2017-2019
Arizona State University
Five-Year Strategic Plan

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

October 1, 2017

University Office of Institutional Analysis
Mission:
To demonstrate leadership in academic excellence and accessibility, establish national standing in academic quality and impact of colleges and schools in every field, establish asu as a leading global center for interdisciplinary research, discovery and development by 2025, and enhance our local impact and social embeddedness.

Asu is a comprehensive public research university, measured not by whom it excludes, but by whom it includes and how they succeed; advancing research and discovery of public value; and assuming fundamental responsibility for the economic, social, cultural and overall health of the communities it serves.

Asu has become the foundational model for the new american university, a new paradigm for the public research university that transforms higher education. Asu is committed to excellence, access and impact in everything it does.

Description:
Arizona State University is “One university in many places” - five distinctive campuses throughout metropolitan Phoenix that create a federation of unique colleges and schools. They are all Asu, providing access to all the university’s strength and innovation, yet each offers attributes and focuses to meet the needs of any learner.

Asu at the tempe campus, which includes the downtown Phoenix campus, is a major public research university offering programs from the baccalaureate through the doctorate. Its success results from applying the strongest features of the traditional major research university to the rapidly evolving needs of the metropolitan Phoenix area and Arizona. Asu at the tempe campus is the only Carnegie Foundation-designated Doctoral/Research-Extensive campus in the metropolitan Phoenix area.

Asu at the west campus is a comprehensive campus that balances the traditions of liberal arts education with responsiveness to the dynamics of workforce requirements. This campus location focuses on developing a learning community that addresses the needs of a diverse metropolitan environment 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.

Asu at the polytechnic campus is a nexus for studies in interdisciplinary sciences, engineering, management, technology and education. Industry partnerships are key to the campus’ distinctive course offerings, which provide opportunities for project-based learning within advanced laboratory spaces. specialized equipment for hands-on exploration includes simulators for flight and centers for consumer behavior research, semiconductor fabrication, comprehensive commercial printing and design, and on-demand digital manufacturing. All programs at Asu at the polytechnic campus provide students with the knowledge and extensive technological competence to succeed in their chosen professions and further learning.

Asu at the thunderbird campus became a unit of the ASU knowledge enterprise in 2015, bringing with it 70 years of history and international accolades for executive education. It serves students from around the world by nurturing the global mindset, business skills and social responsibility that will empower them to become leaders in organizations.

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**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:**

<table>
<thead>
<tr>
<th>Year</th>
<th>FY2017</th>
<th>Goal</th>
<th>Performance Measures</th>
<th>FY2018</th>
<th>Estimate</th>
<th>FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017</td>
<td>4.2</td>
<td>Improve student efficiency in time to baccalaureate degree completion in 2016-17</td>
<td>4.1</td>
<td>Estimate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2018</td>
<td>4.1</td>
<td>Improve student efficiency in time to baccalaureate degree completion in 2017-18</td>
<td>4.1</td>
<td>Estimate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2019</td>
<td>4.1</td>
<td>Improve student efficiency in time to baccalaureate degree completion in 2018-19</td>
<td>4.1</td>
<td>Estimate</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

**Objective:**

<table>
<thead>
<tr>
<th>Year</th>
<th>FY2017</th>
<th>Goal</th>
<th>Performance Measures</th>
<th>FY2018</th>
<th>Estimate</th>
<th>FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017</td>
<td>89</td>
<td>Increase Honors student enrollment by 5-10% in 2016-17 by focusing on</td>
<td>89</td>
<td>Estimate</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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both in-state and out-of-state students
FY2018: Maintain Honors student enrollment and increase the percent of full-time first generation students
FY2019: Maintain enrollment at Tempe and increase enrollment at Phoenix Downtown, Polytechnic, and West

Objective: FY2017: Improve Run Performance and retention of the Degree Audit by 10% in 2016-17
FY2018: Improve Run Performance and retention of the Degree Audit by 10% in 2017-18
FY2019: Improve Run Performance and retention of the Degree Audit by 10% in 2018-19

Performance Measures

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Honors undergraduate headcount students</td>
<td>7,276</td>
<td>7,490</td>
<td>7,800</td>
</tr>
<tr>
<td>BHC degree recipients (i.e., with honors)</td>
<td>1,005</td>
<td>1,110</td>
<td>1,235</td>
</tr>
<tr>
<td>Courses offered for honors credit</td>
<td>4,201</td>
<td>4,400</td>
<td>4,600</td>
</tr>
</tbody>
</table>

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

Objective: FY2017: Support exploratory students in FY 2017 by providing 20-25% more sections in UNI and ASU 101 courses to assist students who change majors once enrolled
FY2018: Support exploratory students enrollment in FY 2018 by providing 5-10% more sections in UNI and ASU 101 courses to assist students who change majors once enrolled.
FY2019: Support exploratory students enrollment in FY 2019 by providing 5-10% more sections in UNI and ASU 101 courses to assist students who change majors once enrolled.

Performance Measures

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of tutorials conducted by University College Academic Success Programs</td>
<td>265,566</td>
<td>273,533</td>
<td>281,739</td>
</tr>
<tr>
<td>Number of students enrolled in UNI and ASU 101 Academic Success courses to transition successfully to college and achieve academic success</td>
<td>10,750</td>
<td>11,825</td>
<td>13,008</td>
</tr>
</tbody>
</table>

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

Objective: FY2017: Increase summer sessions enrollment by 15-20% in 2016-17
FY2018: Increase summer sessions enrollment by 10-15% in 2017-18
FY2019: Increase summer sessions enrollment by 10-15% in 2018-19

Performance Measures

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summer sessions headcount students</td>
<td>35,525</td>
<td>39,788</td>
<td>43,700</td>
</tr>
<tr>
<td>Internet course registrations during the fall semester (duplicated enrollments)</td>
<td>138,010</td>
<td>152,273</td>
<td>170,546</td>
</tr>
<tr>
<td>Internet course sections offered during the fall semester</td>
<td>3,340</td>
<td>3,681</td>
<td>4,123</td>
</tr>
</tbody>
</table>

Goal 5 To improve graduate education and promote growth by enhancing programs central to the University’s mission and increasing the diversity of students.

Objective: FY2017: Increase graduate enrollment by 2.5% in 2016-17
FY2018: Increase graduate enrollment by 5.0% in 2017-18
FY2019: Increase graduate enrollment by 5.0% in 2018-19

Performance Measures

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall semester enrollment (headcount)</td>
<td>98,177</td>
<td>102,758</td>
<td>106,214</td>
</tr>
<tr>
<td>Fall semester enrollment (full-time equivalent)</td>
<td>94,077</td>
<td>97,610</td>
<td>100,559</td>
</tr>
</tbody>
</table>
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 maintain and enhance the University's status as a major research institution.

Objective: 1 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 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
FY2019: Increase proposal volume in 2018-19 to maintain a long-term 8% growth rate that will allow for ASU to continue to meet ABOR Enterprise Plan goals

Performance Measures FY 2017 FY 2018 FY 2019
Dollar value of proposals submitted $1,957.8 $2,073.3 $2,239.2
External dollars received for research and creative activity (in millions of dollars) $400.0 $415.4 $448.6

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

Objective: 1 FY2017: To increase undergraduate student participation in ASU's Knowledge Enterprise in 2016-17
FY2018: To increase undergraduate student participation in ASU's Knowledge Enterprise in 2017-18
FY2019: To increase undergraduate student participation in ASU's Knowledge Enterprise in 2018-19

Performance Measures FY 2017 FY 2018 FY 2019
Undergraduate students supported by sponsored funds 1,883 1,971 2,020
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.

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

Objective: 1 FY2017: Ensure users have sufficient and timely access to the information resources they need in 2016-17 as more print subscriptions are moved to online research and reference assistance
FY2018: Ensure users have sufficient and timely access to the information resources they need in 2017-18 as more print subscriptions are moved to online research and reference assistance
FY2019: Ensure users have sufficient and timely access to the information resources they need in 2018-19 as more print subscriptions are moved to online research and reference assistance

Objective: 2 FY2017: Increase the number of University events that engage with community, local, state, federal, and international organizations by 3-5% in 2016-17
FY2018: Increase the number of University events that engage with community, local, state, federal, and international organizations by 1-3% in 2017-18
FY2019: Increase the number of University events that engage with community, local, state, federal, and international organizations by 1-3% in 2018-19

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

Objective: 1 FY2017: To manage the number of books and periodical subscriptions owned by the university libraries for increased accessibility.
FY2018: To manage the number of books and periodical subscriptions owned by the university libraries for increased accessibility.
FY2019: To manage the number of books and periodical subscriptions owned by the university libraries for increased accessibility.

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

Objective: 1 FY2017: Maintain attendance levels at cultural programs and events at the FY16 levels.
FY2018: Increase attendance levels at cultural programs and events over FY17 by 3-5%
FY2019: Increase attendance levels at cultural programs and events over FY18 by 1-3%

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

Objective: 1 FY2017: Maintain attendance levels at cultural programs and events at the FY16 levels.
FY2018: Increase attendance levels at cultural programs and events over FY17 by 3-5%
FY2019: Increase attendance levels at cultural programs and events over FY18 by 1-3%
### Objective 1

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

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

**FY2019:** Support the anticipated growth rate of mediated classrooms in 2018-19

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Estimate</th>
<th>FY 2019 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of mediated classrooms</td>
<td>609</td>
<td>614</td>
<td>623</td>
</tr>
</tbody>
</table>

**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.

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual attendance at university art collections</td>
<td>50,783</td>
<td>60,000</td>
<td>70,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual attendees of lectures and special events</td>
<td>12,000</td>
<td>20,000</td>
<td>30,000</td>
</tr>
</tbody>
</table>

**Goal 3:** To provide students and faculty with the technological resources and services needed to support accomplishment of their academic goals.

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of classrooms with mediation</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of common computing site seats</td>
<td>1,064</td>
<td>1,064</td>
<td>1,064</td>
</tr>
</tbody>
</table>

| Objective 3: Maintain the existing number of common computing site seats in 2016-17 |
| FY2016: Maintain the existing number of common computing site seats in 2017-18 |
| FY2019: Maintain the existing number of common computing site seats in 2018-19 |

| Objective 4: Address the projected need to replace outdated equipment in 2016-17 |
| FY2018: Address projected need to replace outdated equipment in 2017-18 |
| FY2019: Address projected need to replace outdated equipment in 2018-19 |

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online catalog use (pageviews)</td>
<td>2,178,552</td>
<td>3,000,000</td>
<td>3,100,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online databases use (searches)</td>
<td>12,357,442</td>
<td>12,850,000</td>
<td>12,950,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library volumes</td>
<td>4,781,038</td>
<td>4,631,000</td>
<td>4,632,000</td>
</tr>
</tbody>
</table>

**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.

<table>
<thead>
<tr>
<th>Program Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>STUDENT SERVICES</td>
</tr>
<tr>
<td>Melinda Gebel, Director</td>
</tr>
<tr>
<td>Institutional Analysis (480) 965-2318</td>
</tr>
<tr>
<td>A.R.S. § 15-1601</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Date Printed:</th>
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</thead>
<tbody>
<tr>
<td>All dollars are presented in thousands (not FTE).</td>
<td>Page 5</td>
</tr>
</tbody>
</table>
**Objective:** 1 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 4% in 2017-18
   FY2019: Increase the number of students served at the student health centers by an average of 5% in 2018-19

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Estimate</th>
<th>FY 2019 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students receiving health care on campus</td>
<td>63,166</td>
<td>65,684</td>
<td>68,895</td>
</tr>
</tbody>
</table>

Prior to FY 2017 figures reflected Tempe/Downtown Campuses.

**Objective:** 2 FY2017: Increase the participation in student orientation experiences by 2-3% in 2016-17
   FY2018: Increase the participation in student orientation experiences by 2% in 2017-18
   FY2019: Increase the participation in student orientation experiences by 2.3% in 2018-19

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Estimate</th>
<th>FY 2019 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disabled students served</td>
<td>3,518</td>
<td>3,824</td>
<td>3,732</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 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
   FY2019: Increase the number of on-campus student clubs and organizations by 1%-2% in 2018-19

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Estimate</th>
<th>FY 2019 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registered campus clubs and organizations</td>
<td>1,171</td>
<td>1,186</td>
<td>1,202</td>
</tr>
</tbody>
</table>

**Objective:** 2 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 readiness and professional development programs by 3% in 2017-18
   FY2019: Increase the number of students participating in career readiness and professional development programs by 3% in 2018-19

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Estimate</th>
<th>FY 2019 Estimate</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>88,669</td>
<td>91,329</td>
<td>94,069</td>
</tr>
</tbody>
</table>

**Objective:** 3 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
   FY2019: Increase the overall number of employers recruiting ASU students by 3% in 2018-19

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Estimate</th>
<th>FY 2019 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizations recruiting on campus and virtually</td>
<td>9,728</td>
<td>10,020</td>
<td>10,320</td>
</tr>
</tbody>
</table>

**Objective:** 4 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
   FY2019: Increase the overall number of internship and career positions by 5% in 2018-19

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

**Objective:** 1 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
   FY2019: Increase the participation in student orientation experiences by 2.3% in 2018-19

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Estimate</th>
<th>FY 2019 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students participating in orientation</td>
<td>10,283</td>
<td>10,541</td>
<td>10,858</td>
</tr>
</tbody>
</table>

**Objective:** 2 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
   FY2019: Provide a residential environment in 2018-19 that supports a smooth transition to the university

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Estimate</th>
<th>FY 2019 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students living in first-year residential communities</td>
<td>7,838</td>
<td>8,247</td>
<td>8,419</td>
</tr>
</tbody>
</table>

**Objective:** 3 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
   FY2019: Increase the number of students receiving financial assistance by 5% in 2018-19

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Estimate</th>
<th>FY 2019 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students receiving financial assistance in an academic year</td>
<td>94,729</td>
<td>99,465</td>
<td>104,439</td>
</tr>
</tbody>
</table>

**Objective:** 4 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
   FY2019: Increase amount of financial assistance disbursed to students by 5% in 2018-19

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Estimate</th>
<th>FY 2019 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dollar volume for all financial assistance programs (dollars in thousands)</td>
<td>1,482,031</td>
<td>1,556,132</td>
<td>1,633,939</td>
</tr>
</tbody>
</table>

**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 FY2017: To improve the academic performance of student athletes in FY 2017
   FY2018: Continue to improve the academic performance of student athletes in FY 2018
   FY2019: Enhance Academic and Life Skill development of student-athletes in FY 2019

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Estimate</th>
<th>FY 2019 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average GPA of student athletes (4.0 highest)</td>
<td>3.15</td>
<td>3.20</td>
<td>3.22</td>
</tr>
</tbody>
</table>

**Objective:** 2 FY2017: 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
   FY2019: Increase NCAA GSR with goal of 90% or above in FY 2019

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Estimate</th>
<th>FY 2019 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of student athletes graduating in six years based on NCAA Graduation Success Rate</td>
<td>87</td>
<td>88</td>
<td>90</td>
</tr>
</tbody>
</table>
INSTITUTIONAL SUPPORT

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

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

Goal 1
To provide 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
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
FY2019: Continue to meet the need for professional development opportunities with new or expanded institutional programs

Performance Measures
Number of employees trained through targeted institutional programs
FY2017 Actual FY2018 Estimate FY2019 Estimate
2,193 2,400 2,475

Objective: 2
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
FY2019: Manage or decrease administrative costs as a % of state expenditure authority in FY2019

Performance Measures
Administrations as a percentage of total cost
FY2017 Actual FY2018 Estimate FY2019 Estimate
2.09 2.04 1.94

Objective: 3
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
FY2019: Continue outreach to increase the number of qualified applicants in 2018-19

Performance Measures
Job applications processed
FY2017 Actual FY2018 Estimate FY2019 Estimate
45,749 50,217 55,252

Objective: 4
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
FY2019: Continue to fill positions as needed to support the academic mission in 2018-19

Performance Measures
Positions filled
FY2017 Actual FY2018 Estimate FY2019 Estimate
2,586 2,844 3,130

Objective: 5
FY2017: Reduce staff turnover by 5-10% in 2016-17
FY2018: Reduce staff turnover by 5-10% in 2017-18
FY2019: Reduce staff turnover by 5-10% in 2018-19

Performance Measures
Percent of agency staff turnover (classified staff only)
FY2017 Actual FY2018 Estimate FY2019 Estimate
11.6 10.8 10.0

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
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
FY2019: Increase maintenance work order man hours by 5% in FY 2019 to maintain new and existing facilities

Performance Measures
Maintenance work order man-hours on buildings/tunnels/structures
FY2017 Actual FY2018 Estimate FY2019 Estimate
1,006,168 1,056,476 1,109,300

Objective: 2
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
FY2019: Increase participation in Fire Safety Awareness and Prevention training classes by 8-10% in FY 2019

Performance Measures
Number of faculty, staff, and students participating in fire and safety training classes
FY2017 Actual FY2018 Estimate FY2019 Estimate
14,108 15,250 16,500

Objective: 3
FY2017: Maintain a balanced mix of 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
FY2019: Maintain a balanced mix of parking payment options that include permit, visitor and mobile apps while encouraging the use of alternative modes in FY 2019

Performance Measures
Annual Parking Permit Sales to students and staff
FY2017 Actual FY2018 Estimate FY2019 Estimate
24,450 26,000 25,000

Objective: 4
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
FY2019: Increase community-based police assignments and contacts by 2-3% in FY 2019

Performance Measures
Community-based police assignments and contacts
FY2017 Actual FY2018 Estimate FY2019 Estimate
2,579 2,650 2,720

Objective: 5
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
FY2019: Manage or reduce the number of crime incidences as the campus grows and mitigate any possible disruptions to the university community in 2018-19

Performance Measures
Crime reports
FY2017 Actual FY2018 Estimate FY2019 Estimate
163 173 183

Objective: 6
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
FY2019: Manage or reduce the number of crime incidences as the campus grows and mitigate any possible disruptions to the university community in 2018-19

Performance Measures
Calls for Service
FY2017 Actual FY2018 Estimate FY2019 Estimate
2,647 2,699 2,752

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

Objective: 1
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
FY2019: Ensure adequate number of port counts to support university needs in 2018-19

Date Printed: 10/2/2017 10:54:50 AM  OSPB AZIPS All dollars are presented in thousands (not FTE).
### Performance Measures

<table>
<thead>
<tr>
<th>Objective</th>
<th>FY2017: Support campus growth with higher access point density in 2016-17</th>
<th>FY2018: Support campus growth with higher access point density in 2017-18</th>
<th>FY2019: Support campus growth with higher access point density in 2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective:</strong> 2</td>
<td>Ensure adequate availability of internet bandwidth to meet university demand in 2016-17</td>
<td>Ensure adequate availability of internet bandwidth to meet university demand in 2017-18</td>
<td>Ensure adequate availability of internet bandwidth to meet university demand in 2018-19</td>
</tr>
<tr>
<td><strong>Objective:</strong> 3</td>
<td>Ensure adequate availability of internet bandwidth to meet university demand in 2016-17</td>
<td>Ensure adequate availability of internet bandwidth to meet university demand in 2017-18</td>
<td>Ensure adequate availability of internet bandwidth to meet university demand in 2018-19</td>
</tr>
<tr>
<td><strong>Objective:</strong> 4</td>
<td>Ensure adequate availability of internet bandwidth to meet university demand in 2016-17</td>
<td>Ensure adequate availability of internet bandwidth to meet university demand in 2017-18</td>
<td>Ensure adequate availability of internet bandwidth to meet university demand in 2018-19</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centrally supported Ethernet connections</td>
<td>136,000</td>
<td>132,000</td>
<td>130,000</td>
</tr>
<tr>
<td>Internet bandwidth available (in Gigabits)</td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Internet bandwidth burstable (in Gigabits)</td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Wireless hours (in millions)</td>
<td>76</td>
<td>85</td>
<td>91</td>
</tr>
</tbody>
</table>
Agency 5-Year Plan

**Issue 1**

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

To broaden access to a quality education for all segments of the population, ASU must be positioned to accommodate the 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**

**Description:** Improve the quality of undergraduate and graduate education.

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

A continued emphasis on providing a quality educational experience requires examining and evolving how the university designs and delivers its instructional programs to maximize the impact of education. Improvements can be accomplished through new pedagogical techniques, such as 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.
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, A2TE has undertaken a variety of activities in furtherance of its mission to facilitate advancement of University technology into the marketplace.

• Closely align A2TE 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 A2TE office on campus to foster faculty relationships and commercialization activities

Key Focus Area #4: Improve infrastructure to support research

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

The University's information technology infrastructure is continuously challenged to keep pace with the rapid increase in externally funded research. To meet the demands of research growth and to plan for future growth, new tools must be designed and implemented across the Research Enterprise in a way that leverages existing IT infrastructure and increases functionality for the entire Research community. Implementation of an end-to-end research administration system will allow for immediate process improvements and continued research expenditure growth. The improvement of the information technology infrastructure will be executed concurrently with the reorganization of research administration personnel and business processes.
Issue 5

Enhance and improve local impact and social embeddedness

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

Solutions:

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

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

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

Issue 6

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

Description: Beginning approximately a decade ago through FY 2012, Arizona State University (ASU) experienced a reduction in public investment of $196,305,700 while student FTE enrollment grew by over 12,000 (20 percent). In response, ASU committed to protecting 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 per resident FTE student funding 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 just under 34 percent of the E&G cost for resident students across the university system.

ASU’s FY 2019 operating budget request of $52.4 million is comprised of three components, progress toward the goal of the state’s commitment to fund 50 percent of the estimated cost of educating an Arizona resident student, resident student FTE growth funding to maintain annual progress toward the 50 percent funding goal and an appropriation to offset the FY 2018 12.6 percent health insurance premium increase. The $52.4 million is not incremental to ASU’s FY 2018 funding level, as the FY 2018 level includes $6.6 million in one-time funding that will be returned through the FY 2019 budget process.

Solutions:

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>FY2020 Estimate</th>
<th>FY2021 Estimate</th>
<th>FY2022 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time Equivalent Positions</td>
<td>235.0</td>
<td>235.0</td>
<td>235.0</td>
</tr>
<tr>
<td>General Fund</td>
<td>41,558.3</td>
<td>41,558.3</td>
<td>41,558.3</td>
</tr>
<tr>
<td>Other Appropriated Funds</td>
<td>34,081.6</td>
<td>35,785.7</td>
<td>37,575.0</td>
</tr>
<tr>
<td>Non-Appropriated Funds</td>
<td>46,262.1</td>
<td>47,650.0</td>
<td>49,079.5</td>
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<tr>
<td>Federal Funds</td>
<td>24,738.2</td>
<td>26,222.5</td>
<td>27,795.9</td>
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