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
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.

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
<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average years taken by freshman students to complete a baccalaureate degree program</td>
<td>4.4</td>
<td>4.3</td>
</tr>
</tbody>
</table>

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

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
FY2018: Increase Honors student enrollment and increase the percent of full-time first generation students

Performance Measures
<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Honors undergraduate headcount students</td>
<td>6,800</td>
<td>7,200</td>
</tr>
</tbody>
</table>

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 5-10% in 2017-18

Performance Measures
<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>BHC degree recipients (i.e., with honors)</td>
<td>950</td>
<td>1,050</td>
</tr>
</tbody>
</table>

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 2-5% in 2017-18

Performance Measures
<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Courses offered for honors credit</td>
<td>3,600</td>
<td>3,700</td>
</tr>
</tbody>
</table>
2016 - 2018 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

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.

ASA 2.0

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

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All dollars are presented in thousands (not FTE).
2016 - 2018 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

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  FY 2017  FY 2018
Persons viewing KAET-TV on a weekly basis (in thousands)
Actual  Estimate  Estimate
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  FY 2017  FY 2018
Teachers served through educational support programming
Actual  Estimate  Estimate
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  FY 2017  FY 2018
Students served through educational support programming
Actual  Estimate  Estimate
1,206,517  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 FY16 levels
FY2018: Increase attendance levels at ASU Gammage programs, events and facilities over FY17 by 3-5%

Performance Measures
FY 2016  FY 2017  FY 2018
Persons attending University sponsored cultural events (in thousands)
Actual  Estimate  Estimate
559  489  514
2016 - 2018 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

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.

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.

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

Performance Measures

<table>
<thead>
<tr>
<th>Objective</th>
<th>FY2016</th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
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<table>
<thead>
<tr>
<th>Objective</th>
<th>FY2016</th>
<th>FY2017</th>
<th>FY2018</th>
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<tbody>
<tr>
<td>1</td>
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<td>5</td>
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All dollars are presented in thousands (not FTE).

Page 4
**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

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students receiving health care at the Campus Health Service</td>
<td>51,722</td>
<td>52,756</td>
<td>53,812</td>
</tr>
</tbody>
</table>

◆ **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

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registered campus clubs and organizations</td>
<td>880</td>
<td>885</td>
<td>890</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>80,359</td>
<td>84,377</td>
<td>88,596</td>
</tr>
</tbody>
</table>

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

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

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jobs and internships approved and posted in Sun Devil CareerLink</td>
<td>16,795</td>
<td>17,299</td>
<td>17,818</td>
</tr>
</tbody>
</table>

◆ **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

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students participating in orientation</td>
<td>10,017</td>
<td>10,200</td>
<td>10,400</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students living in first-year residential communities</td>
<td>8,417</td>
<td>8,000</td>
<td>8,100</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students receiving financial assistance in an academic year</td>
<td>87,684</td>
<td>92,068</td>
<td>96,672</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dollar volume for all financial assistance programs (dollars in thousands)</td>
<td>1,370,826</td>
<td>1,439,368</td>
<td>1,511,336</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average GPA of student athletes (4.0 highest)</td>
<td>3.12</td>
<td>3.15</td>
<td>3.20</td>
</tr>
</tbody>
</table>

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

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All dollars are presented in thousands (not FTE).
Mission:
To provide timely, efficient, and effective support for the university’s mission of instruction, research, and public service 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

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of employees trained through targeted institutional programs</td>
<td>1,977</td>
<td>1,900</td>
<td>2,400</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration as a percentage of total cost</td>
<td>1.99</td>
<td>1.86</td>
<td>1.76</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job applications processed</td>
<td>42,484</td>
<td>44,608</td>
<td>44,738</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positions filled</td>
<td>2,508</td>
<td>2,884</td>
<td>3,316</td>
</tr>
</tbody>
</table>

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

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

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintenance work order man-hours on buildings/tunnels/structures</td>
<td>217,086</td>
<td>219,257</td>
<td>221,449</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of faculty, staff, and students participating in fire and safety training classes</td>
<td>11,646</td>
<td>12,500</td>
<td>13,500</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Parking Permit Sales to students and staff</td>
<td>19,700</td>
<td>19,000</td>
<td>19,000</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
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<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community-based police assignments and contacts</td>
<td>2,584</td>
<td>2,680</td>
<td>2,770</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centrally supported Ethernet connections</td>
<td>138,058</td>
<td>132,400</td>
<td>127,000</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internet bandwidth available in Gigabits</td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
</tbody>
</table>
Objective: 3 FY2016: Ensure adequate availability of backup internet bandwidth to meet university demand in 2015-16
FY2017: Ensure adequate availability of backup internet bandwidth to meet university demand in 2016-17
FY2018: Ensure adequate availability of backup internet bandwidth to meet university demand in 2017-18

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internet bandwidth burstable (in Gigabits)</td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
</tbody>
</table>

Objective: 4 FY2016: Support campus growth with higher access point density in 2015-16
FY2017: Support campus growth with higher access point density in 2016-17
FY2018: Support campus growth with higher access point density in 2017-18

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wireless hours (in millions)</td>
<td>69.1</td>
<td>79.4</td>
<td>91.4</td>
</tr>
</tbody>
</table>

ASA 7.0

Program Summary

AUXILIARY PROGRAM

Description:
Not applicable
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.
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**

**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

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**Issue 6**

**Description:** Beginning approximately a decade ago through FY 2012, Arizona State University (ASU) experienced a reduction in public investment and plans for cost constraints of $196,305,700 while student FTE enrollment grew by over 12,000 (20 percent). In response, ASU committed to protecting 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.

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**Resource Assumptions**

<table>
<thead>
<tr>
<th>Resource Assumptions</th>
<th>FY2019 Estimate</th>
<th>FY2020 Estimate</th>
<th>FY2021 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Full-Time Equivalent Positions</strong></td>
<td>218.0</td>
<td>218.0</td>
<td>218.0</td>
</tr>
<tr>
<td><strong>General Fund</strong></td>
<td>41,806.1</td>
<td>41,783.7</td>
<td>41,786.1</td>
</tr>
<tr>
<td><strong>Other Appropriated Funds</strong></td>
<td>29,656.3</td>
<td>31,139.1</td>
<td>32,696.1</td>
</tr>
<tr>
<td><strong>Non-Appropriated Funds</strong></td>
<td>37,977.7</td>
<td>39,117.1</td>
<td>40,290.6</td>
</tr>
<tr>
<td><strong>Federal Funds</strong></td>
<td>20,390.3</td>
<td>21,613.7</td>
<td>22,910.5</td>
</tr>
</tbody>
</table>
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.

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 14,544 undergraduate students in 2015-16
FY2017: Ensure availability of capstone and research-related courses for 14,544 undergraduate students in 2016-17
FY2018: Ensure availability of capstone and research-related courses for 14,544 undergraduate students in 2017-18

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

Goal 3
To retain students and help them graduate.

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

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

Date Printed: 10/3/2016 9:55:40 AM  All dollars are presented in thousands (not FTE).
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

**Objective 2:** FY2016: Increase external dollars received by 5% in 2015-16 to allow for ASU to continue to meet ABOR Enterprise Plan goals

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

**Objective 4:** FY2016: Increase baccalaureate degree production by 3-4% in 2015-16

**Objective 5:** FY2016: Increase Master's degree production by 15-20% in 2015-16

**Performance Measures**

<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Bachelor's degrees granted</td>
<td>1,170</td>
<td>1,211</td>
</tr>
<tr>
<td>Number of Master's degrees granted</td>
<td>632</td>
<td>681</td>
</tr>
</tbody>
</table>

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

**Objective 2:** Continue to strengthen ties with local businesses and communities with an increased number of participatory events

**Performance Measures**

<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of community/business participatory events both on and off campus</td>
<td>97</td>
<td>120</td>
</tr>
</tbody>
</table>

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

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**OSPZ AZIPS**
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 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

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library volumes</td>
<td>321,469</td>
<td>620,000</td>
<td>619,700</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Items checked out including renewals</td>
<td>11,502</td>
<td>12,000</td>
<td>14,000</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Items borrowed from other ASU libraries</td>
<td>1,559</td>
<td>1,600</td>
<td>1,700</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Items borrowed from libraries outside ASU</td>
<td>1,205</td>
<td>1,250</td>
<td>1,400</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of mediated classrooms</td>
<td>61</td>
<td>63</td>
<td>65</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of classrooms with mediation</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of common computing site seats</td>
<td>144</td>
<td>144</td>
<td>144</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of site equipment outdated (&gt;4 years old)</td>
<td>0</td>
<td>7</td>
<td>7</td>
</tr>
</tbody>
</table>
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.

Goal 2

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

Program Summary

Institutional Support

Melinda Gebel, Director

Institutional Analysis (480) 965-2318

A.R.S. § 15-1601

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

<table>
<thead>
<tr>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,046</td>
<td>3,198</td>
<td>3,358</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>141</td>
<td>148</td>
<td>155</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.0</td>
<td>4.8</td>
<td>4.5</td>
</tr>
</tbody>
</table>

AWA 6.0

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 continually 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
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
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 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**

<table>
<thead>
<tr>
<th></th>
<th>FY2019 Estimate</th>
<th>FY2020 Estimate</th>
<th>FY2021 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Full-Time Equivalent Positions</strong></td>
<td>23.0</td>
<td>23.0</td>
<td>23.0</td>
</tr>
<tr>
<td><strong>General Fund</strong></td>
<td>3,127.6</td>
<td>3,127.6</td>
<td>3,127.6</td>
</tr>
<tr>
<td><strong>Other Appropriated Funds</strong></td>
<td>2,209.5</td>
<td>2,320.0</td>
<td>2,436.0</td>
</tr>
<tr>
<td><strong>Non-Appropriated Funds</strong></td>
<td>3,816.6</td>
<td>3,931.1</td>
<td>4,049.1</td>
</tr>
<tr>
<td><strong>Federal Funds</strong></td>
<td>821.1</td>
<td>870.4</td>
<td>922.6</td>
</tr>
</tbody>
</table>
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%

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of graduating students who rate their overall experience at ASU Polytechnic as good or excellent</td>
<td>87</td>
<td>87</td>
<td>88</td>
</tr>
</tbody>
</table>

**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

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of tutorials conducted by University Academic Success Programs</td>
<td>14,644</td>
<td>16,108</td>
<td>19,609</td>
</tr>
</tbody>
</table>

**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 of externally funded, non-research expenditures (in | 1.9 | 1.7 | 1.8

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 sponsored research projects for students in 2015-16
FY2017: Strengthen corporate and community engagement by promoting sponsored research projects for students in 2016-17
FY2018: Strengthen corporate and community engagement by promoting sponsored 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
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
<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library gate count</td>
<td>141,893</td>
<td>145,000</td>
</tr>
</tbody>
</table>

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
<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workstations available for public use in library facilities</td>
<td>29</td>
<td>29</td>
</tr>
</tbody>
</table>

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
<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of hours the library is open each week</td>
<td>87</td>
<td>87</td>
</tr>
</tbody>
</table>

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


Performance Measures
<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of mediated classrooms</td>
<td>98</td>
<td>97</td>
</tr>
</tbody>
</table>

Objective: 2 FY2016: Ensure all classrooms are equipped with mediation in 2015-2016 FY2017: Ensure all classrooms are equipped with mediation in 2016-2017 FY2018: Ensure all classrooms are equipped with mediation in 2017-2018

Performance Measures
<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of classrooms with mediation</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Objective: 3 FY2016: Maintain the existing number of common computing site seats in 2015-2016 FY2017: Maintain the existing number of common computing site seats in 2016-2017 FY2018: Maintain the existing number of common computing site seats in 2017-2018

Performance Measures
<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of common computing site seats</td>
<td>93</td>
<td>93</td>
</tr>
</tbody>
</table>

Objective: 4 FY2016: Address any existing need to replace outdated equipment in 2015-2016 FY2017: Address the projected need to replace outdated equipment in 2016-2017 FY2018: Address the projected need to replace outdated equipment in 2017-2018

Performance Measures
<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of site equipment outdated (&gt;4 years old)</td>
<td>0</td>
<td>11</td>
</tr>
</tbody>
</table>

**Program Summary**

AXA 5.0

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
<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students receiving health care at the Student Health Center (provider/nurse visits)</td>
<td>2,449</td>
<td>2,429</td>
</tr>
</tbody>
</table>

**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
<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of students registered to receive services from Disability Resource Center</td>
<td>328</td>
<td>344</td>
</tr>
</tbody>
</table>

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
<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registered campus clubs and organizations</td>
<td>83</td>
<td>88</td>
</tr>
</tbody>
</table>

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
<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizations physically recruiting on campus and virtually</td>
<td>93</td>
<td>98</td>
</tr>
</tbody>
</table>

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
<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students participating in career-related programs</td>
<td>6,824</td>
<td>7,029</td>
</tr>
</tbody>
</table>

**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 5% in 2016-17 FY2018: Increase participation in student orientation experiences by 5% in 2017-18

Performance Measures
<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students participating in student orientation experiences</td>
<td>6,824</td>
<td>7,029</td>
</tr>
</tbody>
</table>
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

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

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

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

AXA 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.
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.
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 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

<table>
<thead>
<tr>
<th></th>
<th>FY2019 Estimate</th>
<th>FY2020 Estimate</th>
<th>FY2021 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Full-Time Equivalent Positions</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Fund</td>
<td>3,046.1</td>
<td>3,046.1</td>
<td>3,046.1</td>
</tr>
<tr>
<td>Other Appropriated Funds</td>
<td>2,115.2</td>
<td>2,220.9</td>
<td>2,332.0</td>
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<tr>
<td>Non-Appropriated Funds</td>
<td>1,693.1</td>
<td>1,743.9</td>
<td>1,796.3</td>
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<tr>
<td>Federal Funds</td>
<td>609.1</td>
<td>645.6</td>
<td>684.4</td>
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