

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

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

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

