



## **Five-Year Strategic Plan**

**Fiscal Years 2013–2017**

**January 1, 2012**

**ARIZONA STATE UNIVERSITY**  
**Five-Year Strategic Plan**  
**FY 2013-2017**

**EXECUTIVE SUMMARY**

**Introduction**

This document presents the Five-Year Strategic Plan (FY 2013-2017) for Arizona State University (ASU), located in metropolitan Phoenix. The plan represents the strategic priorities guiding ASU's growth related to its ongoing evolution of a new model for 21<sup>st</sup> century higher education. Under the direction of President Michael M. Crow, ASU is emerging as one of the leading public research universities in the nation distinguished by its concurrent advancement of academic excellence, enhanced access, and meaningful societal impact. ASU is dedicated to the pursuit of teaching, research and creative excellence, and the identification of solutions to the major challenges of our time. The university is also steadfastly committed to strengthening the Arizona economy, supporting a more sustainable environment, demonstrating leadership in global engagement and setting a new standard for public service.

On a broader scale, the *2020 Vision* set forth by the Arizona Board of Regents within the past year endeavors to create a similarly aligned university system recognized for its academic and research excellence, and its contributions to the economy and quality of life in Arizona. A well-educated populace, a vibrant knowledge economy and a skilled workforce are integral deliverables for moving the State forward. To that end, ASU embraces efforts to provide accessible, high quality education, enhance research to rival the best peer institutions, optimize opportunities for innovation, economic development, community engagement and public service, and maximize resources necessary to grow the number of degree-holders without diminishing quality.

At this writing, the State of Arizona continues to face serious fiscal challenges that stand to adversely affect funding for many critical state services, including education. Although the total budgetary impact of the present financial downturn is not fully known, the potential erosion of operational funding for ASU could significantly restrict the scope and efficacy of these strategic plans. In the interim, ASU has articulated contingencies designed to protect the core academic services of the university.

Consistent with the instructions provided by the Governor's Office of Strategic Planning and Budget, ASU is pleased to submit the attached plan for the incremental funding of its priority issues as summarized in the joint vision and mission below.

**Vision**

To establish Arizona State University as the model for a New American University, measured not by who we exclude, but rather by who we include; pursuing research and discovery that benefits the public good; assuming major responsibility for the economic, social, cultural vitality, health and well-being of the community.

**Goals (2002-2012)**

The goals established by the Board of Regents in the *2020 Vision Strategic Plan* envision a University system that focuses on four key areas that ultimately drive expansion of the State's economy. These goals include **Educational Excellence**, including increased educational opportunity and attainment for Arizonans; **Research Excellence**, including building a knowledge economy and innovation within the global marketplace; **Workforce and Community Engagement**, in which the university system will have an increasingly greater impact on the workforce by providing access to high impact degrees and improved lifestyle through engagement in the community; and finally, **Productivity**, in which the university system will continue to produce all levels of educational degrees in a cost-effective manner. The goals that Michael Crow has previously outlined within *Vision and University Goals 2002-2012* are directly correlated with the vision delineated by the Board of Regents.

**1. 2020 Vision Goal: Education Excellence, Productivity**

**ASU Goal: Access and Quality for All**

- Expand university access to match Arizona diversification and growth
- Improve freshmen persistence to 90 percent
- Enhance university graduation rate to 70 percent as soon as possible
- Develop ASU culture that represents a commitment to quality and community outreach
- Enroll 35,000 students in ASU Online programs and in the Colleges@ASU (including our contribution to AZUN)
- Enhance linkages with community colleges so as to expand baccalaureate degree production
- Enhance student development and individual student learning

**ASU Goal: Establish National Standing in Academic Quality and Impact of Colleges and Schools in Every Field**

- Attain national standing in academic quality for each school
- Attain national standing in the value added to our graduates in each school
- Become the leading university academically (faculty, discovery, research, creativity) in at least one core subject within each school or college

**2. 2020 Vision Goal: Research Excellence, Productivity**

**ASU Goal: National Comprehensive University by 2012**

- Become a leading center for interdisciplinary science and technology discovery and development
- Become a leading center for discovery and scholarship in the social sciences, arts and humanities.
- Enhance research and discovery competitiveness to more than \$700 million (in 2006 dollars) in annual research expenditures
- Enhance regional economic competitiveness through research and discovery and value-added education programs

**3. 2020 Vision Goal: Workforce and Community Engagement, Productivity**

**ASU Goal: Enhance our Local Impact and Social Embeddedness**

- Enhance linkage to local and regional social and community development groups
- Establish/develop/enhance linkages and partnerships with local, regional and national NGO's, governments and public agencies, and private sector firms with a focus on community development
- Undertake applied sustainability research that impacts the social, environmental and economic evolution of the southwest
- Provide an objective and ongoing monitoring role for the region's progress through the ASU Indicators Project.

**ARIZONA STATE UNIVERSITY**  
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**Mission and Description**

As the only major research university in the heart of one of the most rapidly urbanizing metropolitan areas in the nation, a region marked by explosive population growth, demographic change, and environmental trends that threaten its sustainability, ASU must provide leadership for a region that lags behind comparable metropolitan areas in a number of educational, economic, and environmental indicators. ASU seeks to provide the best possible education for the broadest possible spectrum of qualified students, and although focused on its region, ASU has rapidly been recognized as a global presence.

Although a single and unified institution, ASU is spatially distributed across metropolitan Phoenix in four differentiated campuses of equally high aspiration. Each campus represents a planned clustering of related colleges and schools. A federation of strong entrepreneurial colleges, schools, departments, and interdisciplinary institutes and centers will increase academic excellence, foster creativity, and maximize the real-world impact of the problem-focused research university of the future.

President Crow has issued two parallel documents that outline the university's aspirations to become a world-class institution that pursues teaching, research, and creative excellence focused on the major challenges and questions of our time in such a way as to define a new gold standard of the twenty-first century university. *Arizona State University: A New American University* presents ASU's design imperatives as a definitive prototype of a new type of research university and gives in some detail a number of exemplary initiatives currently underway (see: [www.asu.edu/newamericanuniversity](http://www.asu.edu/newamericanuniversity)). The other document presents a statement of ASU's *Vision and University Goals 2002-2012*, briefly elaborating on the design aspirations for the New American University and then outlining the roles of the university's constituent campuses into the next decade (<http://president.asu.edu/about/asuvision>).

Whether providing the best possible education to the students of Arizona, generating economic growth through its visionary research enterprise, or improving the quality of life and quality of place for all Arizonans, ASU is committed to building a great university here in the American Southwest.

**Strategic Issues and Strategies**

The ABOR Strategic Plan, as defined by the *2020 Vision*, calls for a university system that will greatly improve the academic opportunities available to Arizonans. The vision set forth in ASU's *Vision and University Goals 2002-2012* are aligned neatly with the goals set forth by the Board of Regents. As the Board continues to refine goals to specific levels for each University, ASU is well-positioned to adapt our current trajectory to match those goals.

A key requirement to meeting any of the goals identified in ASU's original vision, or by the more recently pronounced *2020 Vision* described by ABOR, will be the availability of resources sufficient to meet the needs of a growing academic populace. Despite the constraints resulting from any continuing fiscal pressures in the State, the willingness to continue to provide sufficient resources is of paramount importance to the recovery and strong future economic development of the State. Insufficient levels of funding will inhibit the ability to achieve these goals.

**Strategic Issue #1** – Increase participation in postsecondary education and ultimately increase baccalaureate degree production.

**Strategic Issue #2** – Improve the quality of undergraduate and graduate education.

**Strategic Issue #3** – Recruit and retain faculty and staff in highly competitive national and local markets during a period of diminishing resources.

**Strategic Issue #4** – Expand research capabilities.

**Strategic Issue #5** – Enhance and improve local impact and social embeddedness.

**Strategic Issue #6** – Maintain quality and breadth of baccalaureate degree programs during a period of diminishing resources.

**TOTAL RESOURCE ASSUMPTIONS**

	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
Full-time Equivalent (FTE)	143.0	359.8	408.5	420.7	433.3
General Funds	11,971.1	11,971.1	16,971.1	16,971.1	16,971.1
Other Appropriated Funds	0.0	15,712.4	16,183.7	16,669.3	17,169.3
Non-appropriated Funds	7,698.8	8,083.7	8,487.9	8,912.3	9,357.9
Federal Funds	11,353.9	12,035.1	12,757.2	13,522.7	14,334.0
<b>TOTAL FUNDS</b>	<b>31,023.8</b>	<b>47,802.3</b>	<b>54,399.9</b>	<b>56,075.4</b>	<b>57,832.3</b>

EDUCATIONAL EXCELLENCE

*ABOR 2020 Vision:*

*To be nationally competitive in the percentage of Arizona's citizens with a high-quality bachelor's degree by providing affordable access through a well coordinated and aligned system.*

<b>2020 Vision Plan Key Indicators of Progress</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Number of Bachelor's degrees awarded	11,810	11,932	12,235	12,706	13,147	14,009	14,620	15,283
Number of Master's degrees awarded	3,914	3,920	3,945	4,071	4,126	4,176	4,460	4,651
Freshman 1-year retention rate	84.0%	84.5%	85.0%	85.5%	86.0%	86.5%	87.0%	87.5%
Freshman 6-year graduation rate	58.7%	59.5%	59.0%	60.0%	62.0%	64.5%	65.0%	66.0%
Number of Arizona community college students who transfer to ASU	5,454	5,505	5,695	5,936	6,062	6,191	6,297	6,378
Number of Arizona community college transfer students who graduate	3,995	4,004	4,218	4,387	4,612	4,823	5,026	5,202
Undergraduate enrollment	54,277	56,562	58,404	58,716	61,257	64,037	67,290	70,902
Total enrollment	68,064	70,440	72,254	73,244	76,569	80,313	85,166	90,836

**STRATEGIC ISSUE #1**

**Increase participation in postsecondary education and ultimately increase baccalaureate degree production**

To broaden access to a quality education for all segments of the population, ASU must be positioned to accommodate the continuing 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 for higher education place the idea of broad access at risk. Tuition increases approved by the Board of Regents in recent years and future increases consistent with Board policy will help offset 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.

**Strategies:**

**Strategy 1:** Establish Colleges@ASU sites that will provide an opportunity for students to complete baccalaureate degrees at lower costs.

**Strategy 2:** Increase student diversity and the recruitment of academically eligible undergraduate students.

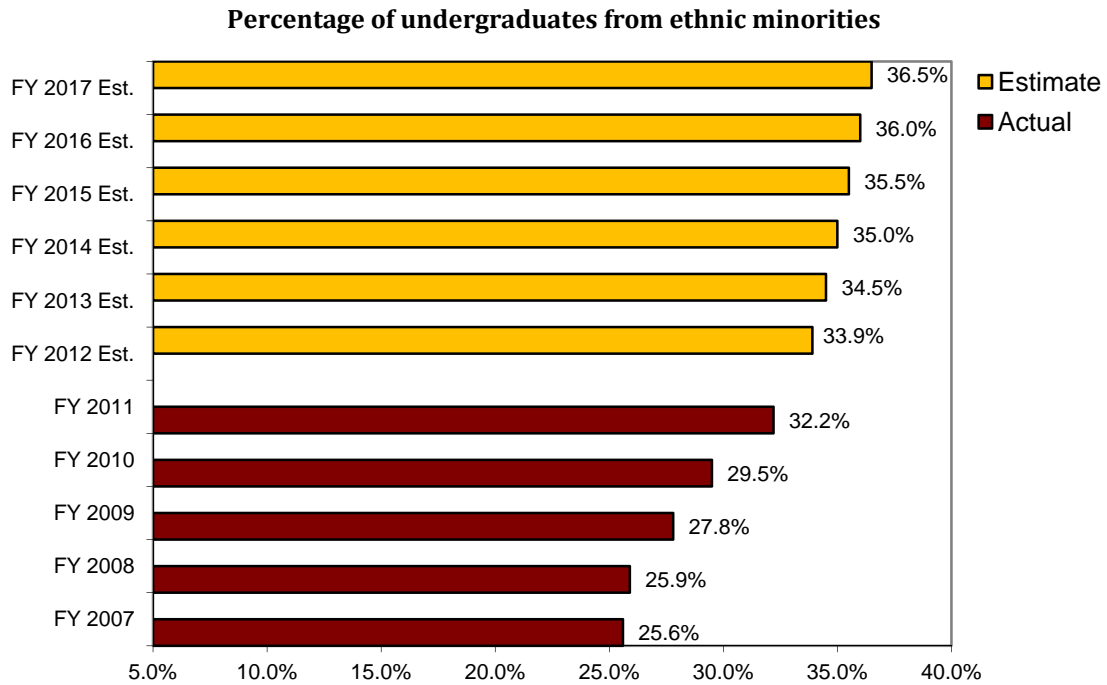
**Strategy 3:** Enhance partnerships with the community colleges to facilitate a more effective transfer process.

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

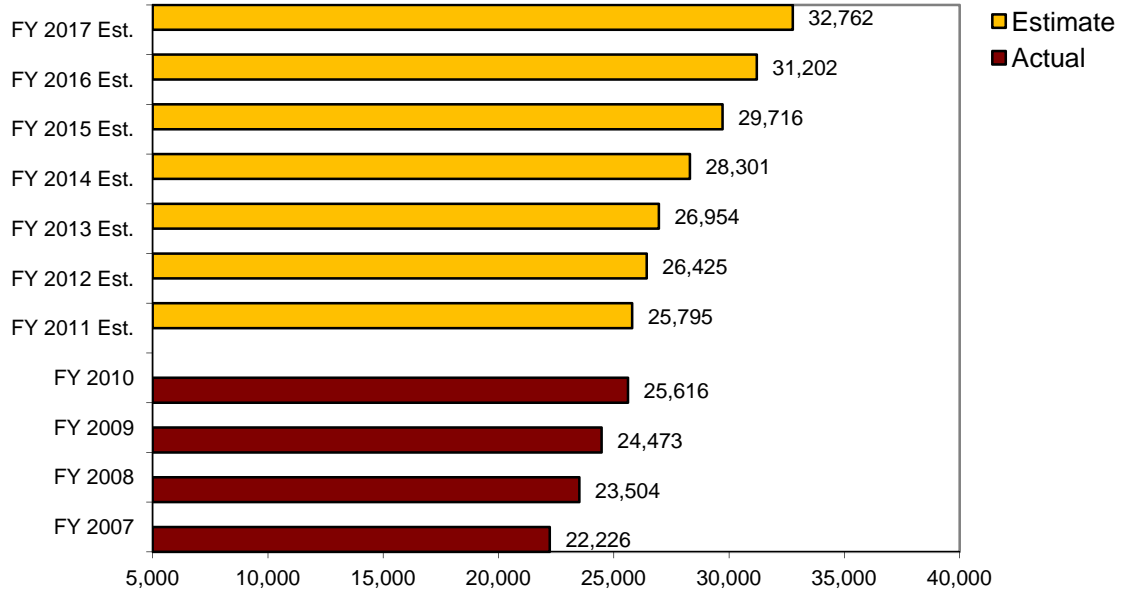
**Strategy 5:** Provide flexibility in course offerings and educational modalities.

**Strategy 6:** Make student financial assistance readily available for needy students and other targeted populations.

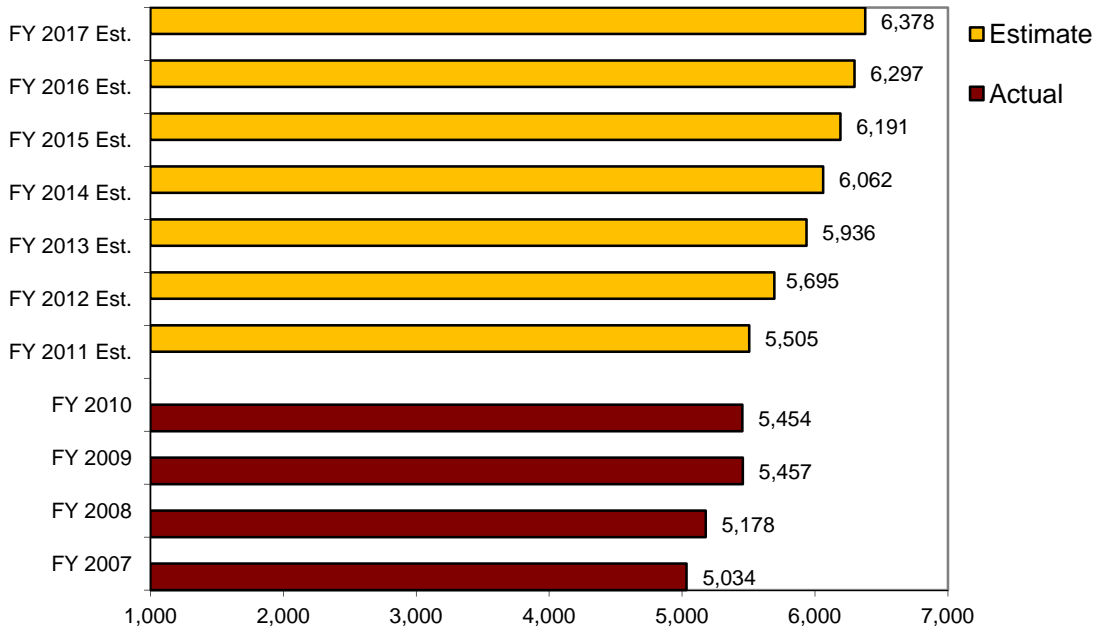
**Performance Measures:**



**Number of first-time freshman applicants who are admitted in a fall semester**

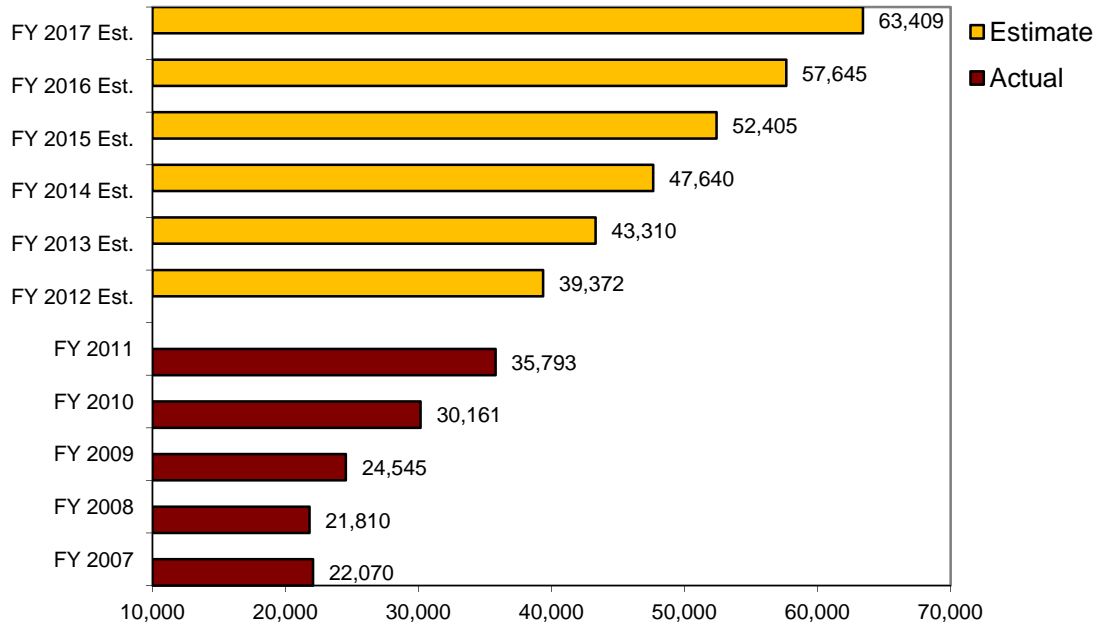


**New Arizona Community College Transfers**





### Number of undergraduate financial aid recipients with need



**Resource Assumptions:**

	FY13	FY14	FY15	FY16	FY17
Full-time Equivalent (FTE)	57.2	122.2	140.6	144.3	148.1
General Funds	4,788.5	4,788.5	6,788.5	6,788.5	6,788.5
Other Appropriated Funds	0.0	4,713.7	4,855.1	5,000.8	5,150.8
Non-appropriated Funds	3,079.5	3,233.5	3,395.2	3,564.9	3,743.2
Federal Funds	0.0	0.0	0.0	0.0	0.0
<b>TOTAL FUNDS</b>	<b>7,868.0</b>	<b>12,735.7</b>	<b>15,038.8</b>	<b>15,354.2</b>	<b>15,682.5</b>

### STRATEGIC ISSUE #2

#### Improve the quality of undergraduate and graduate education

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 collaborative learning, service learning, and other learner-centered approaches; through the appropriate use of technology to enhance the classroom experience; 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 utilization policies and room upgrades that incorporate new instructional technologies and flexible room formats. Adequate funding will provide the basic resources needed to accommodate the increased student population, enable ASU to hire the faculty necessary to meet its goals to establish national standing for colleges and schools in every field and fully achieve national comprehensive university status.

**Strategies:**

**Strategy 1:** Hire faculty needed to offer required courses.

**Strategy 2:** Implement electronic systems to provide students with information to assist their academic planning and progress.

**Strategy 3:** Increase participation in university bridge (Sun Devil Success Program) for underprepared students, which has been shown to dramatically increase retention for these students.

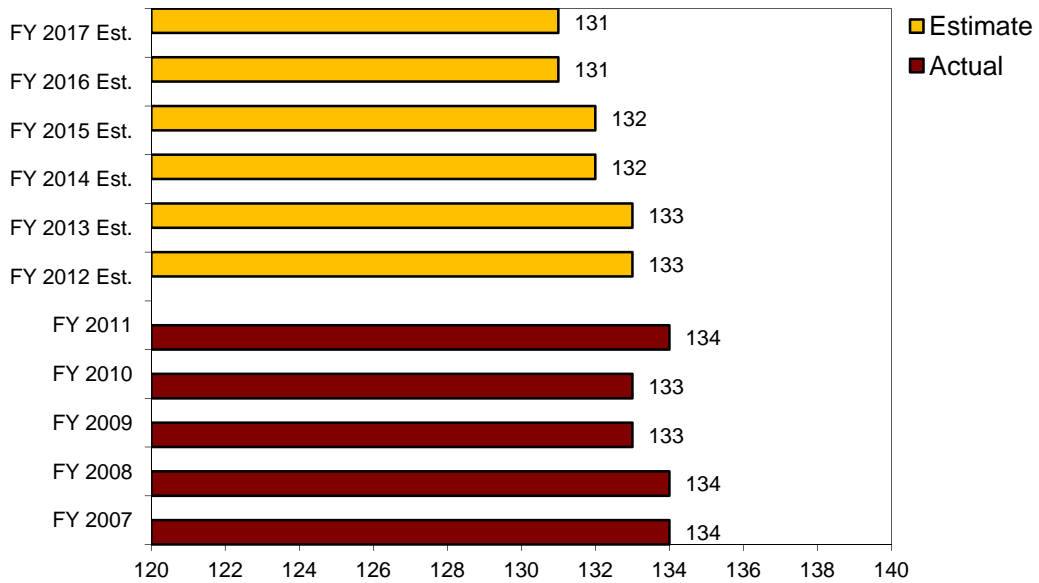
**Strategy 4:** Emphasize learning experiences that are outcomes-focused.

**Strategy 5:** Expand the use of alternative instructional methodologies and delivery methods.

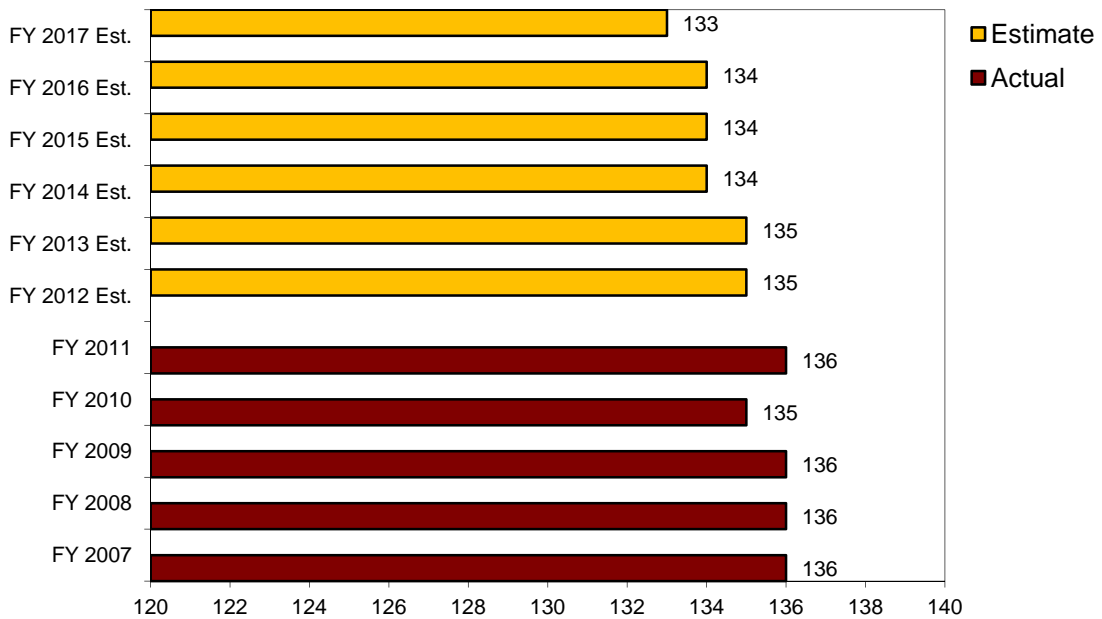
**Strategy 6:** Implement college-based residential communities.

**Performance Measures:**

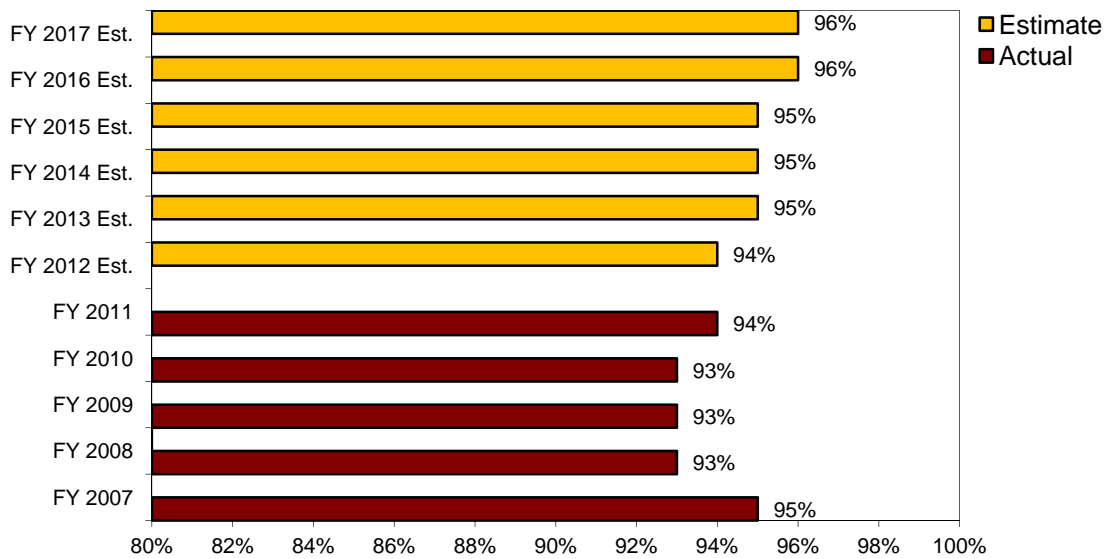
**Average cumulative hours at graduation for students who began as freshman**



**Average cumulative hours at graduation for students who began as transfers**



**Percentage of graduating seniors who rate their overall university experience as “good” or “excellent”**



**Resource Assumptions:**

	FY13	FY14	FY15	FY16	FY17
Full-time Equivalent (FTE)	57.2	122.2	140.6	144.3	148.1
General Funds	4,788.5	4,788.5	6,788.5	6,788.5	6,788.5
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Non-appropriated Funds	3,079.5	3,233.5	3,395.2	3,564.9	3,743.2
Federal Funds	0.0	0.0	0.0	0.0	0.0
<b>TOTAL FUNDS</b>	<b>7,868.0</b>	<b>12,735.7</b>	<b>15,038.8</b>	<b>15,354.2</b>	<b>15,682.5</b>

**STRATEGIC ISSUE #3**

**Recruit and retain faculty and staff in highly competitive national and local markets during a period of diminishing resources**

Quality faculty are fundamental to a quality university education. Without the best faculty, it is not possible to provide the type of higher education that Arizona citizens deserve or to support the cultural and economic vitality that Arizona is striving to obtain. At ASU, hiring and retaining key faculty continues to be a concern. Like the other Arizona universities, ASU continues to struggle to consistently compete in the marketplace. With the funding provided by the state for salaries between FY05 and FY08, ASU made substantial progress in improving faculty salaries, enabling the University to recruit and retain highly recognized and respected academics in a variety of fields, but continues to fall below most of its peers in average faculty salaries. Staff salaries continue to fall behind comparable jobs for classified staff and service professionals. Turnover among classified staff continues to be a significant problem, a symptom of salaries that are not competitive with the local market.

**Strategies:**

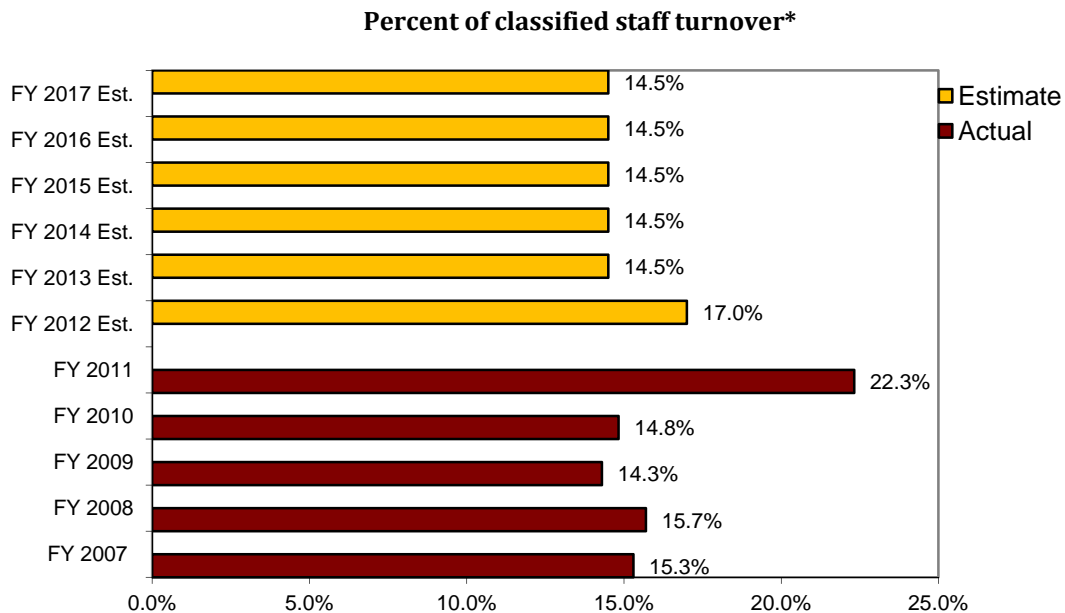
**Strategy 1:** Close the gap on salaries as defined in the Faculty Peer Salary Analysis. State investment in faculty salaries will be critical to retain key faculty as well as enabling ASU to continue to attract highly recognized new faculty.

**Strategy 2:** Adopt and implement an ongoing commitment of salary improvement to address significant 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 network and computational resources required by the research community. Maintaining competitiveness in research, faculty and student recruitment and retention requires 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.

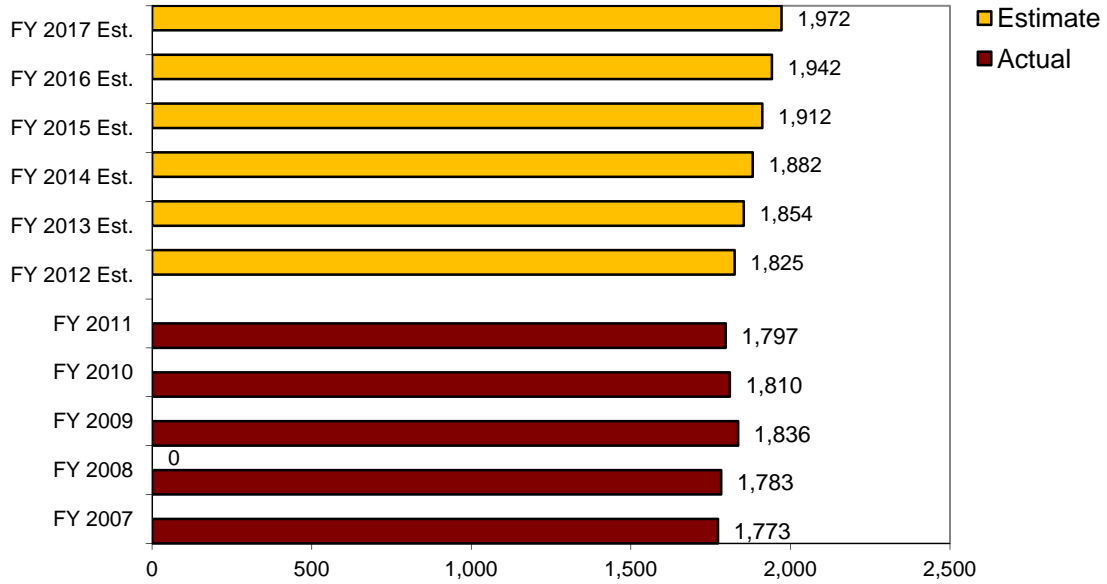
**Strategy 4:** Maintain program to improve salary and benefits for graduate research and teaching assistants. Other universities with whom ASU competes for top-quality graduate students have better salary and benefits packages. Excellent graduate students are essential for improving the quality of both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

**Performance Measures:**



\*FY12 elevated to account for FY11 terminations taking effect in FY12 due to notice periods.

**Number of full-time, tenured/tenure-track faculty**



**Resource Assumptions:**

	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
Full-time Equivalent (FTE)	0.0	21.7	22.8	24.0	25.2
General Funds	0.0	0.0	0.0	0.0	0.0
Other Appropriated Funds	0.0	1,571.2	1,618.4	1,666.9	1,716.9
Non-appropriated Funds	0.0	0.0	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0	0.0	0.0
<b>TOTAL FUNDS</b>	<b>0.0</b>	<b>1,571.2</b>	<b>1,618.4</b>	<b>1,666.9</b>	<b>1,716.9</b>

## RESEARCH EXCELLENCE

### *ABOR 2020 Vision:*

*To increase the research capabilities and performance of the Arizona University System to a level of competitive prominence with peer rankings of top American research universities.*

2020 Vision Plan Progress	Key Indicators of	2010	2011	2012	2013	2014	2015	2016	2017
	Research expenditures (in millions)	\$329	\$349	\$381	\$411	\$445	\$481	\$519	\$560
	Number of Doctoral degrees awarded (Research/Scholarship)	490	484	480	488	488	486	511	525
	Number of invention disclosures transacted	187	172	176	179	183	187	191	195

### **STRATEGIC ISSUE #4**

#### **Expand research capabilities**

ASU continues to vigorously pursue long-term initiatives in such areas as biosciences, advanced materials, informatics and communications, healthcare, renewable energy and sustainability. Over the five year period from 2004 to 2009, ASU was the fastest growing research enterprise, among U.S. universities with research portfolios exceeding \$100M in research expenditures [NSF Surveys]. ASU's goal is to grow 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 meet our 2020 research expenditure goal.

#### **Strategies:**

**Strategy 1:** Differentiate ASU from the competition through the procurement of large projects (> \$10 million) in several key target areas; biosciences, urban sustainability, advanced materials, and light-inspired energy.

**Strategy 2:** Pursue a national research laboratory on the scale of \$50-\$100 million per year, in energy, aerospace, homeland security, or biosciences.

**Strategy 3:** Continue to promote and support ASU's \$50,000-\$750,000 projects from across the university through the improvement of the Office for Research and Sponsored Project Administration infrastructure, expansion of faculty opportunity search capabilities and providing assistance to the research deans for opportunity identification and development.

**Strategy 4:** Continue to expand research funding from foundations and individual donors 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:** Provide sufficient research infrastructure.

***Key Focus Area #1: Improve infrastructure to support research***

Achieving our research expenditure goals will require additional research space. A recent Space Analysis found that an impending research space shortage threatens to limit the University's ability to meet its research goals. 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.

***Key Focus Area #2: 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 #3: Incorporate new approaches, including increased focus on interdisciplinary research***

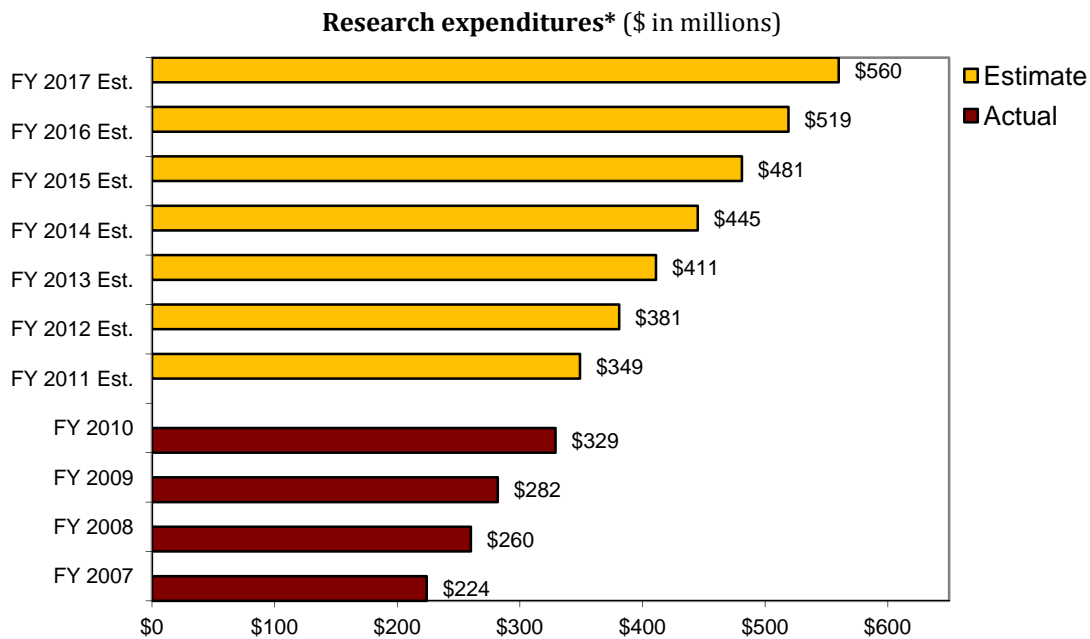
In keeping with the spirit of the New American University vision, we will continue to expand our research capabilities through an interdisciplinary approach. Interdisciplinary research involves not only drawing upon the expertise across the University but also includes partners such as industry, academia 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 taking a global approach to solving local problems such as climate change. We are also creating the ecosystems for promotion of innovation and entrepreneurship activities.



**Key Focus Area #4: Increase participation in multi-institutional grants and consortiums**

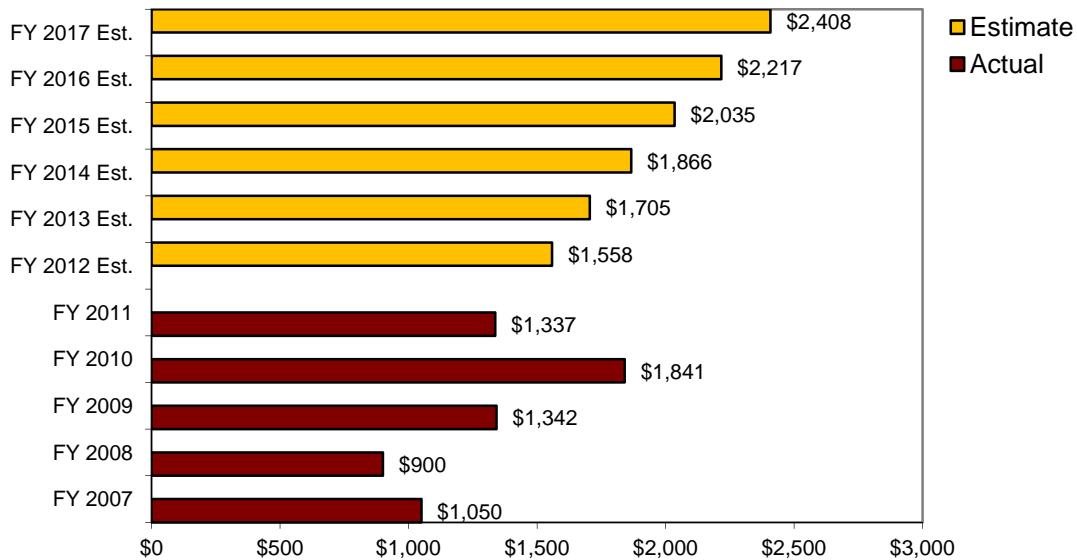
It is a strategic goal of ASU to be successful in securing several multi-institution, multi-disciplinary, multi-year, multi-million dollar (4M) research projects. A specific goal is to secure a national research laboratory or its equivalent by 2015. To achieve this objective, we will cultivate, identify, target and develop 4M research opportunities leveraging ASU strengths in strategic research areas. Competitive teams and consortium will be constructed by bringing in complementary strengths through partnerships with National Labs, academia, industry and government partners to successfully secure these grants.

**Performance Measures:**

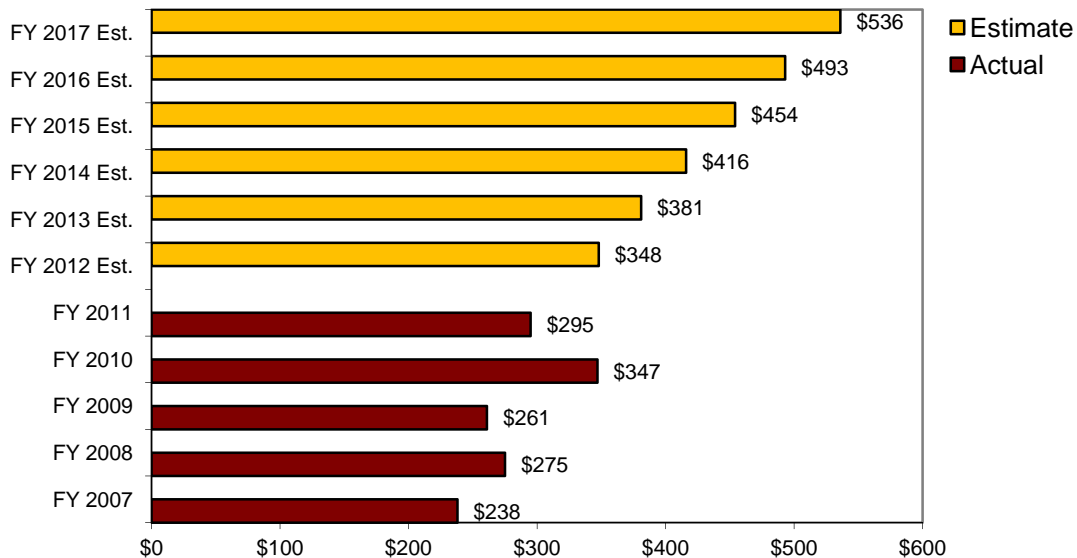


\* The NSF reporting standard changed in 2010 from including science and engineering only, to including research in all disciplines.

**Dollar value of sponsored project proposals submitted\* (\$ in millions)**



**External dollars received for research and creative activity (\$ in millions)**



\* The NSF reporting standard changed in 2010 from including science and engineering only, to including research in all disciplines.

**Resource Assumptions:**

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Federal Funds	11,353.9	12,035.1	12,757.2	13,522.7	14,334.0
<b>TOTAL FUNDS</b>	<b>11,353.9</b>	<b>13,606.3</b>	<b>14,375.6</b>	<b>15,189.6</b>	<b>16,050.9</b>

WORKFORCE AND COMMUNITY

*ABOR 2020 Vision:*

*To utilize research, economic development, community engagement, and service contributions of the universities to create and disseminate knowledge to strengthen Arizona's economy and improve Arizona's quality of life.*

<b>2020 Vision Plan Key Indicators of Progress</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Total income and expenditures related to service and engagement activities	\$41,196	\$43,874	\$43,874	\$45,629	\$47,910	\$49,108	\$50,336	\$52,097
Number of degrees awarded in high demand fields	5,371	5,461	5,613	5,854	6,066	6,359	6,763	7,115

**STRATEGIC ISSUE #5**

**Enhance and improve local impact and social embeddedness**

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.

**Strategies:**

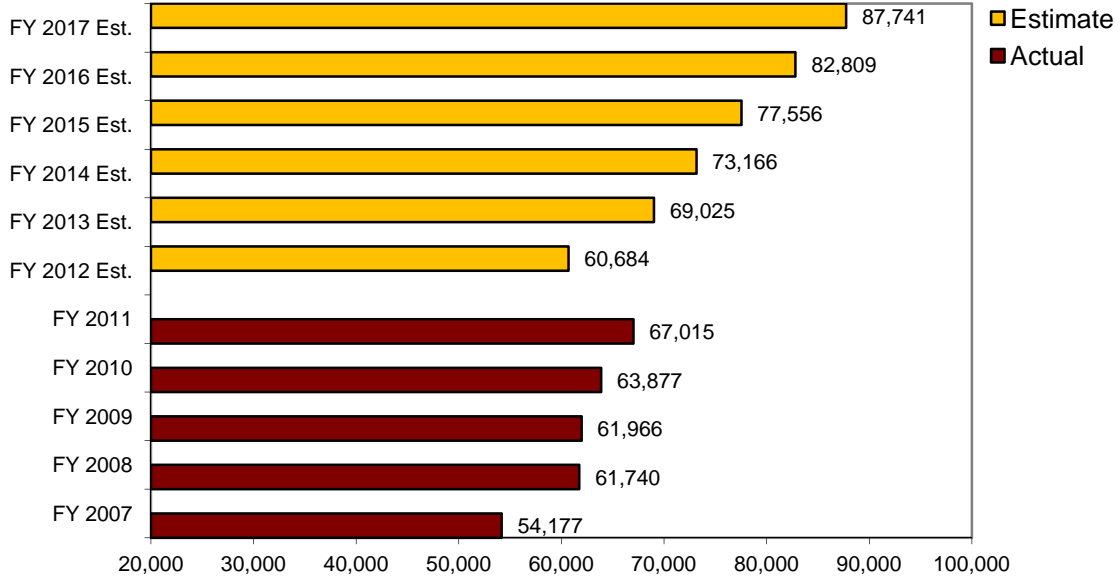
**Strategy 1:** Address the interests and workforce needs of the metropolitan area and state in times of diminishing economic resources.

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

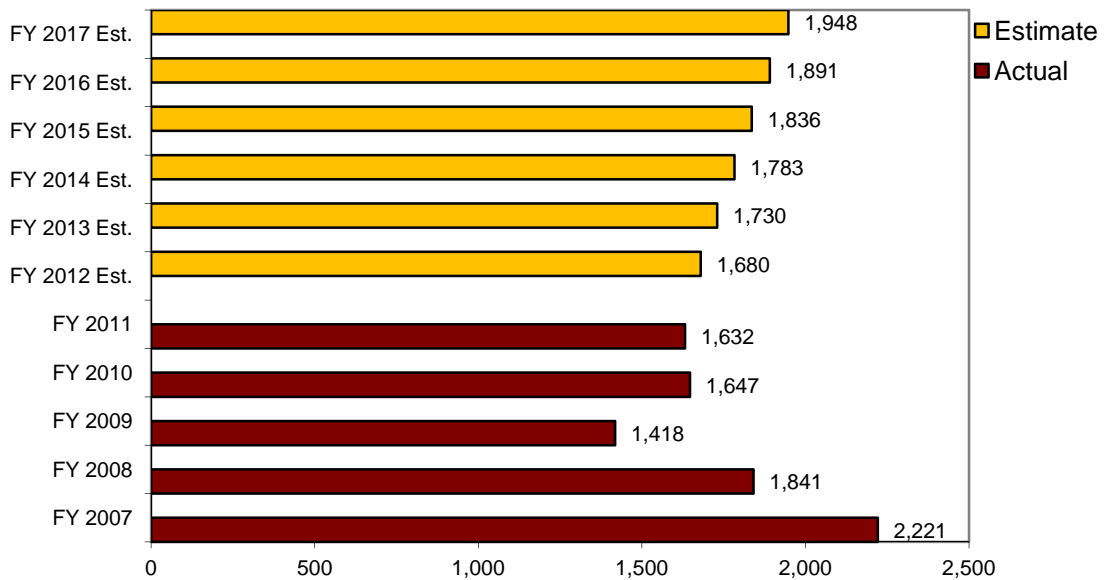
**Strategy 3:** Increase the number of qualified teachers to meet the K-12 educational demands of a growing population and provide opportunities for continuing development

**Performance Measures:**

**Arizona K-12 teachers served through ASU educational support programming**



**Persons viewing KAET-TV on a weekly basis (in thousands)**



**Resource Assumptions:**

	FY12	FY13	FY14	FY15	FY16
Full-time Equivalent (FTE)	0.0	0.0	0.0	0.0	0.0
General Funds	0.0	0.0	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0	0.0	0.0
Non-appropriated Funds	0.0	0.0	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0	0.0	0.0
TOTAL FUNDS	0.0	0.0	0.0	0.0	0.0

PRODUCTIVITY

*ABOR 2020 Vision:*

*To maximize the use of existing resources so that the system can produce greater numbers of degrees and with greater efficiency of resources per degree without sacrificing quality.*

<b>2020 Vision Plan Key Indicators of Progress</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Number of bachelor's degrees awarded per 100 FTE students	21.5	20.7	20.0	20.1	20.1	19.9	20.0	20.6
Total educational expenditures per degree awarded	\$47,320	\$51,026	\$49,003	\$52,174	\$53,726	\$54,501	\$54,798	\$55,554

**STRATEGIC ISSUE #6**

**Maintain quality and breadth of baccalaureate degree programs during a period of diminishing resources**

With the emergence of the fiscal crisis in Arizona and nationally, Arizona State University has seen a decrease in funding from the State of \$196 million or 40% of base funding, while at the same time, enrollment increased by 20%. In addressing the sudden and significant decline and the need to support expanded enrollment, the focus of resource reduction has been to protect to the greatest extent possible the educational mission of the university, and to reduce the student services and administrative functions rather than academic activities. Colleges and departments have been consolidated, eliminating duplicate administrative structures. A portion of the revenue was temporarily supported by stimulus funds in FY10 and FY11. Increases in tuition permanently fill a part of the lost revenue, but most of the reduction was taken through efficiency measures and reductions in cost.

Over the past year, the Arizona Board of Regents evaluated the funding per full-time equivalent student at each of the three Arizona universities, and has recommended that disparity funding be addressed. ASU has requested \$12 million as a core investment towards funding that disparity gap. This request represents the first year of five that will allow comparable funding per student and address funding disadvantages for ASU students.

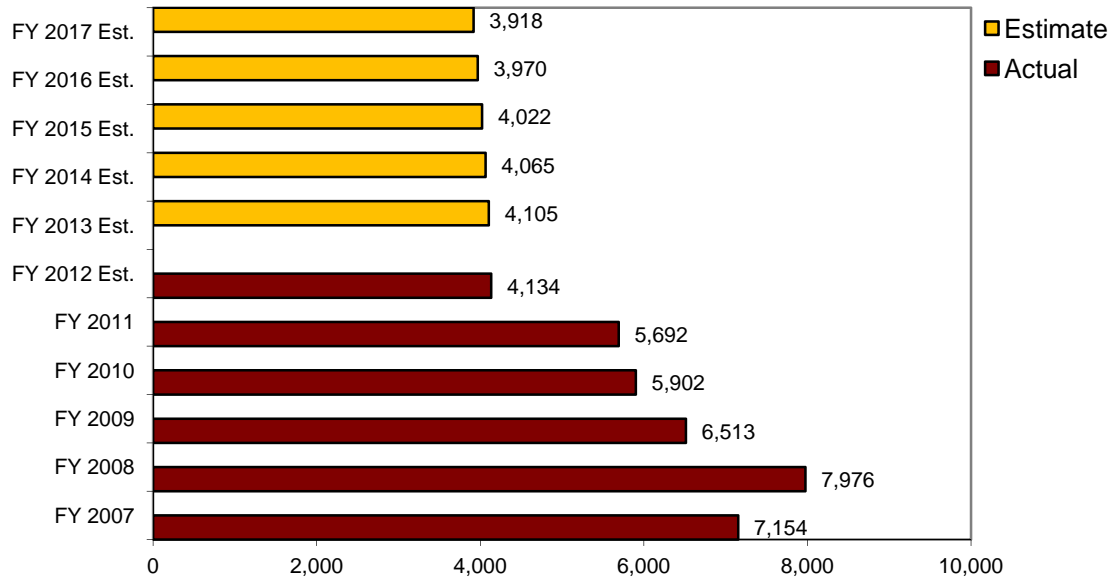
In addition to addressing disparity funding and providing equitable competitive funding structures, the Board of Regents has endorsed a new funding model that calls for performance funding based on metrics and goals set for each of the universities. ASU metrics focus on degree completion, class enrollments, and research growth. Funding would be based on increases in each of these metrics following setting base year activity.

**Strategies:**

**Strategy 1:** Provide equitable funding per student for ASU students over the next five fiscal years.

**Strategy 2:** Restructure funding mechanisms to fund performance based upon achieving specific metrics and deliverables.

### State Investment per FTE



**Resource Assumptions:**

	FY10	FY11	FY12	FY13	FY14
Full-time Equivalent (FTE)	28.6	72.0	81.7	84.1	86.7
General Funds	2,394.1	2,394.1	3,394.1	3,394.1	3,394.1
Other Appropriated Funds	0.0	3,142.6	3,236.7	3,333.9	3,433.9
Non-appropriated Funds	1,539.8	1,616.7	1,697.5	1,782.5	1,871.5
Federal Funds	0.0	0.0	0.0	0.0	0.0
<b>TOTAL FUNDS</b>	<b>3,933.9</b>	<b>7,153.4</b>	<b>8,328.3</b>	<b>8,510.5</b>	<b>8,699.5</b>