ASU Arizona State University

2019-2021

Arizona State University

Five-Year Strategic Plan

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Strategic Planning and Budgeting

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University Office of Institutional Analysis

ASA 0.0	**Agency Summary**

ARIZONA STATE UNIVERSITY

Dr. Michael Crow, President

(480) 965-8972

A.R.S. § 15-1601

Plan Contact: Melinda Gebel, Director, Institutional Analysis

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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" - four 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. 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. 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.

ASA 1.0	**Program Summary**

INSTRUCTION

Melinda Gebel, Director

Institutional Analysis   (480) 965-2318

A.R.S. § 15-1601

Mission:

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

Description:

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

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

Objective: 1 FY2019: Improve student efficiency in time to baccalaureate degree completion in 2018-19

FY2020: Improve student efficiency in time to baccalaureate degree completion in 2019-20

FY2021: Improve student efficiency in time to baccalaureate degree completion in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average years taken by freshman students to complete a baccalaureate degree program	4.3	4.3	4.3

Objective: 2 FY2019: Ensure availability of capstone and research-related courses for undergraduate students in 2018-19

FY2020: Ensure availability of capstone and research-related courses for undergraduate students in 2019-20

FY2021: Ensure availability of capstone and research-related courses for undergraduate students in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percentage of undergraduate degree recipients participating in research related or capstone (case study) experience	92	92	92

Objective: 3 FY2019: Maintain graduating seniors' FY 2018 level of satisfaction

FY2020: Maintain graduating seniors' FY 2019 level of satisfaction

FY2021: Maintain graduating seniors' FY 2020 level of satisfaction

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of graduating seniors who rate their overall university experience as good or excellent	90	90	90

Objective: 4 FY2019: Ensure students have sufficient access to courses taught by ranked faculty in 2018-19

FY2020: Ensure students have sufficient access to courses taught by ranked faculty in 2019-20

FY2021: Ensure students have sufficient access to courses taught by ranked faculty in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of full-time undergraduate students enrolled per semester in three or more primary courses with ranked faculty	88	88	88

Objective: 5 FY2019: Increase the number of students enrolled in adaptive learning courses by 80-85% in 2018-19

FY2020: Increase the number of students enrolled in adaptive learning courses by 20-25% in 2019-20

FY2021: Increase the number of students enrolled in adaptive learning courses by 15-20% in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of courses enrollments in adaptive learning courses in each academic year	29,434	36,000	42,000

◆ **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 FY2019: Maintain enrollment at Tempe and increase enrollment at Downtown Phoenix, Polytechnic, and West in 2018-19

FY2020: Maintain enrollment at Tempe and increase enrollment at Downtown Phoenix, Polytechnic, and West in 2019-20

FY2021: Maintain enrollment at Tempe and increase enrollment at Downtown Phoenix, Polytechnic, and West in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Honors undergraduate headcount students	7,428	7,500	7,550

Objective: 2 FY2019: Increase the number of Barrett students completing the thesis and graduating with honors by 10-15% in 2018-19

FY2020: Increase the number of Barrett students completing the thesis and graduating with honors by 8-10% in 2019-20

FY2021: Increase the number of Barrett students completing the thesis and graduating with honors by 8-10% in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
BHC degree recipients (i.e., with honors)	1,110	1,200	1,300

Objective: 3 FY2019: Increase the number of courses offered for honors credit by 2-5% in 2018-

FY2020: Increase the number of courses offered for honors credit by 2-5% in 2019-

FY2021: Increase the number of courses offered for honors credit by 2-5% in 2020-

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Courses offered for honors credit	4,800	4,900	5,000

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

Objective: 1 FY2019: Contribute to retention progress by increasing students visits to academic support services areas by 2-3% in 2018-19

FY2020: Contribute to retention progress by increasing students visits to academic support services areas by 1% in 2019-20

FY2021: Contribute to retention progress by increasing students visits to academic support services areas by 1% in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of visits to academic support service areas	160,671	162,277	163,899

Objective: 2 FY2019: Contribute to retention progress by increasing students participation in First Year Success programs by 2-3% in 2018-19

FY2020: Contribute to retention progress by increasing number of first-year students participating in First-Year Success coaching by 1-2% in 2019-20

FY2021: Contribute to retention progress by increasing number of first-year students participating in First-Year Success coaching by 1-2% in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Participation in First Year Success programs	4,293	4,358	4,424

Objective: 3 FY2019: Build upon FY2018 undergraduate retention objectives by increasing course offerings and students served in all UNI and ASU 101 courses by 1-2%

FY2020: Build upon FY2019 undergraduate retention objectives by increasing course offerings and students served in all UNI and ASU 101 courses by 1-2%

FY2021: Build upon FY2020 undergraduate retention objectives by increasing course offerings and students served in all UNI and ASU 101 courses by 1-2%

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of students enrolled in UNI and ASU 101 Academic Success courses	9,773	9,919	10,067

Objective: 4 FY2019: Increase the retention rate by 0.5-1.0% for students who participate in the exploratory program and return in the subsequent academic year

FY2020: Increase the retention rate by 0.5-1.0% for students who participate in the exploratory program and return in the subsequent academic year

FY2021: Increase the retention rate by 0.5-1.0% for students who participate in the exploratory program and return in the subsequent academic year

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Fall-to-Fall retention rate for College of Integrative Sciences and Arts Exploratory students	66.0	66.4	66.9

Objective: 5 FY2019: Improve Run Performance and retention of the Degree Audit by 5% in 2018-19

FY2020: Improve Run Performance and retention of the Degree Audit by 5% in 2019-20

FY2021: Improve Run Performance and retention of the Degree Audit by 5% in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of degree program course audits run by students and staff	2,217,783	2,328,672	2,445,105

Objective: 6 FY2019: Improve Run Performance and retention of the eAdvisor Audit by 20% in 2018-19

FY2020: Improve Run Performance and retention of the eAdvisor Audit by 10% in 2019-20

FY2021: Improve Run Performance and retention of the eAdvisor Audit by 10% in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of eAdvisor tracking audits run by students and staff	3,642,799	4,007,078	4,407,786

Objective: 7 FY2019: Increase the percent of graduating students who have done/plan to do a practicum, internship, co-op experience, or clinical assignment by 1-2% in FY 2019

FY2020: Increase the percent of graduating students who have done/plan to do a practicum, internship, co-op experience, or clinical assignment by 1-2% in FY 2020

FY2021: Increase the percentage of graduating students who have done/plan to do a practicum, internship, co-op experience, or clinical assignment by 1-2% in FY 2021

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of graduating students who 'have done' or 'plan to do' a practicum, internship, co-op experience, or clinical assignment.	60	61	62

Objective: 8 FY2019: Increase the number of students participating in Learn Explore Advance Design (LEAD) program by 150-200 in 2018-19

FY2020: Increase the number of students participating in Learn Explore Advance Design (LEAD) program by 150-200 in 2019-20

FY2021: Increase the number of students participating in Learn Explore Advance Design (LEAD) program by 150-200 in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of students participating in LEAD each Fall semester	956	1,110	1,277

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

Objective: 1 FY2019: Increase summer sessions enrollment by 5-10% in 2018-19

FY2020: Increase summer sessions enrollment by 5-10% in 2019-20

FY2021: Increase summer sessions enrollment by 5-10% in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Summer sessions headcount students	43,438	48,026	52,829

Objective: 2 FY2019: Increase the number of internet course registrations by 10-15% in 2018-19

FY2020: Increase the number of internet course registrations by 10-15% in 2019-20

FY2021: Increase the number of internet course registrations by 10-15% in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Internet course registrations during the fall semester (duplicated enrollments)	173,525	197,113	222,738

Objective: 3 FY2019: Increase the number of internet course sections by 10-15% in 2018-19

FY2020: Increase the number of internet course sections by 10% in 2019-20

FY2021: Increase the number of internet course sections by 10% in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Internet course sections offered during the fall semester	4,226	4,695	5,165

Objective: 4 FY2019: Increase headcount enrollment by 7% in 2018-19

FY2020: Increase headcount enrollment by 7% in 2019-20

FY2021: Increase headcount enrollment by 9% in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Fall semester enrollment (headcount)	111,291	119,589	130,422

Objective: 5 FY2019: Increase full-time equivalent enrollment by 6% in 2018-19

FY2020: Increase full-time equivalent enrollment by 6% in 2019-20

FY2021: Increase full-time equivalent enrollment by 6% in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Fall semester enrollment (full-time equivalent)	103,654	110,809	117,867

◆ **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: 1 FY2019: Increase graduate enrollment by 5.0% in 2018-19

FY2020: Increase graduate enrollment by 5.0% in 2019-20

FY2021: Increase graduate enrollment by 5.0% in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Students enrolled in graduate degree programs	19,464	20,437	21,459

Objective: 2 FY2019: Increase minority graduate student representation by 1-3% in 2018-19

FY2020: Increase minority graduate student representation by 1-3% in 2019-20

FY2021: Increase minority graduate student representation by 1-3% in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Minority graduate enrollment as percentage of total enrollment	27.8	28.6	29.4

◆ **Goal** 6 To promote retention and graduation for undergraduate and graduate students.

Objective: 1 FY2019: Maintain first-year student persistence rates in 2018-19

FY2020: Maintain first-year student persistence rates in 2019-20

FY2021: Maintain first-year student persistence rates in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of full-time first-year students persisting after one year	85.5	86.8	87.5

Objective: 2 FY2019: Maintain the graduation rate for upper-division transfers in 2018-19

FY2020: Maintain the graduation rate for upper-division transfers in 2019-20

FY2021: Maintain the graduation rate for upper-division transfers in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of first-time, full-time, upper-division, degree-seeking undergraduate students graduating in four years	71.1	69.8	71.0

Objective: 3 FY2019: Increase baccalaureate degree production by 4-5% in 2018-19

FY2020: Increase baccalaureate degree production by 4-6% in 2019-20

FY2021: Increase baccalaureate degree production by 4-6% in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of Bachelors degrees granted	19,340	20,500	21,700

Objective: 4 FY2019: Increase Master's degree production by 5-10% in 2018-19

FY2020: Increase Master's degree production by 5-10% in 2019-20

FY2021: Increase Master's degree production by 5-10% in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Masters degrees granted	7,149	7,800	8,600

Objective: 5 FY2019: Increase doctoral degree production by 1-2% 2018-19

FY2020: Increase doctoral degree production by 3-4% 2019-20

FY2021: Increase doctoral degree production by 3-4% 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Doctorate degrees granted	714	740	770

Objective: 6 FY2019: Increase first professional degree production by 30% in 2018-19

FY2020: Increase first professional degree production by 2-5% in 2019-20

FY2021: Increase first professional degree production by 1-3% in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
First professional degrees granted	282	295	300

Objective: 7 FY2019: Increase total degree production by 5-10% in 2018-19

FY2020: Increase total degree production by 5-10% in 2019-20

FY2021: Increase total degree production by 5-10% in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of degrees granted	27,485	29,335	31,370

Objective: 8 FY2019: Improve the graduation rate for full-time first-year student by 1-2 percentage points in 2018-19

FY2020: Improve the graduation rate for full-time first-year student by 1-2 percentage point in 2019-20

FY2021: Improve the graduation rate for full-time first-year student by 4-5 percentage points in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of full-time first-year students graduating in six years	67.7	66.9	70.0

Objective: 9 FY2019: Increase baccalaureate degree production for Arizona community college transfer students by 1-2% in 2017-18

FY2020: Increase baccalaureate degree production for Arizona community college transfer students by 1-2% in 2018-19

FY2021: Increase baccalaureate degree production for Arizona community college transfer students by 1-2% in 2019-20

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Bachelor's degrees granted to Arizona community college transfer students	4,602	4,702	4,817

ASA 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 maintain and enhance the University's status as a major research institution.

Objective: 1 FY2019: Increase proposal volume in 2018-19 to maintain a long-term 5% growth rate that will allow for ASU to continue to meet ABOR Enterprise Plan goals

FY2020: Increase proposal volume in 2019-20 to maintain a long-term 5% growth rate that will allow for ASU to continue to meet ABOR Enterprise Plan goals

FY2021: Increase proposal volume in 2020-21 to maintain a long-term 5% growth rate that will allow for ASU to continue to meet ABOR Enterprise Plan goals

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Dollar value of proposals submitted (in millions)	1,890.4	1,984.9	2,084.2

Objective: 2 FY2019: Increase external dollars in 2018-19 to maintain a long-term 5% growth rate that will allow for ASU to continue to meet ABOR Enterprise Plan goals

FY2020: Increase external dollars in 2019-20 to maintain a long-term 5% growth rate that will allow for ASU to continue to meet ABOR Enterprise Plan goals

FY2021: Increase external dollars in 2020-21 to maintain a long-term 5% growth rate that will allow for ASU to continue to meet ABOR Enterprise Plan goals

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
External dollars received for research and creative activity (in millions of dollars)	498.4	523.3	549.5

Objective: 3 FY2019: Increase total research expenditures in 2018-19 to ABOR Enterprise Plan total research expenditure goals

FY2020: Increase total research expenditures in 2019-20 to ABOR Enterprise Plan total research expenditure goals

FY2021: Increase total research expenditures in 2020-21 to ABOR Enterprise Plan total research expenditure goals

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Dollar value of total research expenditures (in millions)	635.0	666.8	700.1

Objective: 4 FY2019: Increase externally funded, non-research expenditures in 2018-19 to maintain a long-term 5% growth rate as part of ASU's broader Knowledge Enterprise goals

FY2020: Increase externally funded, non-research expenditures in 2019-20 to maintain a long-term 5% growth rate as part of ASU's broader Knowledge Enterprise goals

FY2021: Increase externally funded, non-research expenditures in 2020-21 to maintain a long-term 5% growth rate as part of ASU's broader Knowledge Enterprise goals

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Dollar value of externally funded, non-research expenditures (in millions)	48.1	50.5	53.0

◆ **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 FY2019: Continue to increase undergraduate student participation in ASU's Knowledge Enterprise in 2018-19

FY2020: Continue to increase undergraduate student participation in ASU's Knowledge Enterprise in 2019-20

FY2021: Continue to increase undergraduate student participation in ASU's Knowledge Enterprise in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Undergraduate students supported by sponsored funds	1,536	1,613	1,693

Objective: 2 FY2019: Maintain graduate student participation in ASU's Knowledge Enterprise in 2018-19

FY2020: Maintain graduate student participation in ASU's Knowledge Enterprise in 2019-20

FY2021: Maintain graduate student participation in ASU's Knowledge Enterprise in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Graduate students supported by sponsored funds	2,075	2,100	2,100

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 FY2019: Increase the Nielsen audience by 2% from May 2018 to May 2019

FY2020: Increase the Nielsen audience by 2% from May 2019 to May 2020

FY2021: Increase the Nielsen audience by 2% from May 2020 to May 2021

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Persons viewing KAET-TV on a weekly basis (in thousands)	1,074	1,095	1,117

Objective: 2 FY2019: Increase the number of teachers and early childhood care providers served through educational support programming face to face and online by 3% from May 2018 to May 2019

FY2020: Increase the number of teachers and early childhood care providers served through educational support programming face to face and online by 3% from May 2019 to May 2020

FY2021: Increase the number of teachers and early childhood care providers served through educational support programming face to face and online by 3% from May 2020 to May 2021

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Teachers served through educational support programming	66,197	68,182	70,228

Objective: 3 FY2019: 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 2018 to May 2019

FY2020: 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 2019 to May 2020

FY2021: 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 2020 to May 2021

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Students served through educational support programming	1,257,743	1,295,475	1,334,339

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

Objective: 1 FY2019: Increase attendance levels at cultural programs and events over FY18 by 1-2%

FY2020: Increase attendance levels at cultural programs and events over FY19 by 1-2%

FY2021: Increase attendance levels at cultural programs and events over FY20 by 1-2%

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Persons attending University sponsored cultural events (in thousands)	642	650	660

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

FY2020: Increase the number of University events that engage with the community, local, state, federal, and international organizations by 1-3% in 2019-20

FY2021: Increase the number of University events that engage with the community, local, state, federal, and international organizations by 1-3% in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Special events coordinated	2,048	2,088	2,130

ASA 4.0

Program Summary

ACADEMIC SUPPORT

Melinda Gebel, Director

Institutional Analysis   (480) 965-2318

A.R.S. § 15-1601

Mission:

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

Description:

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

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

Objective: 1 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

FY2020: Ensure users have accessible and timely access to the current journal resources they need in 2019-20 for study, teaching, and research

FY2021: Ensure users have accessible and timely access to the current journal resources they need in 2020-21 for study, teaching, and research

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Periodical subscriptions	57,667	60,550	64,800

Objective: 2 FY2019: Increase access to electronic resources in 2018-19 with readily available research and reference assistance

FY2020: Increase access to electronic resources in 2019-20 with readily available research and reference assistance

FY2021: Increase access to electronic resources in 2020-21 with readily available research and reference assistance

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Virtual/remote reference transactions	7,380	7,400	7,450

Objective: 3 FY2019: Provide access to the information resources and services users need through the Libraries web site in 2018-19

FY2020: Provide access to the information resources and services users need through the Libraries web site in 2019-20

FY2021: Provide access to the information resources and services users need through the Libraries web site in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Visits to Libraries web site	2,144,708	2,300,000	2,400,000

Objective: 4 FY2019: Provide access to the information resources and services users need through the Libraries Online Catalog in 2018-19

FY2020: Provide access to the information resources and services users need through the Libraries Online Catalog in 2019-20

FY2021: Provide access to the information resources and services users need through the Libraries Online Catalog in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Online catalog use (pageviews)	2,471,697	2,571,697	2,671,697

Objective: 5 FY2019: Increase access to electronic resources from convenient locations in 2018-19

FY2020: Increase access to electronic resources from convenient locations in 2019-20

FY2021: Increase access to electronic resources from convenient locations in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Online databases use (searches)	10,871,756	10,900,000	10,950,000

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

Objective: 1 FY2019: Increase museum attendance in 2018-19 through new innovative programming and increased marketing efforts.

FY2020: Increase museum attendance in 2019-20 through continued focus on innovative programming and increased marketing efforts.

FY2021: Increase museum attendance in 2020-21 through continued focus on innovative programming and increased marketing efforts.

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Annual attendance at university art collections	26,068	29,000	32,000

Objective: 2 FY2019: Increase attendance in 2018-19 through innovative programs emphasizing learning and discovery in the two facilities

FY2020: Increase attendance in 2019-20 by offering innovative programs that encourage active participation in the two facilities

FY2021: Increase attendance in 2020-21 by offering innovative programs that encourage active participation in the two facilities

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Annual attendees of lectures and special events	5,206	6,000	6,500

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

Objective: 1 FY2019: Support the anticipated growth rate of mediated classrooms in 2018-19

FY2020: Support the anticipated growth rate of mediated classrooms in 2019-20

FY2021: Support the anticipated growth rate of mediated classrooms in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of mediated classrooms	593	604	613

Objective: 2 FY2019: Ensure all classrooms are equipped with mediation in 2018-19

FY2020: Ensure all classrooms are equipped with mediation in 2019-20

FY2021: Ensure all classrooms are equipped with mediation in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percentage of classrooms with mediation	100	100	100

Objective: 3 FY2019: Maintain the existing number of common computing site seats in 2018-19

FY2020: Maintain the existing number of common computing site seats in 2019-20

FY2021: Maintain the existing number of common computing site seats in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of common computing site seats	1,064	1,064	1,064

Objective: 4 FY2019: Address projected need to replace outdated equipment in 2018-19

FY2020: Address projected need to replace outdated equipment in 2019-20

FY2021: Address projected need to replace outdated equipment in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percentage of site equipment out dated (>4 years old)	57	75	59

◆ **Goal** 4 To develop a cohesive integrated tiered reference/research support service.

Objective: 1 FY2019: Maintain print collections through effective preservation to support research and information needs in 2018-19

FY2020: Maintain print and electronic collections through effective acquisition and preservation to support research and information needs in 2019-20

FY2021: Maintain print and electronic collections through effective acquisition and preservation to support research and information needs in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Library volumes	5,007,120	5,133,050	5,210,050

Objective: 2 FY2019: Ensure users have sufficient access to resources to meet research and information needs in 2018-19

FY2020: Ensure users have sufficient access to resources to meet research and information needs in 2019-20

FY2021: Ensure users have sufficient access to resources to meet research and information needs in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Items checked out including renewals	110,215	110,250	110,275

Objective: 3 FY2019: Increase user access to the entire collection of the ASU Libraries in 2018-19 with daily delivery of borrowed items

FY2020: Increase the ASU Library collection in 2019-20 by providing users access to materials not owned by the ASU Library

FY2021: Increase the ASU Library collection in 2020-21 by providing users access to materials not owned by the ASU Library

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Items borrowed from libraries outside ASU	29,749	29,860	29,960

◆ **Goal** 5 To provide Library Services as an integral and essential component in the academic success of students and faculty.

Objective: 1 FY2019: Increase student and faculty usage in 2018-19 by providing a comfortable environment conducive to study and research

FY2020: Increase student and faculty usage in 2019-20 by providing a comfortable environment conducive to study and research

FY2021: Increase student and faculty usage in 2020-21 by providing a comfortable environment conducive to study and research

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Library gate count	3,311,747	3,411,747	3,511,747

Objective: 2 FY2019: Ensure users have sufficient access to resources and computers during the 2018-19 year

FY2020: Ensure users have sufficient access to resources and computers during the 2019-20 year

FY2021: Ensure users have sufficient access to resources and computers during the 2020-21 year

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Workstations available for public use in library facilities	20	20	20

	Program Summary	
ASA 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 FY2019: Increase the number of students served at the student health centers by an average of 5% in 2018-19

FY2020: Increase the number of students served at the student health centers by an average of 5% in 2019-20

FY2021: Increase the number of students served at the student health centers by an average of 5% in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Students receiving health care on campus	64,040	67,242	70,604

Objective: 2 FY2019: Increase the number of students registered with the Disability Resource Center by 5% in 2018-19

FY2020: Increase the number of students registered with the Disability Resource Center by 5% in 2019-20

FY2021: Increase the number of students registered with the Disability Resource Center by 5% in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Disabled students served	5,636	5,918	6,214

◆ **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 FY2019: Offer opportunities for all students to engage in on-campus clubs and organizations in 2018-19

FY2020: Offer opportunities for all students to engage in on-campus clubs and organizations in 2019-20

FY2021: Offer opportunities for all students to engage in on-campus clubs and organizations in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Registered campus clubs and organizations	1,092	1,105	1,120

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

FY2020: Increase the participation of students and alumni engaging in career readiness and professional development programs, services and resources by 3% in 2019-20

FY2021: Increase the particpation of students and alumni engaging in career readiness and professional development programs, services and resources by 3% in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Student and alumni participation in advising services, workshops, career events, job fairs, mentoring, on-campus interviews, Handshake career management platform engagement and professional development events offered by Career Services.	405,034	417,175	429,701

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

FY2020: Increase the overall number of employers actively recruiting ASU students and alumni by 3% in 2019-20

FY2021: Increase the overall number of employers actively recruiting ASU students and alumni by 3% in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Unique number of individual organizations recruiting on campus and virtually	10,069	10,371	10,682

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

FY2020: Increase the overall number of internship and career positions by 5% in 2019-20

FY2021: Increase the overall number of internship and career positions by 5% in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Jobs and internships approved and posted in Handshake	56,952	61,118	64,174

Objective: 5 FY2019: Maintain graduating seniors' satisfaction with speakers, cultural offerings, and events available on campus in 2018-19

FY2020: Maintain graduating seniors' satisfaction with speakers, cultural offerings, and events available on campus in 2019-20

FY2021: Maintain graduating seniors' satisfaction with speakers, cultural offerings, and events available on campus in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of graduating seniors who are satisfied with speakers, cultural offerings, and events on campus	91	92	92

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

Objective: 1 FY2019: Increase the participation in student orientation experiences by 2-3% in 2018-19

FY2020: Increase the participation in student orientation experiences by 2-3% in 2019-20

FY2021: Increase the participation in student orientation experiences by 2-3% in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Students participating in orientation	13,017	13,407	13,809

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

FY2020: Provide a residential environment in 2019-20 that supports a smooth transition to the university

FY2021: Provide a residential environment in 2020-21 that supports a smooth transition to the university

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Students living in first-year residential communities	9,153	10,200	10,800

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

FY2020: Increase the number of students receiving financial assistance by 5% in 2019-20

FY2021: Increase the number of students receiving financial assistance by 5% in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Students receiving financial assistance in an academic year	109,596	115,076	120,830

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

FY2020: Increase amount of financial assistance disbursed to students by 5% in 2019-20

FY2021: Increase amount of financial assistance disbursed to students by 5% in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Dollar volume for all financial assistance programs (dollars in thousands)	1,678,520	1,762,446	1,850,568

◆ **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 FY2019: Enhance Academic and Life Skill development of student-athletes in FY 2019

FY2020: Enhance Academic and Life Skill development of student-athletes in FY 2020

FY2021: Enhance Academic and Life Skill development of student-athletes in FY 2021

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average GPA of student athletes (4.0 highest)	3.21	3.23	3.24

Objective: 2 FY2019: Increase NCAA GSR with goal of 88% or above in FY 2019

FY2020: Increase NCAA GSR with goal of 88% or above in FY 2020

FY2021: Increase NCAA GSR with goal of 89% or above in FY 2021

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of student athletes graduating in six years based on NCAA Graduation Success Rate	88	88	89

ASA 6.0

Program Summary

INSTITUTIONAL SUPPORT

Melinda Gebel, Director

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A.R.S. § 15-1601

Mission:

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

Description:

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

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

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

FY2020: Continue to meet the need for professional development opportunities with new or expanded institutional programs

FY2021: Continue to meet the need for professional development opportunities by adding online training for all new or expanding institutional programs

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of employees trained through targeted institutional programs	3,731	4,000	4,200

Objective: 2 FY2019: Manage or decrease administrative costs as a % of appropriated expenditure authority in FY 2019

FY2020: Manage or decrease administrative costs as a % of appropriated expenditure authority in FY 2020

FY2021: Manage or decrease administrative costs as a % of appropriated expenditure authority in FY 2021

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Administration as a percentage of total cost	2.00	2.04	1.94

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

FY2020: Continue outreach to increase the number of qualified applicants in 2019-20

FY2021: Continue outreach to increase the number of qualified applicants in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Job applications processed	50,614	56,000	62,000

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

FY2020: Continue to fill positions as needed to support the academic mission in 2019-20

FY2021: Continue to fill positions as needed to support the academic mission in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Positions filled	2,989	3,300	3,600

Objective: 5 FY2019: Reduce staff turnover by 3-10% in 2018-19

FY2020: Reduce staff turnover by 3-10% in 2019-20

FY2021: Reduce staff turnover by 3-10% in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of agency staff turnover (classified staff only)	10.1	9.6	9.1

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

FY2020: Increase maintenance work order staff hours by 5% in FY 2020 to maintain new and existing facilities

FY2021: Increase maintenance work order staff hours by 5% in FY 2021 to maintain new and existing facilities

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Maintenance work order staff-hours on buildings/tunnels/structures	1,259,072	1,322,026	1,388,127

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

FY2020: Increase participation in Fire Safety Awareness and Prevention training classes by 8-10% in FY 2020

FY2021: Increase participation in Fire Safety Awareness and Prevention training classes by 8-10% in FY 2021

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of faculty, staff, and students participating in fire and safety training classes	18,337	19,800	21,400

Objective: 3 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

FY2020: Maintain a balanced mix of parking payment options that include permit, visitor and mobile apps while encouraging the use of alternative modes in FY 2020

FY2021: Maintain a balanced mix of parking payment options that include permit, visitor and mobile apps while encouraging the use of alternative modes in FY 2021

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Annual Parking Permit Sales to students and staff	30,040	31,000	31,000

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

FY2020: Increase community-based police assignments and contacts by 2-3% in FY 2020

FY2021: Increase community-based police assignments and contacts by 2-3% in FY 2021

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Community-based police assignments and contacts	2,634	2,687	2,741

Objective: 5 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

FY2020: Manage or reduce the number of crime incidences as the campus grows and mitigate any possible disruptions to the university community in 2019-20

FY2021: Manage or reduce the number of crime incidences as the campus grows and mitigate any possible disruptions to the university community in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Crime reports	3,097	3,159	3,222

Objective: 6 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

FY2020: Manage or reduce the number of crime incidences as the campus grows and mitigate any possible disruptions to the university community in 2019-20

FY2021: Manage or reduce the number of crime incidences as the campus grows and mitigate any possible disruptions to the university community in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Calls for Service	17,638	17,903	18,172

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

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

FY2020: Ensure adequate availability of internet bandwidth to meet university demand in 2019-20

FY2021: Ensure adequate availability of internet bandwidth to meet university demand in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Centrally supported Ethernet connections	180,000	243,000	328,050

Objective: 2 FY2019: Ensure adequate availability of internet bandwidth to meet university demand in 2018-19

FY2020: Ensure adequate availability of internet bandwidth to meet university demand in 2019-20

FY2021: Ensure adequate availability of internet bandwidth to meet university demand in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Internet bandwidth available (in Gigabits)	40	54	73

Objective: 3 FY2019: Support campus growth with higher access point density in 2018-19

FY2020: Support campus growth with higher access point density in 2019-20

FY2021: Support campus growth with higher access point density in 2020-21

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Wireless hours (in millions)	110	149	200

ASA 7.0	**Program Summary**
	CAPITAL INFRASTRUCTURE

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A.R.S. § 15-1601

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 underfunding 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, and to providing them with the services, resources, and tools necessary to help them succeed through to graduation. Furtherance of these goals requires bold and sustained planning to provide the educational resources and services to meet the needs of the projected increases in 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 services and resources to students that will lead to increased retention and graduation rates.

Strategy 4: Enhance partnerships with the community colleges to facilitate more effective transfer processes.

Strategy 5: Increase ASU Online program offerings to increase access for students seeking ASU degrees.

Strategy 6: Provide flexibility in course offerings and educational modalities.

Strategy 7: Increase financial assistance available to needy students.

Strategy 8: 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 technologies and tools that provide students with information to assist with 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 that improve the learning outcomes and success of students.

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

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

Solutions:

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

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

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

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

Issue 4   Expand research capabilities

Description: ASU continues to vigorously pursue long-term initiatives in such areas as space exploration, health and biosciences, advanced materials, global security, renewable energy and sustainability, learning sciences, informatics and communications. Over the last decade, ASU is one of 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 $815M annually by 2025. 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, global futures and sustainability, light-inspired energy, personalized learning, global security, and space exploration. This is done through active efforts to build faculty teams in order to seize new major research opportunities.

Strategy 2: Pursue one or more University Affiliated Research Center (UARC)-like entities (a research laboratory) on the scale of $20-$100 million per year, in space exploration, energy, sustainability, advanced materials, national security, or biosciences in collaboration with corporate and clinical partners.

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 2025. 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, Skysong Innovation has undertaken a variety of activities in furtherance of its mission to facilitate advancement of University technology into the marketplace.
• Closely align Skysong Innovation 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 Skysong Innovation 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 our local impact and social embeddedness

Description: Central to ASU's charter is a commitment to be fundamentally responsible for the economic, social, cultural and overall health of the communities we serve. To achieve this bold mission, ASU partners with the community in mutually beneficial ways – deeply rooted in our place as a vital anchor institution in the local community and beyond.

By leveraging ASU's vast range of intellectual and institutional resources and valuing the profound knowledge and expertise of our community partners, we can create powerful impact sufficient to drive change in the most complex of social challenges.

To achieve this, ASU empowers all faculty, staff, students and alumni to engage with the community. The six models of engagement -- community-based teaching and learning, civic engagement, community-engage research, knowledge mobilization, capacity building, and place-based partnerships – highlight some of the ways that ASU is socially embedded and striving to fulfill our role as an anchor institution.

Solutions:

Strategy 1: Strengthen Arizona's interactive network of teaching, learning and discovery resources that reflects the scope of ASU's comprehensive knowledge enterprise.

Strategy 2: Co-develop solutions to the critical social, technical, cultural and environmental issues facing 21st century Arizona.

Strategy 3: Meet the needs of 21st century learners by empowering families in the education of their children, increasing student success through personalized learning pathways, and promoting a college-going culture in Arizona's K-12 schools.

Strategy 4: Establish, with Mayo Clinic, innovative health solutions pathways capable of educating 200 million people about health care, engaging 20 million people in online health care delivery, and enhancing treatment for 2 million patients.

Issue 6   Contribute to increasing Arizona's competitiveness by responding to the increasing demands for a workforce prepared to succeed in the new economy

Description: To have a competitive edge in the new, digital economy, Arizona must foster innovation through a highly skilled workforce, a dynamic business environment, and strong public universities. To achieve this position, Arizona must work hard to counteract a broad range of challenges, which include one of the country's lowest college-going and graduation rates, a very low in-migration to Arizona of college graduates under 30, and a high risk of future job replacement through automation in the state's relatively large service sector. The state's public universities play an essential role in developing the type of innovation ecosystem required to position Arizona for success in the new economy.

For fiscal year 2021, Arizona State University (ASU) is seeking public investment in a new and bold initiative aimed at enhancing Arizona's competitiveness in the new economy. This initiative is focused on laying the foundation for Arizona to be a leader among states as the country adapts to the forces of a digitally-driven industrial revolution. ASU's proposal is focused on two complementary efforts that will bolster college graduation rates for state residents and, concurrently, produce more graduates in fields that are essential to the workforce demands of the new economy.

The first component, for $46.0 million, will provide a workforce ready for success in the new economy. This includes growing enrollments in a broad range of high-demand fields and launching the largest center for engineering education and research in the United States. To do so, ASU must accelerate its faculty recruitment in a range of fields to keep pace with student demand as well as build and leverage the use of Science and Technology Centers (STCs), which rely upon close partnerships among government, industry, and the university.

The second component, making permanent the fiscal year 2020 one-time $18.9 million appropriation, will fund 130 existing tenure-track faculty positions in ABOR-designated STEM fields hired through the provision of one-time funding over the past three fiscal years. On ASU's campus, an ever growing amount of learning is taking place in STEM fields that are important to Arizona's success in the fourth industrial revolution that will fundamentally change the way we live, work, and relate to one another.

ASU's fiscal year 2020 budget includes $5.62 million of base funding, awarded by the state, to support the expansion of the Arizona Teachers Academy (ATA). The intended use of the appropriation is to reimburse postsecondary institutions for the awarding of tuition waiver scholarships, to provide support for National Board Certifications, to fund induction services for Teachers Academy graduates, and to support ATA administration and marketing costs. This is a critically important program that will bolster the supply of high-quality teachers who will prepare and encourage K-12 students to pursue higher education. For fiscal year 2021, through an ABOR-led request, ASU anticipates receiving additional funds that it will use to fully fund tuition scholarships, increase the number of teacher placements, and make additional investments in professional development services for teachers affiliated with the academy.

While ASU anticipates increased public investment in fiscal year 2021, it continues long-standing efforts to diversify its revenue base and identify ways to reduce and contain costs. In terms of revenue diversification, ASU's Campaign ASU 2020 has already exceeded its fund raising goal by 28 percent with nine months remaining until the campaign end. Additionally, fiscal year 2018 NSF HERD research expenditures of $617.7 million represent a 13 percent increase over the prior year. As for cost containment, closing the campus for the Thunderbird School of Global Management in Glendale and relocating its graduate and executive education programs to ASU's Downtown Phoenix campus will eliminate net operating expenses (net of operating the new location) of more than $3.2 million annually and avoid investment in aging facilities of $25 to $30 million over the next ten years. Furthermore, ASU's Office of Knowledge Enterprise Development will realize an estimated $1.8 million in savings by directly hiring technicians to maintain toxic and flammable gas systems at the Macro Technology Works (MTW) and by consolidating the management structure at MTW and at the Flexible Electronics and Display Center.

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 look for ways to reduce costs while supporting student retention and graduation, faculty research productivity, and the economic development of the State of Arizona.

Resource Assumptions

	FY2022 Estimate	FY2023 Estimate	FY2024 Estimate
Full-Time Equivalent Positions	0.0	0.0	0.0
General Fund	14,753.0	15,355.4	15,960.0
Other Appropriated Funds	32,729.8	39,275.8	41,632.3
Non-Appropriated Funds	64,887.1	66,833.7	68,838.7
Federal Funds	24,288.7	25,746.0	27,290.8