objectives by increasing course offerings and students served in all UNI courses by 30%
 FY2018: Build upon FY 2017 undergraduate retention objectives by increasing course offerings and students served in all UNI courses by 30%

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of students enrolled in UNI Academic Success courses to transition successfully to college and achieve academic success	6,246	8,120	10,556

Objective: 3 FY2016: Support exploratory students in FY 2016 by providing 10-15% more sections in UNI and ASU 101 courses to assist students who change majors once enrolled
 FY2017: Support exploratory students in FY 2017 by providing 20-25% more sections in UNI and ASU 101 courses to assist students who change majors once enrolled
 FY2018: Support exploratory students in FY 2018 by providing 20-25% more sections in UNI and ASU 101 courses to assist students who change majors once enrolled

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Major and Career Exploration (UNI and ASU 101) course sections for exploratory students	216	272	326

Objective: 4 FY2016: Improve Run Performance and retention of the Degree Audit by 10% in 2015-16
 FY2017: Improve Run Performance and retention of the Degree Audit by 10% in 2016-17
 FY2018: Improve Run Performance and retention of the Degree Audit by 10% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of degree program course audits run by students and staff	2,051,083	2,256,191	2,481,810

Objective: 5 FY2016: Improve Run Performance and retention of the eAdvisor Audit by 10% in 2015-16
 FY2017: Improve Run Performance and retention of the eAdvisor Audit by 10% in 2016-17
 FY2018: Improve Run Performance and retention of the eAdvisor Audit by 10% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of eAdvisor tracking audits run by students and staff	1,782,089	1,960,297	2,156,327

Objective: 6 FY2016: Maintain the percent of graduating students who have done/plan to do a practicum, internship, co-op experience, or clinical assignment in FY 2016
 FY2017: Maintain the percent of graduating students who have done/plan to do a practicum, internship, co-op experience, or clinical assignment in FY 2017
 FY2018: Increase the percent of graduating students who have done/plan to do a practicum, internship, co-op experience, or clinical assignment by 1-2% in FY 2018

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of graduating students who 'have done' or 'plan to do' a practicum, internship, co-op experience, or clinical assignment.	58	58	59

NOTE: Reflects total university

◆ **Goal 4** To provide enriched educational opportunities to students by expanding accessibility and delivery of courses.

Objective: 1 FY2016: Increase summer sessions enrollment by 18% in 2015-16
 FY2017: Increase summer sessions enrollment by 15-20% in 2016-17
 FY2018: Increase summer sessions enrollment by 10-15% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Summer sessions headcount students	30,199	35,525	39,939

NOTE: Reflects total university

Objective: 2 FY2016: Increase the number of internet course registrations by 15-20% in 2015-16
 FY2017: Increase the number of internet course registrations by 10-15% in 2016-17
 FY2018: Increase the number of internet course registrations by 10-15% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Internet course registrations during the fall semester (duplicated enrollments)	118,934	138,322	154,921

NOTE: Reflects total university

Objective: 3 FY2016: Increase the number of internet course sections by 15-20% in 2015-16
 FY2017: Increase the number of internet course sections by 15-20% in 2016-17
 FY2018: Increase the number of internet course sections by 10-15% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Internet course sections offered during the fall semester	2,808	3,329	3,728

NOTE: Reflects total university

◆ **Goal 5** To improve graduate education by enhancing programs central to the University's mission, promoting retention and graduation, and increasing the diversity of students.

Objective: 1 FY2016: Increase graduate enrollment by 6.0% in 2015-16
 FY2017: Increase graduate enrollment by 2.5% in 2016-17
 FY2018: Increase graduate enrollment by 3.0% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Students enrolled in graduate degree programs	15,187	15,567	16,034

Objective: 2 FY2016: Increase Master's degree production by 15-20% in 2015-16
 FY2017: Increase Master's degree production by 5-10% in 2016-17
 FY2018: Increase Master's degree production by 5-10% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Masters degrees granted	4,520	4,874	5,232

Objective: 3 FY2016: Maintain doctoral degree production in 2015-16
 FY2017: Increase doctoral degree production by 1-3% 2016-17
 FY2018: Increase doctoral degree production by 1-3% 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Doctorate degrees granted	652	662	681

Objective: 4 FY2016: Maintain first professional degree production in 2015-16
 FY2017: Increase first professional degree production by 10-15% in 2016-17
 FY2018: Increase first professional degree production by 5-10% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
First professional degrees granted	198	224	239

Objective: 5 FY2016: Increase minority graduate student representation by 2-3% in 2015-16
 FY2017: Increase minority graduate student representation by 5-10% in 2016-17
 FY2018: Increase minority graduate student representation by 2-3% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Minority graduate enrollment as percentage of total enrollment	23.8	25.5	26.0

ASA 2.0 Melinda Gebel, Director Institutional Analysis (480) 965-2318 A.R.S. § 15-1601	Program Summary ORGANIZED RESEARCH
---	--

Mission:

To foster pre-eminent scholarship and creative activity that serves the citizens of Arizona through the development, application, and transfer of new knowledge especially beneficial to Arizona.

Description:

Organized Research includes research activities taking place within centers, divisions, bureaus, institutes and experiment stations formally approved by the Arizona Board of Regents. These activities are specifically created and organized to produce research, whether separately budgeted within the university or commissioned by an external agency, as with federal grants and contracts.

2016 - 2018 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

◆ **Goal 1** To maintain and enhance the University's status as a major research institution.

Objective: 1 FY2016: Increase proposal volume by 8% in 2015-16 to allow for ASU to continue to meet ABOR Enterprise Plan goals
 FY2017: Increase proposal volume in 2016-17 to maintain a long-term 8% growth rate that will allow for ASU to continue to meet ABOR Enterprise Plan goals
 FY2018: Increase proposal volume in 2017-18 to maintain a long-term 8% growth rate that will allow for ASU to continue to meet ABOR Enterprise Plan goals

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Dollar value of proposals submitted (in millions)	1,703.7	1,772.9	1,914.7

Objective: 2 FY2016: Increase external dollars received by 8% in 2015-16 to allow for ASU to continue to meet ABOR Enterprise Plan goals
 FY2017: Increase external dollars received in 2016-17 to maintain a long-term 8% growth rate that will allow for ASU to continue to meet ABOR Enterprise Plan goals
 FY2018: Increase external dollars received in 2017-18 to maintain a long-term 8% growth rate that will allow for ASU to continue to meet ABOR Enterprise Plan goals

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
External dollars received for research and creative activity (in millions of dollars)	348.9	350.0	378.0

Objective: 3 FY2016: Increase total research expenditures by 7% in 2015-16 to allow for ASU to continue to meet ABOR Enterprise Plan goals
 FY2017: Increase total research expenditures in 2016-17 to maintain a long-term 8% growth rate that will allow for ASU to continue to meet ABOR Enterprise Plan goals
 FY2018: Increase total research expenditures in 2017-18 to maintain a long-term 8% growth rate that will allow for ASU to continue to meet ABOR Enterprise Plan goals

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Dollar value of total research expenditures (in millions)	461.7	499.4	539.6

Objective: 4 FY2016: Increase externally funded, non-research expenditures by 5% in 2015-16 as part of ASU's broader Knowledge Enterprise goals
 FY2017: Increase externally funded, non-research expenditures in 2016-17 to maintain a long-term 5% growth rate as part of ASU's broader Knowledge Enterprise goals
 FY2018: Increase externally funded, non-research expenditures in 2017-18 to maintain a long-term 5% growth rate as part of ASU's broader Knowledge Enterprise goals

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Dollar value of externally funded, non-research expenditures (in	39.4	36.3	38.1

◆ **Goal 2** To continue and improve University efforts to provide opportunities for undergraduate and graduate students to participate in research and creative activity.

Objective: 1 FY2016: Increase undergraduate student participation in ASU's Knowledge Enterprise by 2-3% in 2015-16
 FY2017: Continue to increase undergraduate student participation in ASU's Knowledge Enterprise in 2016-17
 FY2018: Continue to increase undergraduate student participation in ASU's Knowledge Enterprise in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Undergraduate students supported by sponsored funds	1,790	1,923	1,971

NOTE: Reflects total university

Objective: 2 FY2016: Increase graduate student participation in ASU's Knowledge Enterprise by 2-3% in 2015-16
 FY2017: Continue to increase graduate student participation in ASU's Knowledge Enterprise in 2016-17
 FY2018: Continue to increase graduate student participation in ASU's Knowledge Enterprise in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Graduate students supported by sponsored funds	1,784	1,765	1,809

NOTE: Reflects total university

ASA 3.0	Program Summary
	PUBLIC SERVICE
Melinda Gebel, Director	
Institutional Analysis (480) 965-2318	
A.R.S. § 15-1601	

Mission:

To serve the public by offering a public telecommunications system, by providing the finest available artists and productions in music, theater and dance, by establishing partnerships with local industry and educational institutions to foster community engagement, and by serving as a resource and focal point in providing information about various university services to the business community and economic development professionals.

Description:

Public Service includes those activities established primarily to provide services beneficial to individuals and groups external to the university to enhance corporate and community engagement. Public Service includes conferences, general advisory services, reference bureaus, public radio and television, consulting, continuing education and professional development programs, and similar services to particular sectors of the community.

◆ **Goal 1** To provide quality educational and informative television programs and improve services provided to the community, especially in rural areas.

Objective: 1 FY2016: Increase the Nielsen audience by 3% from May 2015 to May 2016
 FY2017: Increase the Nielsen audience by 3% from May 2016 to May 2017
 FY2018: Increase the Nielsen audience by 3% from May 2017 to May 2018

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Persons viewing KAET-TV on a weekly basis (in thousands)	1,170	1,204	1,241

Objective: 2 FY2016: Increase the number of teachers served through educational support programming face to face and online by 3% from May 2015 to May 2016
 FY2017: Increase the number of teachers and early childhood care providers served through educational support programming face to face and online by 3% from May 2016 to May 2017
 FY2018: Increase the number of teachers and early childhood care providers served through educational support programming face to face and online by 3% from May 2017 to May 2018

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Teachers served through educational support programming	67,119	69,132	71,205

Objective: 3 FY2016: Increase the number of students served through public community programming and online resource delivery in schools and at home by 3% from May 2015 to May 2016
 FY2017: Increase the number of PreK-12 students served through public community programming and online resource delivery in schools, at home, and through community organizations by 3% from May 2016 to May 2017
 FY2018: Increase the number of PreK-12 students served through public community programming and online resource delivery in schools, at home, and through community organizations by 3% from May 2017 to May 2018

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Students served through educational support programming	1,286,517	1,325,113	1,364,866

◆ **Goal 2** To continue to stage excellent cultural and other nonathletic special events for various diverse constituents.

Objective: 1 FY2016: Increase attendance levels at ASU Gammage programs, events and facilities by 1-2% in FY16
 FY2017: Maintain attendance levels at ASU Gammage programs, events and facilities at FY15 levels
 FY2018: Increase attendance levels at ASU Gammage programs, events and facilities over FY17 by 3-5%

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Persons attending University sponsored cultural events (in thousands)	559	489	514

2016 - 2018 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Objective: 2 FY2016: Increase the number of University events that engage with community, local, state, federal, and international organizations by 3% in 2015-16
 FY2017: Increase the number of University events that engage with community, local, state, federal, and international organizations by 3-5% in 2016-17
 FY2018: Increase the number of University events that engage with community, local, state, federal, and international organizations by 3-5% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Special events coordinated	500	525	550

ASA 4.0	Program Summary		
	ACADEMIC SUPPORT		
Melinda Gebel, Director			
Institutional Analysis (480) 965-2318			
A.R.S. § 15-1601			

Mission:

To provide services and programs to faculty, staff and students in support of the instructional, research, and service mission of the university.

Description:

Academic Support services include the retention, preservation, and display of educational materials through libraries, museums and galleries; audio visual and other activities that aid in the transmission of information; separately budgeted course and curriculum development; and academic computing support.

◆ **Goal 1** To manage the number of books and periodical subscriptions owned by the university libraries for increased accessibility.

Objective: 1 FY2016: Ensure users have sufficient and timely access to the information resources they need in 2015-16 as more print subscriptions are moved to online
 FY2017: Ensure users have sufficient and timely access to the information resources they need in 2016-17 as more print subscriptions are moved to online
 FY2018: Ensure users have sufficient and timely access to the information resources they need in 2017-18 as more print subscriptions are moved to online

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Periodical subscriptions	63,122	64,000	65,000

Objective: 2 FY2016: Increase access to electronic resources in 2015-16 with readily available research and reference assistance
 FY2017: Increase access to electronic resources in 2016-17 with readily available research and reference assistance
 FY2018: Increase access to electronic resources in 2017-18 with readily available research and reference assistance

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Virtual/remote reference transactions	12,299	12,399	12,499

Objective: 3 FY2016: Provide access to the information resources and services users need through the Libraries web site in 2015-16
 FY2017: Provide access to the information resources and services users need through the Libraries web site in 2016-17
 FY2018: Provide access to the information resources and services users need through the Libraries web site in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Visits to Libraries web site	3,316,682	3,400,000	3,200,000

Objective: 4 FY2016: Provide access to the information resources and services users need through the Libraries Online Catalog in 2015-16
 FY2017: Provide access to the information resources and services users need through the Libraries Online Catalog in 2016-17
 FY2018: Provide access to the information resources and services users need through the Libraries Online Catalog in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Online catalog use (pageviews)	3,001,289	3,100,000	3,200,000

Objective: 5 FY2016: Increase access to electronic resources from convenient locations in 2015-16
 FY2017: Increase access to electronic resources from convenient locations in 2016-17
 FY2018: Increase access to electronic resources from convenient locations in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Online databases use (searches)	10,400,014	10,450,000	10,500,000

◆ **Goal 2** To increase impact and attendance by positioning the Museum as a center for research and discovery around new art forms and ideas for students and the public, utilizing strategies of presenting high quality exhibitions at ASU and international venues, international artist residencies, educational events for broad audiences including classes taught in the Museum, and transdisciplinary collaborative projects on and off campus.

Objective: 1 FY2016: Increase museum attendance in 2015-16 by integrating Museum exhibitions, collections, residencies and programs in student experience and curriculum
 FY2017: Increase museum attendance in 2016-17 by integrating Museum exhibitions, collections, residencies and programs in student experience and curriculum
 FY2018: Increase museum attendance in 2017-18 through reorganization of visitor services, integration of exhibitions and residencies into research and curriculum, and better marketing programs

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Annual attendance at university art collections	50,000	70,000	90,000

Objective: 2 FY2016: Increase lecture/special events attendance by 10-15% in 2015-16 through greater programmatic excellence, relevancy and better communications
 FY2017: Increase lecture/special events attendance in 2016-17 through greater programmatic excellence, relevancy and better communications
 FY2018: Increase lecture/special events attendance in 2017-18 through more innovative programs emphasizing learning and discovery in our three facilities

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Annual attendees of lectures and special events	25,000	35,000	45,000

◆ **Goal 3** To employ, provide, and maintain sufficient reliable microcomputer, network, and server resources to support the academic needs of the University.

Objective: 1 FY2016: Support the anticipated growth rate of mediated classrooms in 2015-16
 FY2017: Support the anticipated growth rate of mediated classrooms in 2016-17
 FY2018: Support the anticipated growth rate of mediated classrooms in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of mediated classrooms	438	448	453

Objective: 2 FY2016: Ensure all classrooms are equipped with mediation in 2015-16
 FY2017: Ensure all classrooms are equipped with mediation in 2016-17
 FY2018: Ensure all classrooms are equipped with mediation in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percentage of classrooms with mediation	100	100	100

Objective: 3 FY2016: Maintain the existing number of common computing site seats in 2015-16
 FY2017: Maintain the existing number of common computing site seats in 2016-17
 FY2018: Maintain the existing number of common computing site seats in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of common computing site seats	827	827	827

Objective: 4 FY2016: Address the projected need to replace outdated equipment in 2015-16
 FY2017: Address the projected need to replace outdated equipment in 2016-17
 FY2018: Address the projected need to replace outdated equipment in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percentage of site equipment out dated (>4 years old)	5	15	16

ASA 5.0	Program Summary		
	STUDENT SERVICES		
Melinda Gebel, Director			
Institutional Analysis (480) 965-2318			
A.R.S. § 15-1601			

2016 - 2018 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Mission:

To foster the academic, social, emotional, and physical growth of learners by creating an inclusive holistic learning environment that offers services and opportunities for students to maximize their learning experience and become well-rounded productive citizens.

Description:

Student Services includes functions and other activities with the primary purpose of contributing to students' emotional and physical well-being and intellectual, cultural and social development outside the context of the formal instruction program. These other activities include cultural events, student newspapers, intramural athletics, student organizations, nonacademic counseling and career guidance, student health services, and the administration at the senior vice presidential level.

◆ **Goal 1** To promote the emotional and physical well-being of students by providing quality health care services.

- Objective: 1** FY2016: Increase the number of students served at the student health center by 2% in 2015-16
 FY2017: Increase the number of students served at the student health center by 2% in 2016-17
 FY2018: Increase the number of students served at the student health center by 2% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Students receiving health care at the Campus Health Service	51,722	52,756	53,812

- Objective: 2** FY2016: Increase the number of students registered with the Disability Resource Center by 1-2% in 2015-16
 FY2017: Increase the number of students registered with the Disability Resource Center by 1-2% in 2016-17
 FY2018: Increase the number of students registered with the Disability Resource Center by 1-2% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Disabled students served	2,772	2,827	2,883

◆ **Goal 2** To enhance the quality of students' educational experience by providing programs and services which promote involvement in university activities and enhance opportunities for future employment.

- Objective: 1** FY2016: Increase the number of unique clubs and organizations available for students to participate in by 1-2% in 2015-16
 FY2017: Increase the number of unique clubs and organizations available for students to participate in by 1-2% in 2016-17
 FY2018: Increase the number of unique clubs and organizations available for students to participate in by 1-2% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Registered campus clubs and organizations	880	885	890

- Objective: 2** FY2016: Increase the number of students participating in career-related programs by 3-5% in 2015-16
 FY2017: Increase the number of students participating in career-related programs by 3-5% in 2016-17
 FY2018: Increase the number of students participating in career-related programs by 3-5% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Student participation in advising services, workshops, career events, job fairs, on-campus interviews, Sun Devil CareerLink engagement and special events offered by Career Services to assist students seeking employment, career guidance and professional development.	80,359	84,377	88,596

- Objective: 3** FY2016: Increase the overall number of employers recruiting ASU students by 3-5% in 2015-16
 FY2017: Increase the overall number of employers recruiting ASU students by 3-5% in 2016-17
 FY2018: Increase the overall number of employers recruiting ASU students by 3-5% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Organizations recruiting on campus and virtually	6,274	6,462	6,656

- Objective: 4** FY2016: Increase the overall number of internship and career positions by 3-5% in 2015-16
 FY2017: Increase the overall number of internship and career positions by 3-5% in 2016-17
 FY2018: Increase the overall number of internship and career positions by 3-5% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Jobs and internships approved and posted in Sun Devil CareerLink	16,795	17,299	17,818

◆ **Goal 3** To provide services that enhance the likelihood of students' academic success

- Objective: 1** FY2016: Increase the participation in student orientation experiences by 2-3% in 2015-16
 FY2017: Increase the participation in student orientation experiences by 2-3% in 2016-17
 FY2018: Increase the participation in student orientation experiences by 2-3% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Students participating in orientation	10,017	10,200	10,400

- Objective: 2** FY2016: Provide a residential environment in 2015-16 that supports a smooth transition to the university
 FY2017: Provide a residential environment in 2016-17 that supports a smooth transition to the university
 FY2018: Provide a residential environment in 2017-18 that supports a smooth transition to the university

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Students living in first-year residential communities	8,417	8,000	8,100

- Objective: 3** FY2016: Increase the number of students receiving financial assistance by 3% in 2015-16
 FY2017: Increase the number of students receiving financial assistance by 5% in 2016-17
 FY2018: Increase the number of students receiving financial assistance by 5% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Students receiving financial assistance in an academic year	87,684	92,068	96,672

NOTE: Reflects total university

- Objective: 4** FY2016: Increase amount of financial assistance disbursed to students by 3% in 2015-16
 FY2017: Increase amount of financial assistance disbursed to students by 5% in 2016-17
 FY2018: Increase amount of financial assistance disbursed to students by 5% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Dollar volume for all financial assistance programs (dollars in thousands)	1,370,826	1,439,368	1,511,336

NOTE: Reflects total university

◆ **Goal 4** To provide opportunities for men and women by developing and sustaining programs which help student athletes achieve success, both academically and athletically.

- Objective: 1** FY2016: Improve the academic performance of student athletes in FY 2016
 FY2017: Continue to improve the academic performance of student athletes in FY 2017
 FY2018: Continue to improve the academic performance of student athletes in FY 2018

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average GPA of student athletes (4.0 highest)	3.12	3.15	3.20

- Objective: 2** FY2016: Increase the percent of student athletes graduating in six years in FY 2016
 FY2017: Continue to increase the percent of student athletes graduating in six years in FY 2017
 FY2018: Continue to increase the percent of student athletes graduating in six years in FY 2018

2016 - 2018 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of student athletes graduating in six years based on NCAA Graduation Success Rate	84	87	88

Program Summary	
ASA 6.0	INSTITUTIONAL SUPPORT
Melinda Gebel, Director	
Institutional Analysis (480) 965-2318	
A.R.S. § 15-1601	

Mission:

To provide timely, efficient, and effective support for the university's mission of instruction, research, and public service goals through executive management, administrative information and services, adequate and well maintained facilities, and strong partnerships with alumni, community leaders, and State decision makers.

Description:

Institutional Support includes central executive level activities concerned with management and long-range planning for the entire university and the operation and maintenance of the physical plant. Administrative activities include planning and programming, legal services, fiscal operations, administrative data processing, space management, employee personnel and records, purchasing, stores, safety, security, printing, transportation services, community and alumni relations, and development and fundraising.

◆ **Goal 1** To provide efficient and comprehensive human resources programs and services to the university community in areas such as employment, training, employee relations, and other human resource activities.

- Objective:** 1 FY2016: Meet the need for professional development opportunities for staff unable to leave their units by developing more online offerings and increasing offerings by trainers from outside HR in 2015-16
 FY2017: Meet the need for professional development opportunities by improving the sophistication of leadership training with the development of prerequisite training and a "map" of online, in-person and cohort-based training in 2016-17
 FY2018: Continue to meet the need for professional development opportunities with new or expanded institutional programs

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of employees trained through targeted institutional programs	1,977	1,900	2,400

- Objective:** 2 FY2016: Manage or decrease administrative costs as a % of state expenditure authority in FY2016
 FY2017: Manage or decrease administrative costs as a % of state expenditure authority in FY2017
 FY2018: Manage or decrease administrative costs as a % of state expenditure authority in FY2018

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Administration as a percentage of total cost	1.99	1.86	1.76

- Objective:** 3 FY2016: Continue outreach to increase the number of qualified applicants in 2015-16
 FY2017: Continue outreach to increase the number of qualified applicants in 2016-17
 FY2018: Continue outreach to increase the number of qualified applicants in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Job applications processed	42,484	44,608	44,738

- Objective:** 4 FY2016: Continue to fill positions as need to support the academic mission in 2015-16
 FY2017: Continue to fill positions as need to support the academic mission in 2016-17
 FY2018: Continue to fill positions as need to support the academic mission in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Positions filled	2,508	2,884	3,316

- Objective:** 5 FY2016: Reduce staff turnover by 5-7% in 2015-16
 FY2017: Reduce staff turnover by 5-10% in 2016-17
 FY2018: Reduce staff turnover by 5-10% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of agency staff turnover (classified staff only)	15.5	13.5	12.5

◆ **Goal 2** To provide customer-focused, high quality facilities and services to enhance a safe and secure environment in support of the University's mission.

- Objective:** 1 FY2016: Increase maintenance work order man hours by 1% in FY 2016 to maintain new and existing facilities
 FY2017: Increase maintenance work order man hours by 1% in FY 2017 to maintain new and existing facilities
 FY2018: Increase maintenance work order man hours by 1% in FY 2018 to maintain new and existing facilities

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Maintenance work order man-hours on buildings/tunnels/structures	217,086	219,257	221,449

- Objective:** 2 FY2016: Increase participation in Fire Safety Awareness and Prevention training classes by 8-10% in FY 2016
 FY2017: Increase participation in Fire Safety Awareness and Prevention training classes by 8-10% in FY 2017
 FY2018: Increase participation in Fire Safety Awareness and Prevention training classes by 8-10% in FY 2018

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of faculty, staff, and students participating in fire and safety training classes	11,646	12,500	13,500

- Objective:** 3 FY2016: Maintain permit levels as more pay-as-you go options are provided while supporting ASU's sustainability goals in FY 2016
 FY2017: Maintain a balanced mix of parking payment options that include permit, visitor and mobile apps while encouraging the use of alternative modes in FY 2017
 FY2018: Maintain a balanced mix of parking payment options that include permit, visitor and mobile apps while encouraging the use of alternative modes in FY 2018

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Annual Parking Permit Sales to students and staff	19,700	19,000	19,000

- Objective:** 4 FY2016: Increase community-based police assignments and contacts by 2-3% in FY 2016
 FY2017: Increase community-based police assignments and contacts by 3-4% in FY 2017
 FY2018: Increase community-based police assignments and contacts by 3-4% in FY 2018

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Community-based police assignments and contacts	2,584	2,680	2,770

◆ **Goal 3** To maintain support for all telecommunications systems throughout the University.

- Objective:** 1 FY2016: Support the need for a 3-4% increase in port counts in 2015-16 due to campus growth
 FY2017: Ensure adequate number of port counts to support university needs in 2016-17
 FY2018: Ensure adequate number of port counts to support university needs in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Centrally supported Ethernet connections	138,058	132,400	127,000

NOTE: Reflects total university

- Objective:** 2 FY2016: Ensure adequate availability of internet bandwidth to meet university demand in 2015-16
 FY2017: Ensure adequate availability of internet bandwidth to meet university demand in 2016-17
 FY2018: Ensure adequate availability of internet bandwidth to meet university demand in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Internet bandwidth available (in Gigabits)	20	20	20

Agency 5-Year Plan

Issue 1 Increase participation in postsecondary education and ultimately increase baccalaureate degree production

Description: To broaden access to a quality education for all segments of the population, ASU must be positioned to accommodate the expected growth in high school graduates, particularly minority populations and a growing pool of older students requiring new job skills. Never in the history of Arizona has a university education been more important. Our knowledge-based economy and an ever-increasing trend toward globalization are changing the skills needed for success in the labor force. Yet, rising costs, need for financial aid, and years of under funding of public investments in higher education place the idea of access at risk. Tuition rates approved by the Board of Regents in recent years and future changes consistent with Board policy will help to meet some of the increasing need for financial aid and improve affordability for a greater number of students.

ASU is strongly committed to providing access to college for all qualified students. Furtherance of this goal requires bold and sustained planning to provide for the projected increases in enrollments, primarily of undergraduate students. Continued investment will be necessary to provide the infrastructure for the enrollment growth envisioned at each of the campuses.

Solutions:

Strategy 1: Increase efforts to enroll more Arizona high school graduates.

Strategy 2: Increase the diversity of the student population.

Strategy 3: Enhance partnerships with the community colleges to facilitate more effective transfer processes.

Strategy 4: Increase ASU Online program offerings to increase access for students seeking ASU degrees.

Strategy 5: Provide flexibility in course offerings and educational modalities.

Strategy 6: Increase financial assistance available to needy students.

Strategy 7: Establish Colleges@ASU sites that will provide an opportunity for students to complete baccalaureate degrees at lower costs.

Issue 2 Improve the quality of undergraduate and graduate education

Description: Undergraduate and graduate education are the cornerstones of the university enterprise. Students seek a high quality education that prepares them to be successful in their careers, to contribute to society, and to become lifelong learners. Today's graduates must have strong communication, team building, and critical thinking skills as well as a global perspective to be successful.

A continued emphasis on providing a quality educational experience requires examining and evolving how the university designs and delivers its instructional programs to maximize the impact of education. Improvements can be accomplished through new pedagogical techniques, such as adaptive learning, collaborative learning, service learning, and other learner-centered approaches; through the appropriate use of technology to enhance the learning environment; through undergraduate education that focuses on the student as an individual; by providing seamless access to the services and resources required for learning and creative and intellectual inquiry; and by providing an environment that fosters student scholarship. ASU continues to conceptualize and create a wide range of new interdisciplinary schools, institutes, centers, and programs that will foster the development of new knowledge. In addition, ASU is enhancing learning environments that facilitate learner-centered delivery with improved instructional technologies and flexible room design. Necessary public investments will provide the resources needed to improve the learning environments, to accommodate the increased student population, and to hire the faculty necessary to establish national standing for colleges and schools in every field.

Solutions:

Strategy 1: Increase the number of tenured and tenure-track faculty.

Strategy 2: Enhance the electronic systems that provide students with information to assist their academic planning and progress.

Strategy 3: Emphasize learning experiences that are outcomes-focused.

Strategy 4: Expand the use of alternative instructional methodologies and delivery methods.

Issue 3 Recruit and retain faculty and staff in highly competitive national and local markets during a period of limited resources

Description: Quality faculty members are fundamental to a quality university education. Without the best faculty members, providing Arizona citizens the superior quality higher education they deserve and the output of research innovations they expect is impossible, and Arizona will not be able to achieve the necessary cultural and economic vitality required for the state to thrive. At ASU, hiring and retaining outstanding faculty members continues to be a concern. Like the other Arizona universities, ASU struggles to consistently compete in the demanding marketplace of top institutions. With the public investment for salaries between FY05 and FY08, ASU made some progress in improving faculty salaries, enabling the University to recruit and retain highly recognized and respected academics in a variety of fields. But the average salary for faculty members continues to fall below most of its peer institutions. Staff salaries also continue to fall further behind comparable jobs in the relevant markets. Turnover among staff continues to be a significant problem, in part due to salaries that are not competitive with the local market.

Solutions:

Strategy 1: Close the gap on salaries as defined in the ABOR Annual Personnel Report through an ongoing commitment of performance salary adjustments. Public investment in faculty salaries is critical at this time to retain key faculty members as well as enabling ASU to continue attracting and successfully competing for the highest qualified new faculty members.

Strategy 2: Adopt and implement an ongoing commitment of salary improvement to address the significantly negative market position of staff (non-academic) salaries by targeting budgetary funds at a level anticipating salary movement of 3 - 4% per year, with allocations tied directly to outcome driven performance measures.

Strategy 3: Develop and maintain the laboratory facilities and the network and computational resources required by the research community. Maintaining competitiveness in research, faculty and student recruitment and retention requires well-equipped modern facilities as well as secure access to high capacity network connectivity; computational, data, and analytic resources required to support researchers; and the systems and application support staffing required by individual researchers, clusters, and research teams.

Strategy 4: Maintain the program to improve salary and benefits for graduate research and teaching assistants. Other universities with whom ASU competes for top-quality graduate students have better salary and benefits packages. Excellent graduate students are essential for improving the quality of both graduate programs and the broader research enterprise.

Issue 4 Expand research capabilities

Description: ASU continues to vigorously pursue long-term initiatives in such areas as health and biosciences, advanced materials, global security, renewable energy and sustainability, learning sciences, informatics and communications. Over the last decade, ASU is the fastest growing research enterprise among U.S. universities with research portfolios exceeding \$100M in research expenditures [NSF Surveys]. ASU's goal is to establish itself as a global center for interdisciplinary research, discovery and development by growing its research expenditures to more than \$700M annually by 2020. To support our aspirations, ASU has defined seven strategies and four key focus areas that will allow us to continue our exceptional growth, serve the surrounding community and increase the impact of the research and scholarly work of our faculty.

Solutions:

Strategy 1: Differentiate ASU from the competition through the procurement of large projects (> \$10 million) in several key target areas; health and biosciences, sustainability, flexible electronic systems, light-inspired energy, personalized learning, global security, and complex adaptive systems.

Strategy 2: Pursue a University Affiliated Research Center (UARC)-like entity (a research laboratory) on the scale of \$50-\$100 million per year, in energy, sustainability, advanced materials, national security, or biosciences.

Strategy 3: Continue to promote and support ASU's projects from across the university through the improvement of the Office for Research and Sponsored Project Administration infrastructure, reduction of faculty burden and providing assistance to the academic units for opportunity identification and development.

Strategy 4: Continue to expand philanthropic funding for our research programs by working closely with the Foundation to support its activities.

Strategy 5: Expand our collaborative research activities with industry to take advantage of their desire to shift basic and applied research requirements to university labs.

Strategy 6: Continue to pursue angel and venture investment in emerging companies. Activities will include developing a best-in-class intellectual property team and extension of Sky Song's entrepreneurship agenda.

Strategy 7: Develop and implement plans to provide the research facilities and infrastructure that are required to meet the research goals of the University.

Key Focus Area #1: Incorporate new approaches, including continued focus on interdisciplinary research

In keeping with the spirit of the New American University vision, we will continue to expand our research capabilities through an interdisciplinary approach. Interdisciplinary research involves not only drawing upon the expertise across the University but also includes partners such as industry, national laboratories, academia and clinical entities. We are focusing our efforts in bringing together researchers from disparate disciplines to tackle complex questions central to the areas of strategic interest. The Biodesign Institute and its research centers exemplify this approach. We are working on new industry-university consortium models that bring together industry and University researchers working collaboratively to address national challenges and result in significant educational and economic impact. We are increasingly focusing our research on global problems with local relevancy. We are also creating the ecosystems for promotion of innovation and entrepreneurship activities.

Key Focus Area #2: Increase participation in multi-institutional grants and consortiums

It is a strategic goal of ASU to be successful in securing several multi-institution, multi-disciplinary, multi-year, multi-million dollar(4M) research projects. A specific goal is to secure a national research laboratory or its equivalent by 2020. To achieve this objective, we will cultivate, identify, target and develop 4M research opportunities leveraging ASU strengths in strategic research areas. Competitive teams and consortia will be constructed by bringing in complementary strengths through partnerships with national laboratories, academia, industry and government partners to successfully secure these grants.

Key Focus Area #3: Accelerate technology transfer initiatives

As ASU's research enterprise has expanded over the past several years, AzTE has undertaken a variety of activities in furtherance of its mission to facilitate advancement of University technology into the marketplace.

- Closely align AzTE functions and support with established and new research initiatives
- Continue focus and support of existing initiatives and programs
- Increase connectivity with investors and industry through conferences and other outreach activities
- Form a seed stage venture capital fund led by ASU to accelerate the number of faculty related spin-outs
- Increase technology exposure through cross marketing activities with other universities
- Increase faculty interaction and outreach, including the establishment of an AzTE office on campus to foster faculty relationships and commercialization activities

Key Focus Area #4: Improve infrastructure to support research

Achieving our research expenditure goals will require additional research space. The University must develop plans to repurpose existing space and construct new facilities. To develop these plans the University has undertaken an effort to survey unused and underused space, determine return on investment of allocated space and consistently revisit space allocation to respond to the dynamic research needs. Results will be shared with all stakeholders and plans to refurbish and repurpose will be developed to meet current and future needs. Funds for construction of new buildings will involve State, Federal and Philanthropic entities. The University will work with the State to clearly define research priorities and communicate current and future space requirements. Federal and Philanthropic funding opportunities will also be explored where appropriate to address the current and future space requirements.

The University's information technology infrastructure is continuously challenged to keep pace with the rapid increase in externally funded research. To meet the demands of research growth and to plan for future growth, new tools must be designed and implemented across the Research Enterprise in a way that leverages existing IT infrastructure and increases functionality for the entire Research community. Implementation of an end-to-end research administration system will allow for immediate process improvements and continued research expenditure growth. The improvement of the information technology infrastructure will be executed concurrently with the reorganization of research administration personnel and business processes.

Issue 5 Enhance and improve local impact and social embeddedness

Description: Development of ASU requires the university to be a fully engaged and integral part of the social, cultural, and economic fabric of the metropolitan area and the state of Arizona. ASU will demonstrate its social embeddedness to the extent that the faculty and staff are supporting and sustaining communities and solving problems through applied research, service, and partnerships in the P-12 education system, business and industry, government, and the community. ASU must assist in building a socially diverse and economically viable community, in developing civic and community leadership, and in addressing challenges such as poverty, growth, economic development and diversification, social infrastructure, and quality of life. Achieving a higher degree of social embeddedness requires a change in the internal culture of the university as well as a change in the role of the university in the eyes of the community. The university must continue to expect employees to contribute to community life through their expertise, intellect, and engagement. And the community must come to see the university as the key resource and place to get advice about community issues and solutions to community problems.

Solutions:

Strategy 1: Address the interests and workforce needs of the metropolitan area and state in times of diminishing economic resources.

Strategy 2: Enhance partnerships with the community and the state.

Strategy 3: Increase the number of qualified teachers to meet the K-12 educational demands of a growing population and provide opportunities for continuing development

Issue 6 Maintain quality and breadth of baccalaureate degree programs in an environment of diminished and uncertain public investment and plans for cost constraints

Description: Beginning approximately a decade ago through FY 2012, Arizona State University (ASU) experienced a reduction in public investment of \$196,305,700 while student FTE enrollment grew by over 12,000 (20 percent). In response, ASU committed to protecting to the greatest extent possible the educational mission of the university, including reducing administrative and to a lesser extent student services functions rather than academic activities. Colleges and departments were consolidated, eliminating duplicate administrative structures. While the decline in state investment was real, and while the majority of the resulting burden was ameliorated through efficiency measures, reductions in cost, and by federal stimulus funds, tuition increases were relied upon to fill a portion of the lost revenue.

In response to the FY 2012 Higher Education Budget Reconciliation Bill, the Arizona Board of Regents (ABOR) convened a work group to extensively study and to develop a methodology to address the public investment per FTE student funding disparity that existed among the three Arizona Universities. As an outcome of the study, ASU requested and received a total of \$45.5 million over the three fiscal year period of FY 2013 - FY 2015.

In addition to addressing the aforementioned funding disparity, ABOR endorsed the legislatively mandate to develop a funding model calling for performance funding based on metrics and goals set for each of the universities. Although ASU submitted performance funding requests for both FY 2015 and FY2016 it did not receive performance funding in either year. In fact, ASU's FY 2016 base public investment was reduced by 15 percent (\$53.3 million). To mitigate approximately one quarter of this dramatic loss of support ASU implemented a temporary tuition surcharge on resident students. The surcharge will end when public investment restores 50 percent of the \$53.3 million reduction.

In conjunction with the funding reduction, the Governor challenged ABOR to refashion its existing strategic plan into a sustainable, long-term business plan that can count on the State of Arizona as one of many investors. The Board of Regents has endorsed a business plan-based request for public investment which focuses on resident student support with a goal of achieving base funding for half of the Educational and General (E&G) expenses for such students derived from public investment. At present, the state's public investment supports approximately 34% of the E&G cost for resident students across the university system.

ASU's FY 2018 operating budget request of \$45.7 million is comprised of two components, progress toward the goal of the state's commitment to fund 50 percent of the estimated cost of educating an Arizona resident student and resident student FTE growth funding to maintain annual progress toward the 50 percent funding goal. The \$45.7 million is not incremental to ASU's FY 2017 funding level, as the FY 2017 level included \$7 million in one-time funding that will be returned through the FY 2018 budget process. Finally, ASU is requesting a one-time capital appropriation of \$12.2 million to begin to address a deferred maintenance backlog that has reached the crisis stage.

Solutions:

Strategies:

Strategy 1: Restructure current funding mechanisms to create a sustainable enterprise financial model that relies on the State as one of many investors.

Strategy 2: Continue to introduce innovative curricula structures and student advising programs to improve outcomes within an efficient cost structure.

Resource Assumptions

	FY2019 Estimate	FY2020 Estimate	FY2021 Estimate
Full-Time Equivalent Positions	218.0	218.0	218.0
General Fund	41,806.1	41,783.7	41,786.1
Other Appropriated Funds	29,656.3	31,139.1	32,696.1
Non-Appropriated Funds	37,977.7	39,117.1	40,290.6
Federal Funds	20,390.3	21,613.7	22,910.5



Five-Year Strategic Plan

ASU at the West Campus

October 1, 2016

University Office of Institutional Analysis

2016 - 2018 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

AWA 0.0	Agency Summary
	ASU - WEST
Dr. Michael Crow, President (480) 965-8972 A.R.S. § 15-1601 Plan Contact: Melinda Gebel, Director, Institutional Analysis (480) 965-2318	

Mission:

To become a comprehensive campus that balances the traditions of liberal arts education with responsiveness to the dynamics of workforce requirements. The West campus colleges and schools are committed to teaching and research that are innovative, interdisciplinary, collaborative and problem-based.

Description:

ASU at the West campus is located in Phoenix and serves over 19,800 residential and commuter students of diverse ages, ethnicity, and experience through baccalaureate programs, master's programs, doctoral programs and certificate programs. The West campus focuses on developing a learning community that addresses the needs of a diverse metropolitan environment. It does this by offering learner-centered academic programs that enhance learning through teaching, service and enrichment opportunities; promoting discovery and innovation; pursuing new knowledge; introducing insights and creative ideas through instruction; encouraging direct involvement in new fields of inquiry; investigating important community-based issues; and integrating with the community through service based on scholarship.

AWA 1.0	Program Summary
	INSTRUCTION
Melinda Gebel, Director Institutional Analysis (480) 965-2318 A.R.S. § 15-1601	

Mission:

To offer high quality academic degrees, general studies, and honors programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.

Description:

Instruction is comprised of activities carried out during the academic year, summer sessions, and other periods outside the regular term and associated with degree credit and non-credit academic courses. This program also includes faculty departmental research and public service activities that are not separately budgeted and academic administration where instruction plays an important role, such as at the dean and department chair levels.

◆ **Goal 1** To improve undergraduate and graduate education.

- Objective:** 1 FY2016: Ensure availability of capstone and research-related courses for undergraduate students in 2015-16
FY2017: Ensure availability of capstone and research-related courses for undergraduate students in 2016-17
FY2018: Ensure availability of capstone and research-related courses for undergraduate students in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percentage of undergraduate degree recipients participating in research related or capstone (case study) experience	93	94	94

- Objective:** 2 FY2016: Maintain graduating seniors' FY 2015 level of satisfaction
FY2017: Maintain graduating seniors' FY 2016 level of satisfaction
FY2018: Increase graduating seniors' FY 2017 level of satisfaction by 1%

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of graduating seniors who rate their overall university experience as good or excellent	90	90	91

- Objective:** 3 FY2016: Ensure students have sufficient access to courses taught by ranked faculty in 2015-16
FY2017: Ensure students have sufficient access to courses taught by ranked faculty in 2016-17
FY2018: Ensure students have sufficient access to courses taught by ranked faculty in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of full-time undergraduate students enrolled per semester in three or more primary courses with ranked faculty	86	86	87

- Objective:** 4 FY2016: Increase full-time equivalent enrollment by 18% in 2015-16
FY2017: Increase full-time equivalent enrollment by 10% in 2016-17
FY2018: Increase full-time equivalent enrollment by 7% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Fall semester enrollment (full-time equivalent)	7,952	8,806	9,422

- Objective:** 5 FY2016: Increase minority graduate student representation by 1-2% in 2015-16
FY2017: Increase minority graduate student representation by 5-10% in 2016-17
FY2018: Increase minority graduate student representation by 3-5% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Minority graduate students as a percentage of total enrollment	28.2	31.0	32.0

◆ **Goal 2** To provide support services and courses that assist students in achieving academic success.

- Objective:** 1 FY2016: Ensure availability of internship and field experiences for undergraduate students in 2015-16
FY2017: Ensure availability of internship and field experiences for undergraduate students in 2016-17
FY2018: Ensure availability of internship and field experiences for undergraduate students in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of undergraduate students graduating with internships and field experiences	26	29	32

- Objective:** 2 FY2016: Contribute to retention progress by increasing student visits to academic support services areas and tutorials conducted by 2-3% in 2015-16
FY2017: Contribute to retention progress by increasing student visits to academic support services areas and tutorials conducted by 2-3% in 2016-17
FY2018: Contribute to retention progress by increasing student visits to academic support services areas and tutorials conducted by 2-3% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of tutorials offered by Academic Success Programs	14,544	14,980	15,429

◆ **Goal 3** To retain students and help them graduate.

- Objective:** 1 FY2016: Maintain freshman persistence rates in 2015-16
FY2017: Maintain freshman persistence rates in 2016-17
FY2018: Maintain freshman persistence rates in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of first-time, full-time freshman persisting after one year	84.4	83.0	85.0

- Objective:** 2 FY2016: Maintain the graduation rate for upper-division transfers in 2015-16
FY2017: Maintain the graduation rate for upper-division transfers in 2016-17
FY2018: Maintain the graduation rate for upper-division transfers in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of first-time, full-time, upper-division, degree-seeking undergraduate students graduating in four years	76	79	79

2016 - 2018 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Objective: 3 FY2016: Increase total degree production by 5-10% in 2015-16
 FY2017: Increase total degree production by 5% in 2016-17
 FY2018: Increase total degree production by 5% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of degrees granted	1,820	1,911	2,015

Objective: 4 FY2016: Increase baccalaureate degree production by 3-4% in 2015-16
 FY2017: Increase baccalaureate degree production by 3-5% in 2016-17
 FY2018: Increase baccalaureate degree production by 3-5% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of Bachelors degrees granted	1,170	1,211	1,265

Objective: 5 FY2016: Increase Master's degree production by 15-20% in 2015-16
 FY2017: Increase Master's degree production by 5-10% in 2016-17
 FY2018: Increase Master's degree production by 5-10% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of Masters degrees granted	632	681	732

AWA 2.0 **Program Summary**

ORGANIZED RESEARCH

Melinda Gebel, Director
 Institutional Analysis (480) 965-2318
 A.R.S. § 15-1601

Mission:
To foster pre-eminent scholarship and creative activity that serves the citizens of Arizona through the development, application, and transfer of new knowledge especially beneficial to Arizona.

Description:
 Organized Research includes research activities taking place within centers, divisions, bureaus, institutes and experiment stations formally approved by the Arizona Board of Regents. These activities are specifically created and organized to produce research, whether separately budgeted within the university or commissioned by an external agency, as with federal grants and contracts.

◆ **Goal 1** To provide a variety of research related opportunities for faculty so that they can improve their teaching and research activity skills.

Objective: 1 FY2016: Increase proposal volume by 8% in 2015-16 to allow for ASU to continue to meet ABOR Enterprise Plan goals
 FY2017: Increase proposal volume in 2016-17 to maintain a long-term 8% growth rate that will allow for ASU to continue to meet ABOR Enterprise Plan goals
 FY2018: Increase proposal volume in 2017-18 to maintain a long-term 8% growth rate that will allow for ASU to continue to meet ABOR Enterprise Plan goals

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Dollar value of proposals submitted (in millions)	77.5	89.3	96.4

Objective: 2 FY2016: Increase external dollars received by 5% in 2015-16 to allow for ASU to continue to meet ABOR Enterprise Plan goals
 FY2017: Increase external dollars received in 2016-17 to maintain a long-term 8% growth rate that will allow for ASU to continue to meet ABOR Enterprise Plan goals
 FY2018: Increase external dollars received in 2017-18 to maintain a long-term 8% growth rate that will allow for ASU to continue to meet ABOR Enterprise Plan goals

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
External dollars received for research and creative activity (in millions)	31.8	26.6	28.7

Objective: 3 FY2016: Increase total research expenditures by 6% in 2015-16 to allow for ASU to continue to meet ABOR Enterprise Plan goals
 FY2017: Increase total research expenditures in 2016-17 to maintain a long-term 8% growth rate that will allow for ASU to continue to meet ABOR Enterprise Plan goals
 FY2018: Increase total research expenditures in 2017-18 to maintain a long-term 8% growth rate that will allow for ASU to continue to meet ABOR Enterprise Plan goals

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Dollar value of total research expenditures (in millions)	12.5	13.5	14.6

Objective: 4 FY2016: Increase externally funded, non-research expenditures by 2% in 2015-16 as part of ASU's broader Knowledge Enterprise goals
 FY2017: Increase externally funded, non-research expenditures in 2016-17 to maintain a long-term 5% growth rate as part of ASU's broader Knowledge Enterprise goals
 FY2018: Increase externally funded, non-research expenditures in 2017-18 to maintain a long-term 5% growth rate as part of ASU's broader Knowledge Enterprise goals

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Dollar value of externally funded, non-research expenditures (in	14.1	19.3	20.3

AWA 3.0 **Program Summary**

PUBLIC SERVICE

Melinda Gebel, Director
 Institutional Analysis (480) 965-2318
 A.R.S. § 15-1601

Mission:
To serve the public by offering a public telecommunications system, by providing the finest available artists and productions in music, theater and dance, by establishing partnerships with local industry and educational institutions to foster community engagement, and by serving as a resource and focal point in providing information about various university services to the business community and economic development professionals.

Description:
 Public Service includes those activities established primarily to provide services beneficial to individuals and groups external to the university to enhance corporate and community engagement. Public Service includes conferences, general advisory services, reference bureaus, public radio and television, consulting, continuing education and professional development programs, and similar services to particular sectors of the community.

◆ **Goal 1** To serve local businesses and communities through various partnerships, events, and activities.

Objective: 1 FY2016: Strengthen ties with local businesses and communities with an increased number of participatory events
 FY2017: Continue to strengthen ties with local businesses and communities with an increased number of participatory events
 FY2018: Continue to strengthen ties with local businesses and communities with an increased number of participatory events

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of community/business participatory events both on and off campus.	97	120	130

AWA 4.0 **Program Summary**

ACADEMIC SUPPORT

Melinda Gebel, Director
 Institutional Analysis (480) 965-2318
 A.R.S. § 15-1601

Mission:
To provide services and programs to faculty, staff and students in support of the instructional, research, and service mission of the university.

Description:
 Academic Support services include retention, preservation, and display of educational materials through libraries, museums and galleries; audio visual and other activities that aid in the transmission of information; separately budgeted course and curriculum development; and academic computing

support.

◆ **Goal 1** To develop a cohesive integrated tiered reference/research support service.

Objective: 1 FY2016: Maintain print collections through effective preservation to support research and information needs in 2015-16

FY2017: Maintain print collections through effective preservation to support research and information needs in 2016-17

FY2018: Maintain print collections through effective preservation to support research and information needs in 2017-18

Performance Measures	FY 2016	FY 2017	FY 2018
	Actual	Estimate	Estimate
Library volumes	321,469	620,000	619,700

NOTE: Increase in FY17 due to move of documents from Tempe to West campus

Objective: 2 FY2016: Ensure users have sufficient access to resources to meet research and information needs in 2015-16

FY2017: Ensure users have sufficient access to resources to meet research and information needs in 2016-17

FY2018: Ensure users have sufficient access to resources to meet research and information needs in 2017-18

Performance Measures	FY 2016	FY 2017	FY 2018
	Actual	Estimate	Estimate
Items checked out including renewals	11,502	12,000	14,000

Objective: 3 FY2016: Increase user access to print collections outside of ASU in 2015-16 to support research and information needs

FY2017: Increase user access to print collections outside of ASU in 2016-17 to support research and information needs

FY2018: Increase user access to print collections outside of ASU in 2017-18 to support research and information needs

Performance Measures	FY 2016	FY 2017	FY 2018
	Actual	Estimate	Estimate
Items borrowed from other ASU libraries	1,559	1,600	1,700

Objective: 4 FY2016: Increase user access to the entire collection of the ASU Libraries in 2015-16 with daily delivery of borrowed items

FY2017: Increase user access to the entire collection of the ASU Libraries in 2016-17 with daily delivery of borrowed items

FY2018: Increase user access to the entire collection of the ASU Libraries in 2017-18 with daily delivery of borrowed items

Performance Measures	FY 2016	FY 2017	FY 2018
	Actual	Estimate	Estimate
Items borrowed from libraries outside ASU	1,205	1,250	1,400

◆ **Goal 2** To improve technology equipment access, training, and support for students.

Objective: 1 FY2016: Support the anticipated growth rate of mediated classrooms in 2015-16

FY2017: Support the anticipated growth rate of mediated classrooms in 2016-17

FY2018: Support the anticipated growth rate of mediated classrooms in 2017-18

Performance Measures	FY 2016	FY 2017	FY 2018
	Actual	Estimate	Estimate
Number of mediated classrooms	61	63	65

Objective: 2 FY2016: Ensure all classrooms are equipped with mediation in 2015-16

FY2017: Ensure all classrooms are equipped with mediation in 2016-17

FY2018: Ensure all classrooms are equipped with mediation in 2017-18

Performance Measures	FY 2016	FY 2017	FY 2018
	Actual	Estimate	Estimate
Percentage of classrooms with mediation	100	100	100

Objective: 3 FY2016: Decrease the existing number of common computing site seats in 2015-16 to lower maintenance overhead

FY2017: Maintain the existing number of common computing site seats in 2016-17

FY2018: Maintain the existing number of common computing site seats in 2017-18

Performance Measures	FY 2016	FY 2017	FY 2018
	Actual	Estimate	Estimate
Number of common computing site seats	144	144	144

Objective: 4 FY2016: Address any existing need to replace outdated equipment in 2015-16

FY2017: Address the projected need to replace outdated equipment in 2016-17

FY2018: Address the projected need to replace outdated equipment in 2017-18

Performance Measures	FY 2016	FY 2017	FY 2018
	Actual	Estimate	Estimate
Percentage of site equipment outdated (>4 years old)	0	7	7

AWA 5.0

Program Summary

STUDENT SERVICES

Melinda Gebel, Director

Institutional Analysis (480) 965-2318

A.R.S. § 15-1601

Mission:

To foster the academic, social, emotional, and physical growth of learners by creating an inclusive holistic learning environment that offers services and opportunities for students to maximize their learning experience and become well-rounded productive citizens.

Description:

Student Services includes functions and other activities with the primary purpose of contributing to students' emotional and physical well-being and intellectual, cultural and social development outside the context of the formal instruction program. These other activities include cultural events, student newspapers, intramural athletics, student organizations, nonacademic counseling and career guidance, student health services, and the administration at the senior vice presidential level.

◆ **Goal 1** To promote the emotional and physical well-being of students by providing quality health care services.

Objective: 1 FY2016: Increase the number of student served at the student health center by 4-5% in 2015-16

FY2017: Increase the number of student served at the student health center by 4-5% in 2016-17

FY2018: Increase the number of student served at the student health center by 4-5% in 2017-18

Performance Measures	FY 2016	FY 2017	FY 2018
	Actual	Estimate	Estimate
Students receiving health care on campus	1,504	1,564	1,627

Objective: 2 FY2016: Increase the number of students registered with the Disability Resource Center by 15-20% in 2015-16

FY2017: Increase the number of students registered with the Disability Resource Center by 5% in 2016-17

FY2018: Increase the number of students registered with the Disability Resource Center by 5% in 2017-18

Performance Measures	FY 2016	FY 2017	FY 2018
	Actual	Estimate	Estimate
Disabled students served	295	310	326

◆ **Goal 2** To enhance the quality of students' educational experience by providing programs and services which promote involvement in university activities and enhance opportunities for future employment.

Objective: 1 FY2016: Increase the number of on-campus student clubs and organizations by 5-10% in 2015-16

FY2017: Increase the number of on-campus student clubs and organizations by 5-10% in 2016-17

FY2018: Increase the number of on-campus student clubs and organizations by 5-10% in 2017-18

Performance Measures	FY 2016	FY 2017	FY 2018
	Actual	Estimate	Estimate
Registered campus clubs and organizations	62	65	68

Objective: 2 FY2016: Increase the number of students participating in career-related programs by 3-5% in 2015-16

FY2017: Increase the number of students participating in career-related programs by 3-5% in 2016-17

FY2018: Increase the number of students participating in career-related programs by 3-5% in 2017-18

2016 - 2018 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Student participation in advising services, workshops, career events, job fairs, on-campus interviews, virtual professional development services, specials events offered by Career Services to assist students seeking employment, career guidance and professional development	7,591	7,819	8,054

Objective: 3 FY2016: Increase the overall number of employers recruiting on campus by 1-3% in 2015-16
 FY2017: Increase the overall number of employers recruiting on campus by 1-3% in 2016-17
 FY2018: Increase the overall number of employers recruiting on campus by 1-3% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Organizations physically recruiting on campus	146	150	155

AWA 6.0	Program Summary
	INSTITUTIONAL SUPPORT
Melinda Gebel, Director	
Institutional Analysis (480) 965-2318	
A.R.S. § 15-1601	

Mission:

To provide timely, efficient, and effective support for the university's mission of instruction, research, and public service goals through executive management, administrative information and services, adequate and well maintained facilities, and strong partnerships with alumni, community leaders, and State decision makers.

Description:

Institutional Support includes central executive level activities concerned with management and long-range planning for the entire university and the operation and maintenance of the physical plant. Administrative activities include planning and programming, legal services, fiscal operations, administrative data processing, space management, employee personnel and records, purchasing, stores, safety, security, printing, transportation services, community and alumni relations, and development and fundraising.

◆ **Goal 1** To provide comprehensive administrative and human resource services to the campus community.

Objective: 1 FY2016: Continue outreach to increase the number of qualified applicants in 2015-16
 FY2017: Continue outreach to increase the number of qualified applicants in 2016-17
 FY2018: Continue outreach to increase the number of qualified applicants in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Job applications processed	3,046	3,198	3,358

Objective: 2 FY2016: Continue to fill positions as needed to support the academic mission in 2015-16
 FY2017: Continue to fill positions as needed to support the academic mission in 2016-17
 FY2018: Continue to fill positions as needed to support the academic mission in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Positions filled	141	148	155

Objective: 3 FY2016: Reduce staff turnover by 2% in 2015-16
 FY2017: Reduce staff turnover by 2-5% in 2016-17
 FY2018: Reduce staff turnover by 2-5% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of agency staff turnover (classified staff only)	5.0	4.8	4.5

Objective: 4 FY2016: Manage or decrease administrative costs as a % of state expenditure authority in FY2016
 FY2017: Manage or decrease administrative costs as a % of state expenditure authority in FY2017
 FY2018: Manage or decrease administrative costs as a % of state expenditure authority in FY2018

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Administration as a percent of total cost	1.99	1.86	1.76

◆ **Goal 2** To provide a safe and secure environment that responds to the needs of students, faculty, and staff.

Objective: 1 FY2016: Manage or reduce the number of crime incidences as the campus grows and mitigate any possible disruptions to the university community in 2015-16
 FY2017: Manage or reduce the number of crime incidences as the campus grows and mitigate any possible disruptions to the university community in 2016-17
 FY2018: Manage or reduce the number of crime incidences as the campus grows and mitigate any possible disruptions to the university community in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Crime reports	68	73	78

Objective: 2 FY2016: Manage or reduce the number of crime incidences as the campus grows and mitigate any possible disruptions to the university community in 2015-16
 FY2017: Manage or reduce the number of crime incidences as the campus grows and mitigate any possible disruptions to the university community in 2016-17
 FY2018: Manage or reduce the number of crime incidences as the campus grows and mitigate any possible disruptions to the university community in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Calls for Service	1,423	1,536	1,658

AWA 7.0	Program Summary
	AUXILIARY PROGRAM
Not available	

Agency 5-Year Plan

Issue 1 Increase participation in postsecondary education and ultimately increase baccalaureate degree production

Description: To broaden access to a quality education for all segments of the population, ASU must be positioned to accommodate the expected growth in high school graduates, particularly minority populations and a growing pool of older students requiring new job skills. Never in the history of Arizona has a university education been more important. Our knowledge-based economy and an ever-increasing trend toward globalization are changing the skills needed for success in the labor force. Yet, rising costs, need for financial aid, and years of under funding of public investments in higher education place the idea of access at risk. Tuition rates approved by the Board of Regents in recent years and future changes consistent with Board policy will help to meet some of the increasing need for financial aid and improve affordability for a greater number of students.

ASU is strongly committed to providing access to college for all qualified students. Furtherance of this goal requires bold and sustained planning to provide for the projected increases in enrollments, primarily of undergraduate students. Continued investment will be necessary to provide the infrastructure for the enrollment growth envisioned at each of the campuses.

Solutions:

Strategy 1: Increase efforts to enroll more Arizona high school graduates.

Strategy 2: Increase the diversity of the student population.

Strategy 3: Enhance partnerships with the community colleges to facilitate more effective transfer processes.

Strategy 4: Increase ASU Online program offerings to increase access for students seeking ASU degrees.

Strategy 5: Provide flexibility in course offerings and educational modalities.

Strategy 6: Increase financial assistance available to needy students.

Strategy 7: Establish Colleges@ASU sites that will provide an opportunity for students to complete baccalaureate degrees at lower costs

Issue 2 Improve the quality of undergraduate and graduate education

Description: Undergraduate and graduate education are the cornerstones of the university enterprise. Students seek a high quality education that prepares them to be successful in their careers, to contribute to society, and to become lifelong learners. Today's graduates must have strong communication, team building, and critical thinking skills as well as a global perspective to be successful.

A continued emphasis on providing a quality educational experience requires examining and evolving how the university designs and delivers its instructional programs to maximize the impact of education. Improvements can be accomplished through new pedagogical techniques, such as adaptive learning, collaborative learning, service learning, and other learner-centered approaches; through the appropriate use of technology to enhance the learning environment; through undergraduate education that focuses on the student as an individual; by providing seamless access to the services and resources required for learning and creative and intellectual inquiry; and by providing an environment that fosters student scholarship. ASU continues to conceptualize and create a wide range of new interdisciplinary schools, institutes, centers, and programs that will foster the development of new knowledge. In addition, ASU is enhancing learning environments that facilitate learner-centered delivery with improved instructional technologies and flexible room design. Necessary public investments will provide the resources needed to improve the learning environments, to accommodate the increased student population, and to hire the faculty necessary to establish national standing for colleges and schools in every field.

Solutions:

Strategy 1: Increase the number of tenured and tenure-track faculty.

Strategy 2: Enhance the electronic systems that provide students with information to assist their academic planning and progress.

Strategy 3: Emphasize learning experiences that are outcomes-focused.

Strategy 4: Expand the use of alternative instructional methodologies and delivery methods.

Issue 3 Recruit and retain faculty and staff in highly competitive national and local markets during a period of limited resources

Description: Quality faculty members are fundamental to a quality university education. Without the best faculty members, providing Arizona citizens the superior quality higher education they deserve and the output of research innovations they expect is impossible, and Arizona will not be able to achieve the necessary cultural and economic vitality required for the state to thrive. At ASU, hiring and retaining outstanding faculty members continues to be a concern. Like the other Arizona universities, ASU struggles to consistently compete in the demanding marketplace of top institutions. With the public investment provided by the state for salaries between FY05 and FY08, ASU made some progress in improving faculty salaries, enabling the University to recruit and retain highly recognized and respected academics in a variety of fields. But the average salary for faculty members continues to fall below most of its peer institutions. Staff salaries also continue to fall further behind comparable jobs in the relevant markets. Turnover among staff continues to be a significant problem, in part due to salaries that are not competitive with the local market.

Solutions:

Strategy 1: Close the gap on salaries as defined in the ABOR Annual Personnel Report through an ongoing commitment of performance salary adjustments. Public investment in faculty salaries is critical at this time to retain key faculty members as well as enabling ASU to continue attracting and successfully competing for the highest qualified new faculty members.

Strategy 2: Adopt and implement an ongoing commitment of salary improvement to address the significantly negative market position of staff (non-academic) salaries by targeting budgetary funds at a level anticipating salary movement of 3 - 4% per year, with allocations tied directly to outcome driven performance measures.

Strategy 3: Develop and maintain the laboratory facilities and the network and computational resources required by the research community. Maintaining competitiveness in research, faculty and student recruitment and retention requires well-equipped modern facilities as well as secure access to high capacity network connectivity; computational, data, and analytic resources required to support researchers; and the systems and application support staffing required by individual researchers, clusters, and research teams.

Strategy 4: Maintain the program to improve salary and benefits for graduate research and teaching assistants. Other universities with whom ASU competes for top-quality graduate students have better salary and benefits packages. Excellent graduate students are essential for improving the quality of both graduate programs and the broader research enterprise.

Issue 4 Expand research capabilities

Description: ASU continues to vigorously pursue long-term initiatives in such areas as health and biosciences, advanced materials, global security, renewable energy and sustainability, learning sciences, informatics and communications. Over the last decade, ASU is the fastest growing research enterprise among U.S. universities with research portfolios exceeding \$100M in research expenditures [NSF Surveys]. ASU's goal is to establish itself as a global center for interdisciplinary research, discovery and development by growing its research expenditures to more than \$700M annually by 2020. To support our aspirations, ASU has defined seven strategies and four key focus areas that will allow us to continue our exceptional growth, serve the surrounding community and increase the impact of the research and scholarly work of our faculty.

Solutions:

Strategy 1: Differentiate ASU from the competition through the procurement of large projects (> \$10 million) in several key target areas; health and biosciences, sustainability, flexible electronic systems, light-inspired energy, personalized learning, global security, and complex adaptive systems.

Strategy 2: Pursue a University Affiliated Research Center (UARC)-like entity (a research laboratory) on the scale of \$50-\$100 million per year, in energy, sustainability, advanced materials, national security, or biosciences.

Strategy 3: Continue to promote and support ASU's projects from across the university through the improvement of the Office for Research and Sponsored Project Administration infrastructure, reduction of faculty burden and providing assistance to the academic units for opportunity identification and development.

Strategy 4: Continue to expand philanthropic funding for our research programs by working closely with the Foundation to support its activities.

Strategy 5: Expand our collaborative research activities with industry to take advantage of their desire to shift basic and applied research requirements to university labs.

Strategy 6: Continue to pursue angel and venture investment in emerging companies. Activities will include developing a best-in-class intellectual property team and extension of Sky Song's entrepreneurship agenda.

Strategy 7: Develop and implement plans to provide the research facilities and infrastructure that are required to meet the research goals of the University.

Key Focus Area #1: Incorporate new approaches, including continued focus on interdisciplinary research

In keeping with the spirit of the New American University vision, we will continue to expand our research capabilities through an interdisciplinary approach. Interdisciplinary research involves not only drawing upon the expertise across the University but also includes partners such as industry, national laboratories, academia and clinical entities. We are focusing our efforts in bringing together researchers from disparate disciplines to tackle complex questions central to the areas of strategic interest. The Biodesign Institute and its research centers exemplify this approach. We are working on new industry-university consortium models that bring together industry and University researchers working collaboratively to address national challenges and result in significant educational and economic impact. We are increasingly focusing our research on global problems with local relevancy. We are also creating the ecosystems for promotion of innovation and entrepreneurship activities.

Key Focus Area #2: Increase participation in multi-institutional grants and consortiums

It is a strategic goal of ASU to be successful in securing several multi-institution, multi-disciplinary, multi-year, multi-million dollar(4M) research projects. A specific goal is to secure a national research laboratory or its equivalent by 2020. To achieve this objective, we will cultivate, identify, target and develop 4M research opportunities leveraging ASU strengths in strategic research areas. Competitive teams and consortia will be constructed by bringing in complementary strengths through partnerships with national laboratories, academia, industry and government partners to successfully secure these grants.

Key Focus Area #3: Accelerate technology transfer initiatives

As ASU's research enterprise has expanded over the past several years, AzTE has undertaken a variety of activities in furtherance of its mission to facilitate advancement of University technology into the marketplace.

- Closely align AzTE functions and support with established and new research initiatives
- Continue focus and support of existing initiatives and programs
- Increase connectivity with investors and industry through conferences and other outreach activities
- Form a seed stage venture capital fund led by ASU to accelerate the number of faculty related spin-outs
- Increase technology exposure through cross marketing activities with other universities
- Increase faculty interaction and outreach, including the establishment of an AzTE office on campus to foster faculty relationships and commercialization activities

Key Focus Area #4: Improve infrastructure to support research

Achieving our research expenditure goals will require additional research space. The University must develop plans to repurpose existing space and construct new facilities. To develop these plans the University has undertaken an effort to survey unused and underused space, determine return on investment of allocated space and consistently revisit space allocation to respond to the dynamic research needs. Results will be shared with all stakeholders and plans to refurbish and repurpose will be developed to meet current and future needs. Funds for construction of new buildings will involve State, Federal and Philanthropic entities. The University will work with the State to clearly define research priorities and communicate current and future space requirements. Federal and Philanthropic funding opportunities will also be explored where appropriate to address the current and future space requirements.

The University's information technology infrastructure is continuously challenged to keep pace with the rapid increase in externally funded research. To meet the demands of research growth and to plan for future growth, new tools must be designed and implemented across the Research Enterprise in a way that leverages existing IT infrastructure and increases functionality for the entire Research community. Implementation of an end-to-end research administration system will allow for immediate process improvements and continued research expenditure growth. The improvement of the information technology infrastructure will be executed concurrently with the reorganization of research administration personnel and business processes.

Issue 5 Enhance and improve local impact and social embeddedness

Description: Development of ASU requires the university to be a fully engaged and integral part of the social, cultural, and economic fabric of the metropolitan area and the state of Arizona. ASU will demonstrate its social embeddedness to the extent that the faculty and staff are supporting and sustaining communities and solving problems through applied research, service, and partnerships in the P-12 education system, business and industry, government, and the community. ASU must assist in building a socially diverse and economically viable community, in developing civic and community leadership, and in addressing challenges such as poverty, growth, economic development and diversification, social infrastructure, and quality of life. Achieving a higher degree of social embeddedness requires a change in the internal culture of the university as well as a change in the role of the university in the eyes of the community. The university must continue to expect employees to contribute to community life through their expertise, intellect, and engagement. And the community must come to see the university as the key resource and place to get advice about community issues and solutions to community problems.

Solutions:

Strategy 1: Address the interests and workforce needs of the metropolitan area and state in times of diminishing economic resources.

Strategy 2: Enhance partnerships with the community and the state.

Strategy 3: Increase the number of qualified teachers to meet the K-12 educational demands of a growing population and provide opportunities for continuing development

Issue 6 Maintain quality and breadth of baccalaureate degree programs in an environment of diminished and uncertain public investment and plans for cost constraints

Description: Beginning approximately a decade ago through FY 2012, Arizona State University (ASU) experienced a reduction in public investment of \$196,305,700 while student FTE enrollment grew by over 12,000 (20 percent). In response, ASU committed to protecting to the greatest extent possible the educational mission of the university, including reducing administrative and to a lesser extent student services functions rather than academic activities. Colleges and departments were consolidated, eliminating duplicate administrative structures. While the decline in state investment was real, and while the majority of the resulting burden was ameliorated through efficiency measures, reductions in cost, and by federal stimulus funds, tuition increases were relied upon to fill a portion of the lost revenue.

In response to the FY 2012 Higher Education Budget Reconciliation Bill, the Arizona Board of Regents (ABOR) convened a work group to extensively study and to develop a methodology to address the public investment per FTE student funding disparity that existed among the three Arizona Universities. As an outcome of the study, ASU requested and received a total of \$45.5 million over the three fiscal year period of FY 2013 - FY 2015.

In addition to addressing the aforementioned funding disparity, ABOR endorsed the legislatively mandate to develop a funding model calling for performance funding based on metrics and goals set for each of the universities. Although ASU submitted performance funding requests for both FY 2015 and FY2016 it did not receive performance funding in either year. In fact, ASU's FY 2016 base public investment was reduced by 15 percent (\$53.3 million). To mitigate approximately one quarter of this dramatic loss of support ASU implemented a temporary tuition surcharge on resident students. The surcharge will end when public investment restores 50 percent of the \$53.3 million reduction.

In conjunction with the funding reduction, the Governor challenged ABOR to refashion its existing strategic plan into a sustainable, long-term business plan that can count on the State of Arizona as one of many investors. The Board of Regents has endorsed a business plan-based request for public investment which focuses on resident student support with a goal of achieving base funding for half of the Educational and General (E&G) expenses for such students derived from public investment. At present, the state's public investment supports approximately 34% of the E&G cost for resident students across the university system.

ASU's FY 2018 operating budget request of \$45.7 million is comprised of two components, progress toward the goal of the state's commitment to fund 50 percent of the estimated cost of educating an Arizona resident student and resident student FTE growth funding to maintain annual progress toward the 50 percent funding goal. The \$45.7 million is not incremental to ASU's FY 2017 funding level, as the FY 2017 level included \$7 million in one-time funding that will be returned through the FY 2018 budget process. Finally, ASU is requesting a one-time capital appropriation of \$12.2 million to begin to address a deferred maintenance backlog that has reached the crisis stage.

Solutions:

Strategies:

Strategy 1: Restructure current funding mechanisms to create a sustainable enterprise financial model that relies on the State as one of many investors.

Strategy 2: Continue to introduce innovative curricula structures and student advising programs to improve outcomes within an efficient cost structure.

Resource Assumptions

	FY2019 Estimate	FY2020 Estimate	FY2021 Estimate
Full-Time Equivalent Positions	23.0	23.0	23.0
General Fund	3,127.6	3,127.6	3,127.6
Other Appropriated Funds	2,209.5	2,320.0	2,436.0
Non-Appropriated Funds	3,816.6	3,931.1	4,049.1
Federal Funds	821.1	870.4	922.6



Five-Year Strategic Plan

ASU at the Polytechnic Campus

October 1, 2016

University Office of Institutional Analysis

AXA 0.0	Agency Summary
	ASU - POLYTECHNIC
Dr. Michael Crow, President (480) 965-8972 A.R.S. § 15-1601 Plan Contact: Melinda Gebel, Director, Institutional Analysis (480) 965-2318	

Mission:

To emphasize professional and technological programs based in the liberal arts and sciences and engage in intellectual inquiry focused on addressing societal needs by offering undergraduate and graduate programs primarily in professional and technological fields and in selected areas of the liberal arts and sciences; engaging in forms of scholarship involved with discovering, integrating, applying, and transmitting knowledge to address the conditions and concerns of society; and working with community partners in accomplishing all aspects of this mission.

Description:

Arizona State University at the Polytechnic campus serves over 15,500 students and the metropolitan area through baccalaureate and graduate degree programs as well as through applied research and service. The programs at The Polytechnic campus provide students with the knowledge and extensive technological competence to succeed in their chosen professions and further learning. The Polytechnic campus offers an environment that places students at the center, embraces diversity and interdisciplinary inquiry, and strives to integrate the academic and social lives of students. Programs have outcomes directly relevant to the needs of society and the community, emphasizing collaboration and partnership to foster the educational, economic, and cultural development of local communities, the metropolitan area, the state, and the nation.

AXA 1.0	Program Summary
	INSTRUCTION
Melinda Gebel, Director Institutional Analysis (480) 965-2318 A.R.S. § 15-1601	

Mission:

To offer high quality academic degrees, general studies, and honors programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.

Description:

Instruction is comprised of activities carried out during the academic year, summer sessions, and other periods outside the regular term and associated with degree credit and non-credit academic courses. This program also includes faculty departmental research and public service activities that are not separately budgeted and academic administration where instruction plays an important role, such as at the dean and department chair levels.

◆ **Goal 1** To improve undergraduate and graduate education.

- Objective:** 1 FY2016: Increase graduating seniors' FY 2015 level of satisfaction by 1%
FY2017: Maintain graduating seniors' FY 2016 level of satisfaction
FY2018: Increase graduating seniors' FY 2017 level of satisfaction by 1%

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of graduating students who rate their overall experience at ASU Polytechnic as good or excellent	87	87	88

- Objective:** 2 FY2016: Ensure students have sufficient access to courses taught by ranked faculty in 2015-16
FY2017: Ensure students have sufficient access to courses taught by ranked faculty in 2016-17
FY2018: Ensure students have sufficient access to courses taught by ranked faculty in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of full-time undergraduate students enrolled per semester in three or more primary courses with ranked faculty	83	83	84

- Objective:** 3 FY2016: Increase total degree production by 5-10% in 2015-16
FY2017: Increase total degree production by 5% in 2016-17
FY2018: Increase total degree production by 5% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of degrees granted	1,599	1,684	1,779

- Objective:** 4 FY2016: Increase baccalaureate degree production by 3-4% in 2015-16
FY2017: Increase baccalaureate degree production by 3-5% in 2016-17
FY2018: Increase baccalaureate degree production by 3-5% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of Bachelors degrees granted	930	963	1,005

- Objective:** 5 FY2016: Increase Masters degree production by 15-20% in 2015-16
FY2017: Increase Masters degree production by 5-10% in 2016-17
FY2018: Increase Masters degree production by 5-10% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of Masters degrees granted	665	717	770

- Objective:** 6 FY2016: Improve student efficiency in time to baccalaureate degree completion in 2015-16
FY2017: Improve student efficiency in time to baccalaureate degree completion in 2016-17
FY2018: Improve student efficiency in time to baccalaureate degree completion in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average number of years taken to graduate for student who began as freshmen	4.6	4.5	4.5

- Objective:** 7 FY2016: Increase headcount enrollment by 15% in 2015-16
FY2017: Increase headcount enrollment by 6% in 2016-17
FY2018: Increase headcount enrollment by 5% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Fall semester enrollment (headcount)	14,632	15,525	16,301

◆ **Goal 2** To provide support services and courses that assist students in achieving academic success.

- Objective:** 1 FY2016: Contribute to retention progress by increasing student visits to academic support services areas and tutorials conducted by 2-3% in 2015-16
FY2017: Contribute to retention progress by increasing student visits to academic support services areas and tutorials conducted by 10-20% in 2016-17
FY2018: Contribute to retention progress by increasing student visits to academic support services areas and tutorials conducted by 10-20% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of tutorials conducted by University Academic Success Programs	14,644	16,108	19,609

AXA 2.0	Program Summary
	ORGANIZED RESEARCH
Melinda Gebel, Director Institutional Analysis (480) 965-2318 A.R.S. § 15-1601	

Mission:

To foster pre-eminent scholarship and creative activity that serves the citizens of Arizona through the development, application, and transfer of

new knowledge especially beneficial to Arizona.

Description:

Organized Research includes research activities taking place within centers, divisions, bureaus, institutes and experiment stations formally approved by the Arizona Board of Regents. These activities are specifically created and organized to produce research, whether separately budgeted within the university or commissioned by an external agency, as with federal grants and contracts.

◆ **Goal 1** To provide support mechanisms for ASU Polytechnic researchers in an effort to increase research and sponsored project activities.

Objective: 1 FY2016: Increase proposal volume by 8% in 2015-16 to allow for ASU to continue to meet ABOR Enterprise Plan goals

FY2017: Increase proposal volume in 2016-17 to maintain a long-term 8% growth rate that will allow for ASU to continue to meet ABOR Enterprise Plan goals

FY2018: Increase proposal volume in 2017-18 to maintain a long-term 8% growth rate that will allow for ASU to continue to meet ABOR Enterprise Plan goals

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Dollar value of sponsored project proposals submitted (in millions)	49.6	57.5	62.1

Objective: 2 FY2016: Increase external dollars received by 8% in 2015-16 to allow for ASU to continue to meet ABOR Enterprise Plan goals

FY2017: Increase external dollars received in 2016-17 to maintain a long-term 8% growth rate that will allow for ASU to continue to meet ABOR Enterprise Plan goals

FY2018: Increase external dollars received in 2017-18 to maintain a long-term 8% growth rate that will allow for ASU to continue to meet ABOR Enterprise Plan goals

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
External dollars received for research and creative activity (in millions)	9.3	8.0	8.6

Objective: 3 FY2016: Increase total research expenditures by 6% in 2015-16 to allow for ASU to continue to meet ABOR Enterprise Plan goals

FY2017: Increase total research expenditures in 2016-17 to maintain a long-term 8% growth rate that will allow for ASU to continue to meet ABOR Enterprise Plan goals

FY2018: Increase total research expenditures in 2017-18 to maintain a long-term 8% growth rate that will allow for ASU to continue to meet ABOR Enterprise Plan goals

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Dollar value of total research expenditures (in millions)	7.1	7.7	8.3

Objective: 4 FY2016: Increase externally funded, non-research expenditures by 5% in 2015-16 as part of ASU's broader Knowledge Enterprise goals

FY2017: Increase externally funded, non-research expenditures in 2016-17 to maintain a long-term 5% growth rate as part of ASU's broader Knowledge Enterprise goals

FY2018: Increase externally funded, non-research expenditures in 2017-18 to maintain a long-term 5% growth rate as part of ASU's broader Knowledge Enterprise goals

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Dollar value of externally funded, non-research expenditures (in	1.9	1.7	1.8

AXA 3.0	Program Summary
	PUBLIC SERVICE
Melinda Gebel, Director	
Institutional Analysis (480) 965-2318	
A.R.S. § 15-1601	

Mission:

To serve the public by offering a public telecommunications system, by providing the finest available artists and productions in music, theater and dance, by establishing partnerships with local industry and educational institutions to foster community engagement, and by serving as a resource and focal point in providing information about various university services to the business community and economic development professionals.

Description:

Public Service includes those activities established primarily to provide services beneficial to individuals and groups external to the university to enhance corporate and community engagement. Public Service includes conferences, general advisory services, reference bureaus, public radio and television, consulting, continuing education and professional development programs, and similar services to particular sectors of the community.

◆ **Goal 1** To partner with industry and the community to develop innovative solutions and to provide high quality continuing education courses and training programs.

Objective: 1 FY2016: Strengthen corporate and community engagement through participation in professional activities in 2015-16

FY2017: Strengthen corporate and community engagement through participation in professional activities in 2016-17

FY2018: Strengthen corporate and community engagement through participation in professional activities in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of people served in professional activities (The Poly School).	118	120	125

Objective: 2 FY2016: Strengthen corporate and community engagement by promoting sponsor-supported research projects for students in 2015-16

FY2017: Strengthen corporate and community engagement by promoting sponsor-supported research projects for students in 2016-17

FY2018: Strengthen corporate and community engagement by promoting sponsor-supported research projects for students in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of iProject and external (non-agency) research sponsors.	30	45	50

◆ **Goal 2** To provide meaningful community engagement opportunities through education.

Objective: 1 FY2016: Expand community engagement by increasing attendance at educational activities in 2015-16

FY2017: Expand community engagement by increasing attendance at educational activities in 2016-17

FY2018: Expand community engagement by increasing attendance at educational activities in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of attendees at K-12 outreach activities.	10,626	10,271	11,325

AXA 4.0	Program Summary
	ACADEMIC SUPPORT
Melinda Gebel, Director	
Institutional Analysis (480) 965-2318	
A.R.S. § 15-1601	

Mission:

To provide services and programs to faculty, staff and students in support of the instructional, research, and service mission of the university.

Description:

Academic Support services include retention, preservation, and display of educational materials through libraries, museums and galleries; audio visual and other activities that aid in the transmission of information; separately budgeted course and curriculum development; and academic computing support.

◆ **Goal 1** To provide Library Services as an integral and essential component in the academic success of students and faculty.

Objective: 1 FY2016: Increase student and faculty usage in 2015-2016 by providing a comfortable environment conducive to study and research

FY2017: Increase student and faculty usage in 2016-2017 by providing a comfortable environment conducive to study and research

FY2018: Increase student and faculty usage in 2017-2018 by providing a comfortable environment conducive to study and research

2016 - 2018 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Library gate count	141,893	145,000	150,000

Objective: 2 FY2016: Ensure users have sufficient access to resources and computers during the 2015-2016 year
 FY2017: Ensure users have sufficient access to resources and computers during the 2016-2017 year
 FY2018: Ensure users have sufficient access to resources and computers during the 2017-2018 year

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Workstations available for public use in library facilities	29	29	30

Objective: 3 FY2016: Ensure users have sufficient access to resources and computers during the 2015-2016 year
 FY2017: Ensure users have sufficient access to resources and computers during the 2016-2017 year
 FY2018: Ensure users have sufficient access to resources and computers during the 2017-2018 year

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of hours the library is open each week	87	87	87

◆ **Goal 2** To provide students and faculty with the technological resources and services needed to support accomplishment of their academic goals.

Objective: 1 FY2016: Support the anticipated growth rate of mediated classrooms in 2015-16
 FY2017: Support the anticipated growth rate of mediated classrooms in 2016-17
 FY2018: Support the anticipated growth rate of mediated classrooms in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of mediated classrooms	98	97	99

Objective: 2 FY2016: Ensure all classrooms are equipped with mediation in 2015-16
 FY2017: Ensure all classrooms are equipped with mediation in 2016-17
 FY2018: Ensure all classrooms are equipped with mediation in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percentage of classrooms with mediation	100	100	100

Objective: 3 FY2016: Maintain the existing number of common computing site seats in 2015-16
 FY2017: Maintain the existing number of common computing site seats in 2016-17
 FY2018: Maintain the existing number of common computing site seats in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of common computing site seats	93	93	93

Objective: 4 FY2016: Address any existing need to replace outdated equipment in 2015-16
 FY2017: Address the projected need to replace outdated equipment in 2016-17
 FY2018: Address the projected need to replace outdated equipment in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percentage of site equipment outdated (>4 years old)	0	11	11

AXA 5.0 Program Summary STUDENT SERVICES Melinda Gebel, Director Institutional Analysis (480) 965-2318 A.R.S. § 15-1601

Mission:

To foster the academic, social, emotional, and physical growth of learners by creating an inclusive holistic learning environment that offers services and opportunities for students to maximize their learning experience and become well-rounded productive citizens.

Description:

Student Services includes functions and other activities with the primary

purpose of contributing to students' emotional and physical well-being and intellectual, cultural and social development outside the context of the formal instruction program. These other activities include cultural events, student newspapers, intramural athletics, student organizations, nonacademic counseling and career guidance, student health services, and the administration at the senior vice presidential level.

◆ **Goal 1** To promote the emotional and physical well-being of students by providing quality health care services.

Objective: 1 FY2016: Increase the number of students served at the student health center by 8% in 2015-16
 FY2017: Increase the number of students served at the student health center by 8% in 2016-17
 FY2018: Increase the number of students served at the student health center by 8% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Students receiving health care at the Student Health Center (provider/nurse visits)	2,249	2,429	2,623

◆ **Goal 2** To enhance the quality of students' educational experience by providing programs and services which promote involvement in university activities and enhance opportunities for future employment.

Objective: 1 FY2016: Increase the number of students registered with the Disability Resource Center by 5% in 2015-16
 FY2017: Increase the number of students registered with the Disability Resource Center by 5% in 2016-17
 FY2018: Increase the number of students registered with the Disability Resource Center by 5% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of students registered to receive services from Disability Resource Center	328	344	361

Objective: 2 FY2016: Increase the number of on-campus student clubs and organizations by 5-10% in 2015-16
 FY2017: Increase the number of on-campus student clubs and organizations by 5-10% in 2016-17
 FY2018: Increase the number of on-campus student clubs and organizations by 5-10% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Registered campus clubs and organizations	83	88	92

Objective: 3 FY2016: Increase the overall number of employers recruiting on campus by 3-5% in 2015-16
 FY2017: Increase the overall number of employers recruiting on campus by 3-5% in 2016-17
 FY2018: Increase the overall number of employers recruiting on campus by 3-5% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Organizations physically recruiting on campus and virtually	93	98	103

Objective: 4 FY2016: Increase the number of students participating in career-related programs by 3-5% in 2015-16
 FY2017: Increase the number of students participating in career-related programs by 3-5% in 2016-17
 FY2018: Increase the number of students participating in career-related programs by 3-5% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Students participating in career-related programs	6,824	7,029	7,240

◆ **Goal 3** To provide services that enhance the likelihood of students' academic success by providing experiences that are designed to facilitate a smooth transition to the university.

Objective: 1 FY2016: Increase participation in student orientation experiences by 5% in 2015-16
 FY2017: Increase participation in student orientation experiences by 2-3% in 2016-17
 FY2018: Increase participation in student orientation experiences by 2-3% in 2017-18

2016 - 2018 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Students participating in student orientation experiences	498	515	530

Objective: 2 FY2016: Increase the number of new freshmen living in residential halls by 6% in 2015-16
 FY2017: Increase the number of new freshmen living in residential halls by 6% in 2016-17
 FY2018: Increase the number of new freshmen living in residential halls by 2-5% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Students living in first-year residential communities	425	440	450

AXA 6.0 Melinda Gebel, Director Institutional Analysis (480) 965-2318 A.R.S. § 15-1601	Program Summary INSTITUTIONAL SUPPORT
---	---

Mission:

To provide timely, efficient, and effective support for the university's mission of instruction, research, and public service goals through executive management, administrative information and services, adequate and well maintained facilities, and strong partnerships with alumni, community leaders, and State decision makers.

Description:

Institutional Support includes central executive level activities concerned with management and long-range planning for the entire university and the operation and maintenance of the physical plant. Administrative activities include planning and programming, legal services, fiscal operations, administrative data processing, space management, employee personnel and records, purchasing, stores, safety, security, printing, transportation services, community and alumni relations, and development and fundraising.

◆ **Goal 1** To provide comprehensive administrative and human resource services to the campus community.

Objective: 1 FY2016: Continue outreach to increase the number of qualified applicants in 2015-16
 FY2017: Continue outreach to increase the number of qualified applicants in 2016-17
 FY2018: Continue outreach to increase the number of qualified applicants in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Job applications processed	1,099	1,154	1,211

Objective: 2 FY2016: Continue to fill positions as needed to support the academic mission in 2015-16
 FY2017: Continue to fill positions as needed to support the academic mission in 2016-17
 FY2018: Continue to fill positions as needed to support the academic mission in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Positions filled	81	85	89

Objective: 3 FY2016: Reduce staff turnover by 2% in 2015-16
 FY2017: Reduce staff turnover by 2-5% in 2016-17
 FY2018: Reduce staff turnover by 2-5% in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of agency staff turnover (classified staff only)	3.2	3.0	2.8

Objective: 4 FY2016: Manage or decrease administrative costs as a % of state expenditure authority in FY2016
 FY2017: Manage or decrease administrative costs as a % of state expenditure authority in FY2017
 FY2018: Manage or decrease administrative costs as a % of state expenditure authority in FY2018

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Administration as a percentage of total cost	1.99	1.86	1.76

◆ **Goal 2** To provide a safe and secure environment that responds to the needs of students, faculty, and staff as the campus grows.

Objective: 1 FY2016: Manage or reduce the number of crime incidences as the campus grows and mitigate any possible disruptions to the university community in 2015-16
 FY2017: Manage or reduce the number of crime incidences as the campus grows and mitigate any possible disruptions to the university community in 2016-17
 FY2018: Manage or reduce the number of crime incidences as the campus grows and mitigate any possible disruptions to the university community in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Crime reports	112	121	130

Objective: 2 FY2016: Manage or reduce the number of crime incidences as the campus grows and mitigate any possible disruptions to the university community in 2015-16
 FY2017: Manage or reduce the number of crime incidences as the campus grows and mitigate any possible disruptions to the university community in 2016-17
 FY2018: Manage or reduce the number of crime incidences as the campus grows and mitigate any possible disruptions to the university community in 2017-18

Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Calls for service	1,599	1,726	1,864

AXA 7.0 , Not available	Program Summary AUXILIARY PROGRAM
---------------------------------------	---

Agency 5-Year Plan

Issue 1 Increase participation in postsecondary education and ultimately increase baccalaureate degree production

Description: To broaden access to a quality education for all segments of the population, ASU must be positioned to accommodate the expected growth in high school graduates, particularly minority populations and a growing pool of older students requiring new job skills. Never in the history of Arizona has a university education been more important. Our knowledge-based economy and an ever-increasing trend toward globalization are changing the skills needed for success in the labor force. Yet, rising costs, need for financial aid, and years of under funding of public investments in higher education place the idea of access at risk. Tuition rates approved by the Board of Regents in recent years and future changes consistent with Board policy will help to meet some of the increasing need for financial aid and improve affordability for a greater number of students.

ASU is strongly committed to providing access to college for all qualified students. Furtherance of this goal requires bold and sustained planning to provide for the projected increases in enrollments, primarily of undergraduate students. Continued investment will be necessary to provide the infrastructure for the enrollment growth envisioned at each of the campuses.

Solutions:

Strategy 1: Increase efforts to enroll more Arizona high school graduates.

Strategy 2: Increase the diversity of the student population.

Strategy 3: Enhance partnerships with the community colleges to facilitate more effective transfer processes.

Strategy 4: Increase ASU Online program offerings to increase access for students seeking ASU degrees.

Strategy 5: Provide flexibility in course offerings and educational modalities.

Strategy 6: Increase financial assistance available to needy students.

Strategy 7: Establish Colleges@ASU sites that will provide an opportunity for students to complete baccalaureate degrees at lower costs.

Issue 2 Improve the quality of undergraduate and graduate education

Description: Undergraduate and graduate education are the cornerstones of the university enterprise. Students seek a high quality education that prepares them to be successful in their careers, to contribute to society, and to become lifelong learners. Today's graduates must have strong communication, team building, and critical thinking skills as well as a global perspective to be successful.

A continued emphasis on providing a quality educational experience requires examining and evolving how the university designs and delivers its instructional programs to maximize the impact of education. Improvements can be accomplished through new pedagogical techniques, such as adaptive learning, collaborative learning, service learning, and other learner-centered approaches; through the appropriate use of technology to enhance the learning environment; through undergraduate education that focuses on the student as an individual; by providing seamless access to the services and resources required for learning and creative and intellectual inquiry; and by providing an environment that fosters student scholarship. ASU continues to conceptualize and create a wide range of new interdisciplinary schools, institutes, centers, and programs that will foster the development of new knowledge. In addition, ASU is enhancing learning environments that facilitate learner-centered delivery with improved instructional technologies and flexible room design. Necessary public investments will provide the resources needed to improve the learning environments, to accommodate the increased student population, and to hire the faculty necessary to establish national standing for colleges and schools in every field.

Solutions:

Strategy 1: Increase the number of tenured and tenure-track faculty.

Strategy 2: Enhance the electronic systems that provide students with information to assist their academic planning and progress.

Strategy 3: Emphasize learning experiences that are outcomes-focused.

Strategy 4: Expand the use of alternative instructional methodologies and delivery methods.

Issue 3 Recruit and retain faculty and staff in highly competitive national and local markets during a period of limited resources

Description: Quality faculty members are fundamental to a quality university education. Without the best faculty members, providing Arizona citizens the superior quality higher education they deserve and the output of research innovations they expect is impossible, and Arizona will not be able to achieve the necessary cultural and economic vitality required for the state to thrive. At ASU, hiring and retaining outstanding faculty members continues to be a concern. Like the other Arizona universities, ASU struggles to consistently compete in the demanding marketplace of top institutions. With the public investment for salaries between FY05 and FY08, ASU made some progress in improving faculty salaries, enabling the University to recruit and retain highly recognized and respected academics in a variety of fields. But the average salary for faculty members continues to fall below most of its peer institutions. Staff salaries also continue to fall further behind comparable jobs in the relevant markets. Turnover among staff continues to be a significant problem, in part due to salaries that are not competitive with the local market.

Solutions:

Strategy 1: Close the gap on salaries as defined in the ABOR Annual Personnel Report through an ongoing commitment of performance salary adjustments. Public investment in faculty salaries is critical at this time to retain key faculty members as well as enabling ASU to continue attracting and successfully competing for the highest qualified new faculty members.

Strategy 2: Adopt and implement an ongoing commitment of salary improvement to address the significantly negative market position of staff (non-academic) salaries by targeting budgetary funds at a level anticipating salary movement of 3 - 4% per year, with allocations tied directly to outcome driven performance measures.

Strategy 3: Develop and maintain the laboratory facilities and the network and computational resources required by the research community. Maintaining competitiveness in research, faculty and student recruitment and retention requires well-equipped modern facilities as well as secure access to high capacity network connectivity; computational, data, and analytic resources required to support researchers; and the systems and application support staffing required by individual researchers, clusters, and research teams.

Strategy 4: Maintain the program to improve salary and benefits for graduate research and teaching assistants. Other universities with whom ASU competes for top-quality graduate students have better salary and benefits packages. Excellent graduate students are essential for improving the quality of both graduate programs and the broader research enterprise.

Issue 4 Expand research capabilities

Description: ASU continues to vigorously pursue long-term initiatives in such areas as health and biosciences, advanced materials, global security, renewable energy and sustainability, learning sciences, informatics and communications. Over the last decade, ASU is the fastest growing research enterprise among U.S. universities with research portfolios exceeding \$100M in research expenditures [NSF Surveys]. ASU's goal is to establish itself as a global center for interdisciplinary research, discovery and development by growing its research expenditures to more than \$700M annually by 2020. To support our aspirations, ASU has defined seven strategies and four key focus areas that will allow us to continue our exceptional growth, serve the surrounding community and increase the impact of the research and scholarly work of our faculty.

Solutions:

Strategy 1: Differentiate ASU from the competition through the procurement of large projects (> \$10 million) in several key target areas; health and biosciences, sustainability, flexible electronic systems, light-inspired energy, personalized learning, global security, and complex adaptive systems.

Strategy 2: Pursue a University Affiliated Research Center (UARC)-like entity (a research laboratory) on the scale of \$50-\$100 million per year, in energy, sustainability, advanced materials, national security, or biosciences.

Strategy 3: Continue to promote and support ASU's projects from across the university through the improvement of the Office for Research and Sponsored Project Administration infrastructure, reduction of faculty burden and providing assistance to the academic units for opportunity identification and development.

Strategy 4: Continue to expand philanthropic funding for our research programs by working closely with the Foundation to support its activities.

Strategy 5: Expand our collaborative research activities with industry to take advantage of their desire to shift basic and applied research requirements to university labs.

Strategy 6: Continue to pursue angel and venture investment in emerging companies. Activities will include developing a best-in-class intellectual property team and extension of Sky Song's entrepreneurship agenda.

Strategy 7: Develop and implement plans to provide the research facilities and infrastructure that are required to meet the research goals of the University.

Key Focus Area #1: Incorporate new approaches, including continued focus on interdisciplinary research

In keeping with the spirit of the New American University vision, we will continue to expand our research capabilities through an interdisciplinary approach. Interdisciplinary research involves not only drawing upon the expertise across the University but also includes partners such as industry, national laboratories, academia and clinical entities. We are focusing our efforts in bringing together researchers from disparate disciplines to tackle complex questions central to the areas of strategic interest. The Biodesign Institute and its research centers exemplify this approach. We are working on new industry-university consortium models that bring together industry and University researchers working collaboratively to address national challenges and result in significant educational and economic impact. We are increasingly focusing our research on global problems with local relevancy. We are also creating the ecosystems for promotion of innovation and entrepreneurship activities.

Key Focus Area #2: Increase participation in multi-institutional grants and consortiums

It is a strategic goal of ASU to be successful in securing several multi-institution, multi-disciplinary, multi-year, multi-million dollar(4M) research projects. A specific goal is to secure a national research laboratory or its equivalent by 2020. To achieve this objective, we will cultivate, identify, target and develop 4M research opportunities leveraging ASU strengths in strategic research areas. Competitive teams and consortia will be constructed by bringing in complementary strengths through partnerships with national laboratories, academia, industry and government partners to successfully secure these grants.

Key Focus Area #3: Accelerate technology transfer initiatives

As ASU's research enterprise has expanded over the past several years, AzTE has undertaken a variety of activities in furtherance of its mission to facilitate advancement of University technology into the marketplace.

- Closely align AzTE functions and support with established and new research initiatives
- Continue focus and support of existing initiatives and programs
- Increase connectivity with investors and industry through conferences and other outreach activities
- Form a seed stage venture capital fund led by ASU to accelerate the number of faculty related spin-outs
- Increase technology exposure through cross marketing activities with other universities
- Increase faculty interaction and outreach, including the establishment of an AzTE office on campus to foster faculty relationships and commercialization activities

Key Focus Area #4: Improve infrastructure to support research

Achieving our research expenditure goals will require additional research space. The University must develop plans to repurpose existing space and construct new facilities. To develop these plans the University has undertaken an effort to survey unused and underused space, determine return on investment of allocated space and consistently revisit space allocation to respond to the dynamic research needs. Results will be shared with all stakeholders and plans to refurbish and repurpose will be developed to meet current and future needs. Funds for construction of new buildings will involve State, Federal and Philanthropic entities. The University will work with the State to clearly define research priorities and communicate current and future space requirements. Federal and Philanthropic funding opportunities will also be explored where appropriate to address the current and future space requirements.

The University's information technology infrastructure is continuously challenged to keep pace with the rapid increase in externally funded research. To meet the demands of research growth and to plan for future growth, new tools must be designed and implemented across the Research Enterprise in a way that leverages existing IT infrastructure and increases functionality for the entire Research community. Implementation of an end-to-end research administration system will allow for immediate process improvements and continued research expenditure growth. The improvement of the information technology infrastructure will be executed concurrently with the reorganization of research administration personnel and business processes.

Issue 5 Enhance and improve local impact and social embeddedness

Description: Development of ASU requires the university to be a fully engaged and integral part of the social, cultural, and economic fabric of the metropolitan area and the state of Arizona. ASU will demonstrate its social embeddedness to the extent that the faculty and staff are supporting and sustaining communities and solving problems through applied research, service, and partnerships in the P-12 education system, business and industry, government, and the community. ASU must assist in building a socially diverse and economically viable community, in developing civic and community leadership, and in addressing challenges such as poverty, growth, economic development and diversification, social infrastructure, and quality of life. Achieving a higher degree of social embeddedness requires a change in the internal culture of the university as well as a change in the role of the university in the eyes of the community. The university must continue to expect employees to contribute to community life through their expertise, intellect, and engagement. And the community must come to see the university as the key resource and place to get advice about community issues and solutions to community problems.

Solutions:

Strategy 1: Address the interests and workforce needs of the metropolitan area and state in times of diminishing economic resources.

Strategy 2: Enhance partnerships with the community and the state.

Strategy 3: Increase the number of qualified teachers to meet the K-12 educational demands of a growing population and provide opportunities for continuing development

Issue 6 Maintain quality and breadth of baccalaureate degree programs in an environment of diminished and uncertain public investment and plans for cost constraints

Description: Beginning approximately a decade ago through FY 2012, Arizona State University (ASU) experienced a reduction in public investment of \$196,305,700 while student FTE enrollment grew by over 12,000 (20 percent). In response, ASU committed to protecting to the greatest extent possible the educational mission of the university, including reducing administrative and to a lesser extent student services functions rather than academic activities. Colleges and departments were consolidated, eliminating duplicate administrative structures. While the decline in state investment was real, and while the majority of the resulting burden was ameliorated through efficiency measures, reductions in cost, and by federal stimulus funds, tuition increases were relied upon to fill a portion of the lost revenue.

In response to the FY 2012 Higher Education Budget Reconciliation Bill, the Arizona Board of Regents (ABOR) convened a work group to extensively study and to develop a methodology to address the public investment per FTE student funding disparity that existed among the three Arizona Universities. As an outcome of the study, ASU requested and received a total of \$45.5 million over the three fiscal year period of FY 2013 - FY 2015.

In addition to addressing the aforementioned funding disparity, ABOR endorsed the legislatively mandate to develop a funding model calling for performance funding based on metrics and goals set for each of the universities. Although ASU submitted performance funding requests for both FY 2015 and FY2016 it did not receive performance funding in either year. In fact, ASU's FY 2016 base public investment was reduced by 15 percent (\$53.3 million). To mitigate approximately one quarter of this dramatic loss of support ASU implemented a temporary tuition surcharge on resident students. The surcharge will end when public investment restores 50 percent of the \$53.3 million reduction.

In conjunction with the funding reduction, the Governor challenged ABOR to refashion its existing strategic plan into a sustainable, long-term business plan that can count on the State of Arizona as one of many investors. The Board of Regents has endorsed a business plan-based request for public investment which focuses on resident student support with a goal of achieving base funding for half of the Educational and General (E&G) expenses for such students derived from public investment. At present, the state's public investment supports approximately 34% of the E&G cost for resident students across the university system.

ASU's FY 2018 operating budget request of \$45.7 million is comprised of two components, progress toward the goal of the state's commitment to fund 50 percent of the estimated cost of educating an Arizona resident student and resident student FTE growth funding to maintain annual progress toward the 50 percent funding goal. The \$45.7 million is not incremental to ASU's FY 2017 funding level, as the FY 2017 level included \$7 million in one-time funding that will be returned through the FY 2018 budget process. Finally, ASU is requesting a one-time capital appropriation of \$12.2 million to begin to address a deferred maintenance backlog that has reached the crisis stage.

Solutions:

Strategies:

Strategy 1: Restructure current funding mechanisms to create a sustainable enterprise financial model that relies on the State as one of many investors.

Strategy 2: Continue to introduce innovative curricula structures and student advising programs to improve outcomes within an efficient cost structure.

Resource Assumptions

	FY2019 Estimate	FY2020 Estimate	FY2021 Estimate
Full-Time Equivalent Positions	23.0	23.0	23.0
General Fund	3,046.1	3,046.1	3,046.1
Other Appropriated Funds	2,115.2	2,220.9	2,332.0
Non-Appropriated Funds	1,693.1	1,743.9	1,796.3
Federal Funds	609.1	645.6	684.4