2020-2022

Arizona State University

Five-Year Strategic Plan

Submitted to the
Arizona Governor's Office of
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 (ASU) 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 FY2020: Maintain student efficiency in time to baccalaureate degree completion in 2019-20

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

FY2022: Maintain student efficiency in time to baccalaureate degree completion in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average years taken by freshman students to complete a baccalaureate degree program	4.3	4.3	4.3

Objective: 2 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

FY2022: Ensure availability of capstone and research-related courses for undergraduate students in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percentage of undergraduate degree recipients participating in research related or capstone (case study) experience	91	91	91

Objective: 3 FY2020: Maintain graduating seniors' FY 2019 level of satisfaction

FY2021: Maintain graduating seniors' FY 2020 level of satisfaction

FY2022: Maintain graduating seniors' FY 2021 level of satisfaction

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of graduating seniors who rate their overall university experience as good or excellent	90	90	90

Objective: 4 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

FY2022: Ensure students have sufficient access to courses taught by ranked faculty in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of full-time undergraduate students enrolled per semester in three or more primary courses with ranked faculty	88	88	88

Objective: 5 FY2020: Increase the number of students enrolled in adaptive learning courses by 65-70% in 2019-20

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

FY2022: Increase the number of students enrolled in adaptive learning courses by 1-5% in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of course enrollments in adaptive learning courses in each academic year	49,547	58,700	60,842

◆ **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 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

FY2022: Maintain enrollment at Tempe and increase enrollment at Downtown Phoenix, Polytechnic, and West in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Honors undergraduate headcount students	7,230	7,250	7,400

Objective: 2 FY2020: Increase the number of Barrett students completing the thesis and graduating with honors by 15-18% in 2019-20

FY2021: Increase the number of Barrett students completing the thesis and graduating with honors by 3-4% in 2020-21

FY2022: Increase the number of Barrett students completing the thesis and graduating with honors by 3-4% in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
BHC degree recipients (i.e., with honors)	1,300	1,350	1,400

Objective: 3 FY2020: Increase the number of courses offered for honors credit by 2-5% in 2019-20

FY2021: Increase the number of courses offered for honors credit by 2-5% in 2020-21

FY2022: Increase the number of courses offered for honors credit by 2-5% in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Courses offered for honors credit	4,900	5,100	5,300

◆ **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 FY2020: Contribute to retention progress by increasing students visits to academic support services areas by 5% in 2019-20

FY2021: Contribute to retention progress by maintaining the number of student visits to academic support services areas while deploying new technologies in 2020-21

FY2022: Contribute to retention progress by maintaining the number of student visits to academic support services areas in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of visits to academic support service areas	168,977	169,000	169,000

Objective: 2 FY2020: Contribute to retention progress by increasing number of first-year students participating in First-Year Success coaching by 5-6% 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

FY2022: Contribute to retention progress by increasing number of first-year students participating in First-Year Success coaching by 1-2% in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Participation in First Year Success programs	4,552	4,620	4,689

Objective: 3 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: Support FY2020 undergraduate retention objectives by continuing to serve students with the offering of UNI and ASU 101 courses

FY2022: Build upon FY2021 undergraduate retention objectives by increasing the number of students served in UNI and ASU 101 courses by 1-2%

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of students enrolled in Major/Career Exploration and Academic Success courses (UNI/ASU101)	22,472	22,500	23,000

Objective: 4 FY2020: Maintain the retention rate for students who participate in the exploratory program and return in the subsequent academic year

FY2021: Increase the retention rate by 0.5-1.5% for students who participate in the exploratory program and return in the subsequent academic year

FY2022: 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 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Fall-to-Fall retention rate for College of Integrative Sciences and Arts Exploratory students	65.0	66.0	66.5

Objective: 5 FY2020: Improve Run Performance and retention of the Degree Audit by 35% in 2019-20

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

FY2022: Improve Run Performance and retention of the Degree Audit by 5% in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of degree program course audits run by students and staff	3,013,059	3,163,711	3,321,897

Objective: 6 FY2020: Improve Run Performance and retention of the eAdvisor Audit by 30% in 2019-20

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

FY2022: Improve Run Performance and retention of the eAdvisor Audit by 10% in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of eAdvisor tracking audits run by students and staff	4,763,785	5,240,163	5,764,179

Objective: 7 FY2020: Maintain the FY 2019 percentage of graduating students who have done/plan to do a practicum, internship, co-op experience, or clinical assignment in FY 2020.

FY2021: Maintain the FY 2020 percentage of graduating students who have done/plan to do a practicum, internship, co-op experience, or clinical assignment in FY 2021.

FY2022: Maintain the FY 2021 percentage of graduating students who have done/plan to do a practicum, internship, co-op experience, or clinical assignment in FY 2022.

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of graduating students who 'have done' or 'plan to do' a practicum, internship, co-op experience, or clinical assignment.	59	59	59

Objective: 8 FY2020: Increase the number of students participating in the Learn Explore Advance Design (LEAD) program by 5-6% in 2019-20

FY2021: Maintain the number of students participating in the Learn Explore Advance Design (LEAD) program in 2020-21

FY2022: Increase the number of students participating in the Learn Explore Advance Design (LEAD) program by 8-10% in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of students participating in LEAD each Fall semester	1,010	1,010	1,111

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

Objective: 1 FY2020: Increase summer sessions enrollment by 5-10% in 2019-20

FY2021: Increase summer sessions enrollment by 15-25% in 2020-21

FY2022: Increase summer sessions enrollment by 10-15% in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Summer sessions headcount students	48,026	57,992	65,579

Objective: 2 FY2020: Increase the number of internet course registrations by 10-15% in 2019-20

FY2021: Increase the number of internet course registrations by 20-25% in 2020-21

FY2022: Increase the number of internet course registrations by 5-10% in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Internet course registrations during the fall semester (duplicated enrollments)	197,091	244,427	261,310

Objective: 3 FY2020: Increase the number of internet course sections by 11% in 2019-20

FY2021: Increase the number of internet course sections by 20% in 2020-21

FY2022: Increase the number of internet course sections by 7% in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Internet course sections offered during the fall semester	4,707	5,631	6,000

Objective: 4 FY2020: Increase headcount enrollment by 8% in 2019-20

FY2021: Increase headcount enrollment by 7% in 2020-21

FY2022: Increase headcount enrollment by 6% in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Fall semester enrollment (headcount)	119,951	128,068	135,661

Objective: 5 FY2020: Increase full-time equivalent enrollment by 7% in 2019-20

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

FY2022: Increase full-time equivalent enrollment by 3% in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Fall semester enrollment (full-time equivalent)	110,539	117,174	121,143

◆ **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 FY2020: Increase graduate enrollment by 9.0% in 2019-20

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

FY2022: Increase graduate enrollment by 5.0% in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Students enrolled in graduate degree programs	21,195	22,255	23,367

Objective: 2 FY2020: Increase minority graduate student representation by 1-3% in 2019-20
FY2021: Increase minority graduate student representation by 6-8% in 2020-21
FY2022: Increase minority graduate student representation by 2-4% in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Minority graduate enrollment as percentage of total enrollment	28.6	30.9	32.0

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

Objective: 1 FY2020: Maintain first-year student persistence rates in 2019-20
FY2021: Maintain first-year student persistence rates in 2020-21
FY2022: Maintain first-year student persistence rates in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of full-time first-year students persisting after one year	86.7	86.2	86.7

Objective: 2 FY2020: Maintain the graduation rate for upper-division transfers in 2019-20
FY2021: Increase the graduation rate 1-2% for upper-division transfers in 2020-21
FY2022: Increase the graduation rate 1-2% for upper-division transfers in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of first-time, full-time, upper-division, degree-seeking undergraduate students graduating in four years	69.9	70.9	72.0

Objective: 3 FY2020: Increase baccalaureate degree production by 4-6% in 2019-20
FY2021: Increase baccalaureate degree production by 6-8% in 2020-21
FY2022: Increase baccalaureate degree production by 6-8% in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of Bachelors degrees granted	20,308	21,803	23,416

Objective: 4 FY2020: Increase Master's degree production by 10-15% in 2019-20
FY2021: Increase Master's degree production by 5-10% in 2020-21
FY2022: Increase Master's degree production by 5-10% in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Masters degrees granted	8,074	8,665	9,393

Objective: 5 FY2020: Increase doctoral degree production by 5-6% 2019-20
FY2021: Increase doctoral degree production by 3-4% 2020-21
FY2022: Increase doctoral degree production by 3-4% 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Doctorate degrees granted	755	783	812

Objective: 6 FY2020: Increase first professional degree production by 1% in 2019-20
FY2021: Increase first professional degree production by 6-8% in 2020-21
FY2022: Maintain first professional degree production in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
First professional degrees granted	252	270	270

Objective: 7 FY2020: Increase total degree production by 5-10% in 2019-20
FY2021: Increase total degree production by 5-10% in 2020-21
FY2022: Increase total degree production by 5-10% in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of degrees granted	29,389	31,521	33,891

Objective: 8 FY2020: Improve the graduation rate for full-time first-year students by 1-2 percentage points in 2019-20
FY2021: Maintain the graduation rate for full-time first-year students in 2020-21
FY2022: Maintain the graduation rate for full-time first-year students in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of full-time first-year students graduating in six years	67.0	66.8	67.0

Objective: 9 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 3-4% in 2019-20
FY2022: Increase baccalaureate degree production for Arizona community college transfer students by 10-11% in 2020-21

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Bachelor's degrees granted to Arizona community college transfer students	4,628	4,817	5,346

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 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
FY2022: Increase proposal volume in 2021-22 to maintain a long-term 5% growth rate that will allow for ASU to continue to meet ABOR Enterprise Plan goals

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Dollar value of proposals submitted (in millions)	2,401.6	2,521.7	2,647.8

Objective: 2 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
FY2022: Increase external dollars in 2021-22 to maintain a long-term 5% growth rate that will allow for ASU to continue to meet ABOR Enterprise Plan goals

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
External dollars received for research and creative activity (in millions of dollars)	496.2	521.0	547.1

Objective: 3 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
FY2022: Increase total research expenditures in 2021-22 to ABOR Enterprise Plan total research expenditure goals

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Dollar value of total research expenditures (in millions)	660.0	693.0	727.7

Objective: 4 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
FY2022: Increase externally funded, non-research expenditures in 2021-22 to maintain a long-term 5% growth rate as part of ASU's broader Knowledge Enterprise goals

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Dollar value of externally funded, non-research expenditures (in millions)	60.7	63.7	66.9

◆ **Goal** 2 To continue and improve University efforts to provide opportunities for undergraduate and graduate students to

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participate in research and creative activity.

Objective: 1 FY2020: Maintain 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

FY2022: Continue to increase undergraduate student participation in ASU's Knowledge Enterprise in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Undergraduate students supported by sponsored funds	1,495	1,570	1,648

Objective: 2 FY2020: Increase graduate student participation 2-5% in ASU's Knowledge Enterprise in 2019-20

FY2021: Increase graduate student participation 2-5% in ASU's Knowledge Enterprise in 2020-21

FY2022: Maintain graduate student participation in ASU's Knowledge Enterprise in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Graduate students supported by sponsored funds	2,126	2,200	2,200

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 FY2020: Increase the monthly unique visitors to Arizona PBS.com for FY 2020

FY2021: Increase the monthly unique visitors to Arizona PBS.com by 4% for FY 2021

FY2022: Increase the monthly unique visitors to Arizona PBS.com by 10% for FY 2022

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Unique visitors to Arizona PBS.com (monthly)	141,395	147,052	161,757

Objective: 2 FY2020: Increase the number of teachers and early childhood care providers served through educational support programming face-to-face and online by 4% 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

FY2022: Increase the number of teachers and early childhood care providers served through educational support programming face-to-face and online by 3% from May 2021 to May 2022

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Teachers served through educational support programming	69,034	71,105	73,238

Objective: 3 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 4% 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

FY2022: 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 2021 to May 2022

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Students served through educational support programming	1,311,668	1,347,759	1,388,192

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

Objective: 1 FY2020: Increase the attendance levels at cultural programs and events by 1-2% in 2019-2020

FY2021: Increase the attendance levels at cultural programs and events by 1-2% in 2020-2021

FY2022: Increase the attendance levels at cultural programs and events by 10-12% in 2021-2022

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Persons attending University sponsored cultural events (in thousands)	394	400	450

Objective: 2 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, to include virtual events, that engage with the community, local, state, federal, and international organizations by 1-3% in 2020-21

FY2022: Increase the number of University events, to include virtual events, that engage with the community, local, state, federal, and international organizations by 1-3% in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Special events coordinated	1,771	1,789	1,807

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 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

FY2022: Ensure users have accessible and timely access to the current journal resources they need in 2021-22 for study, teaching, and research

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Periodical titles	180,132	185,000	190,000

Objective: 2 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

FY2022: Increase access to electronic resources in 2021-22 with readily available research and reference assistance

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Virtual/remote reference transactions	8,418	8,550	8,750

Objective: 3 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

FY2022: Provide access to the information resources and services users need through the Libraries web site in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Visits to Libraries website (sessions)	1,679,441	1,700,000	1,800,000

Objective: 4 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

FY2022: Provide access to the information resources and services users need through the Libraries Online Catalog in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Library Service Platform use (sessions)	1,655,333	1,750,000	1,850,000

Objective: 5 FY2020: Increase access to electronic resources from convenient locations in 2019-20

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

FY2022: Increase access to electronic resources from convenient locations in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Online databases use (searches)	13,554,884	13,700,000	13,850,000

◆ **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 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

FY2022: Increase museum attendance in 2021-22 through continued focus on innovative programming and increased marketing efforts

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Annual attendance at university art collections	19,230	29,000	32,000

Objective: 2 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

FY2022: Increase attendance in 2021-22 by offering innovative programs that encourage active participation in the two facilities

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Annual attendees of lectures and special events	2,455	5,000	6,200

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

Objective: 1 FY2020: Support the anticipated growth rate of mediated classrooms in 2019-20

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

FY2022: Support the anticipated growth rate of mediated classrooms in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of mediated classrooms	575	606	626

Objective: 2 FY2020: Ensure all classrooms are equipped with mediation in 2019-20

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

FY2022: Ensure all classrooms are equipped with mediation in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percentage of classrooms with mediation	100	100	100

Objective: 3 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

FY2022: Maintain the existing number of common computing site seats in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of common computing site seats	1,064	1,064	1,064

Objective: 4 FY2020: Address projected need to replace outdated equipment in 2019-20

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

FY2022: Address projected need to replace outdated equipment in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percentage of site equipment out dated (>4 years old)	75	85	85

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

Objective: 1 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

FY2022: Maintain print and electronic collections through effective acquisition and preservation to support research and information needs in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Library volumes	5,683,437	5,700,000	5,720,000

Objective: 2 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

FY2022: Ensure users have sufficient access to resources to meet research and information needs in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
E-book and e-journal use	7,575,065	7,700,000	7,850,000

Objective: 3 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

FY2022: Increase the ASU Library collection in 2021-22 by providing users access to materials not owned by the ASU Library

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Items borrowed from libraries outside ASU	26,669	27,000	27,500

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

Objective: 1 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

FY2022: Increase student and faculty usage in 2021-22 by providing a comfortable environment conducive to study and research

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Library gate count	2,152,060	3,500,000	3,570,000

ASA 5.0	**Program Summary**
	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 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

FY2022: Increase the number of students served at the student health centers by an average of 5% in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Students receiving health care on campus	54,332	57,049	59,902

Objective: 2 FY2020: Increase the number of students registered with the Disability Resource Center by 18% in 2019-20

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

FY2022: Increase the number of students served by the Disability Resource Center by 5% in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Disabled students served	6,683	7,017	7,368

◆ **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 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

FY2022: Offer opportunities for all students to engage in on-campus clubs and organizations in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Registered campus clubs and organizations	1,099	1,100	1,100

Objective: 2 FY2020: Increase the participation of students and alumni engaging in career readiness and professional development programs, services and resources by 25% in 2019-20

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

FY2022: Increase the participation of students and alumni engaging in career readiness and professional development programs, services and resources by 3% in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 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.	508,991	524,261	539,989

Objective: 3 FY2020: Increase the overall number of employers actively recruiting ASU students and alumni by 1% in 2019-20

FY2021: Increase the overall number of employers actively recruiting ASU students and alumni by 1% in 2020-21

FY2022: Increase the overall number of employers actively recruiting ASU students and alumni by 1% in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Unique number of individual organizations recruiting on campus and virtually	8,701	8,788	8,876

Objective: 4 FY2020: Increase the overall number of internship and career positions by 1% in 2019-20

FY2021: Increase the overall number of internship and career positions by 1% in 2020-21

FY2022: Increase the overall number of internship and career positions by 1% in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Jobs and internships approved and posted in Handshake	53,406	53,940	54,479

Objective: 5 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

FY2022: Maintain graduating seniors' satisfaction with speakers, cultural offerings, and events available on campus in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of graduating seniors who are satisfied with speakers, cultural offerings, and events on campus	90	90	90

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

Objective: 1 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

FY2022: Increase the participation in student orientation experiences by 2-3% in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Students participating in orientation	12,593	12,850	13,110

Objective: 2 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

FY2022: Provide a residential environment in 2021-22 that supports a smooth transition to the university

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Students living in first-year residential communities	10,176	9,000	9,750

Objective: 3 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

FY2022: Increase the number of students receiving financial assistance by 5% in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Students receiving financial assistance in an academic year	124,145	130,352	136,870

Objective: 4 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

FY2022: Increase amount of financial assistance disbursed to students by 5% in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Dollar volume for all financial assistance programs (dollars in thousands)	1,846,679	1,939,013	2,035,964

◆ **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 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

FY2022: Enhance Academic and Life Skill development of student-athletes in FY 2022

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average GPA of student athletes (4.0 highest)	3.28	3.29	3.30

Objective: 2 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

FY2022: Increase NCAA GSR with goal of 90% or above in FY 2022

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of student athletes graduating in six years based on NCAA Graduation Success Rate	88	89	90

ASA 6.0	**Program Summary**
	INSTITUTIONAL SUPPORT
Melinda Gebel, Director	
Institutional Analysis (480) 965-2318	
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 FY2020: Continue to meet the need for professional development opportunities with online training and LWD programming for all new/expanding institutional programs in FY 2020

FY2021: Continue to meet the need for professional development opportunities with online training and LWD programming for all new/expanding institutional programs in FY 2021

FY2022: Continue to meet the need for professional development opportunities with online training and LWD programming for all new/expanding institutional programs in FY 2022

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of employees trained through targeted institutional programs	15,266	18,000	18,000

Objective: 2 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

FY2022: Manage or decrease administrative costs as a % of appropriated expenditure authority in FY 2022

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Administration as a percentage of total cost	2.03	2.04	1.91

Objective: 3 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

FY2022: Continue outreach to increase the number of qualified applicants in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Job applications processed	56,679	60,000	62,000

Objective: 4 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

FY2022: Continue to fill positions as needed to support the academic mission in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Positions filled	3,253	3,600	3,600

Objective: 5 FY2020: Reduce staff turnover by 3-10% in 2019-20

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

FY2022: Reduce staff turnover by 3-10% in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of agency staff turnover (classified staff only)	10.5	9.1	8.0

◆ **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 FY2020: Increase maintenance work order staff hours by 2% in FY 2020 to maintain new and existing facilities

FY2021: Increase maintenance work order staff hours by 13% in FY 2021 to maintain new and existing facilities

FY2022: Increase maintenance work order staff hours by 1% in FY 2022 to maintain new and existing facilities

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Maintenance work order staff-hours on buildings/tunnels/structures	1,284,388	1,451,370	1,463,018

Objective: 2 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 10% in FY 2021

FY2022: Increase participation in Fire Safety Awareness and Prevention training classes by 10% in FY 2022

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of faculty, staff, and students participating in fire safety training classes	11,587	13,000	14,500

Objective: 3 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 while encouraging the use of alternative modes in FY 2021 and implementing ASU's Transportation Demand Management Plan

FY2022: Maintain a balanced mix of parking payment options while encouraging the use of alternative modes in FY 2022 and implementing ASU's Transportation Demand Management Plan

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Annual Parking Permit Sales to students and staff	31,417	27,500	20,000

Objective: 4 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

FY2022: Increase community-based police assignments and contacts by 2-3% in FY 2022

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Community-based police assignments and contacts	2,209	2,253	2,298

Objective: 5 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

FY2022: Manage or reduce the number of crime incidences as the campus grows and mitigate any possible disruptions to the university community in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Crime reports	2,574	2,625	2,678

Objective: 6 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

FY2022: Manage or reduce the number of crime incidences as the campus grows and mitigate any possible disruptions to the university community in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Calls for Service	15,759	16,232	16,557

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

Objective: 1 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

FY2022: Ensure adequate availability of internet bandwidth to meet university demand in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Centrally supported Ethernet connections	185,000	195,000	205,000

Objective: 2 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

FY2022: Ensure adequate availability of internet bandwidth to meet university demand in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Internet bandwidth available (in Gigabits)	40	50	60

Objective: 3 FY2020: Support campus growth with higher access point density in 2019-20

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

FY2022: Support campus growth with higher access point density in 2021-22

Performance Measures	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Wireless hours (in millions)	130	160	200

ASA 7.0   **Program Summary** CAPITAL INFRASTRUCTURE Melinda Gebel, Director Institutional Analysis   (480) 965-2318 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. 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, growing financial insecurity among families, 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 enrollment of students from minority populations and older students.

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 increased enrollment of and improved outcomes for Arizona community college transfer students.

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, including increasing pathways into ASU.

Strategy 7: Increase affordability for all students.

Strategy 8: Pursue programs and partnerships that provide an opportunity for students to complete baccalaureate degrees in varied locations and/or 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 innovative 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. ASU has made some progress in improving faculty salaries since fall 2014, as demonstrated in the most recent ABOR Annual Personnel Report, 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: As budgetary constraints allow, continue to 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. ASU is one of the fastest growing research enterprises among U.S. universities [source: NSF HERD survey]. 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 those aspirations, ASU has defined seven strategies and four key focus areas that will allow for continued 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 and leverage core competencies 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 (ORSPA) 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 ASU research programs by working closely with the ASU 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 entrepreneurship strategy.

Strategy 7: Develop and implement plans to ensure that research facilities and infrastructure required to meet the research goals of the University are in place.

Key Focus Area #1: Incorporate new approaches, including continued focus on interdisciplinary research

In keeping with the spirit of the New American University vision, ASU 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, through our Prep Digital high school programming, 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.

With each successive year, Arizona State University (ASU) plays an increasingly vital role in Arizona's ability to achieve long-term economic expansion; never has this role been more critical than in the state's current economic environment. To sustain its trajectory, ASU seeks a total of $64.9 million of incremental base public investment in Fiscal Year 2022 for a New Economy Initiative and resident education. Of the total amount, $46.0 million is part of a far-reaching plan to increase Arizona's competitiveness in the New Economy, a revolution that will be dominated by agile companies where automation and data-enabled decision-making power future industries. In this era, diverse technologies spanning fields such as advanced computing, biology, artificial intelligence (AI), autonomous systems, and distributed 3D manufacturing will define industrial growth in the 21st century.

The economic fundamentals are clear: the state needs to further develop its current high wage sectors, expand into tangential industries that build on current strengths, and later expand into wholly new high wage industries. This is how the state sets the foundation for the private sector to thrive and allow individuals to reach their full potential. ASU's proposal for a New Economy Initiative will address these needs and is comprised of three pillars aimed at maximizing economic return on the public's investment.

This $46.0 million proposal is comprised of three components: (1) investments in academic programs and student support; (2) funds to support faculty hiring in the Fulton Schools of Engineering; (3) and an investment to establish five Science and Technology Centers (STCs) that will attract to Arizona a broad range of new companies specializing in New Economy fields. Funding 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 STC's which rely upon close partnerships among government, industry, and the university.

The Fiscal Year 2021 General Appropriations Act, referred to as the "skinny budget," removed $18.9 million from ASU's Fiscal Year 2020 general fund appropriation. In the current fiscal year, the Arizona Board of Regents has requested a supplemental appropriation to restore the $18.9 million for ASU's FY 2021 budget. For Fiscal Year 2022, ASU is seeking the state's commitment to make permanent the appropriation of $18.9 million to fund investments critical to serving resident student demand for instruction and degree completion. An ever growing amount of this learning is taking place in fields that are important to Arizona's success in the New Economy.

To accommodate the growth in existing programs and the launch of new ones, ASU has continued to invest in tenured/tenure-track faculty and student support staff. These increased university investments come at a time of declining base general fund appropriation per resident student. The proposed increase to base general fund appropriation will empower ASU to further support its resident students with faculty and student support staff integral to their postsecondary success. In addition to people resources, ASU will further enrich the student experience by providing more student research and internship opportunities, expanding its library acquisitions, and leveraging its information technology assets to enhance student learning.

The Fourth Industrial Revolution will fundamentally change the way we live, work, and relate to one another. This transformation has been accelerated by COVID-19 and to thrive in the post-pandemic economy, Arizona must build a skilled workforce and develop an innovation-led business environment that attracts New Economy firms and supports local entrepreneurship in these fields. In realizing these ambitions, Arizona will enjoy a future of high employment, strong economic growth, and resilience to future economic shocks while reinforcing its values of individual freedom, self-reliance, equality under the law, and full participation in our democracy.

While ASU anticipates increased public investment in Fiscal Year 2022, 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 three 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, ASU units reduced expenses by a cumulative $17+ million in Fiscal Year 2020. Some examples of cost reduction actions include:

•ASU's Office of Knowledge Enterprise reduced international and domestic travel, consolidated and reorganized its finance team, and realigned capital projects and facilities service contracts in Fiscal Year 2020, resulting in cost savings of $1.6 million.
•ASU's University Technology Office (UTO) has continued to deliver ways to reduce costs via competitive bidding, price negotiations, rightsizing and consolidation of software and hardware, and cloud cost optimization resulting in $1.7 million of cost savings and avoidance.
•ASU executed a university-wide budget decentralization initiative that generated $9.1 million per year in savings that were reallocated for mission-critical investments.

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

	FY2023 Estimate	FY2024 Estimate	FY2025 Estimate
Full-Time Equivalent Positions	60.0	60.0	60.0
General Fund	14,813.9	15,396.9	15,992.4
Other Appropriated Funds	36,214.6	38,387.4	40,690.7
Non-Appropriated Funds	67,055.3	69,067.0	71,139.0
Federal Funds	33,873.4	35,905.8	38,060.2

	FY2023 Estimate	FY2024 Estimate	FY2025 Estimate