

UAA 0.0	Agency Summary
UNIVERSITY OF ARIZONA - MAIN CAMPUS	
Eugene G. Sander, President	
(520) 621-5511	
A.R.S. § 15-1601	

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

Description:

The University of Arizona in Tucson, including its branch-campuses in Sierra Vista and downtown Phoenix, is a land-grant, doctoral research university ranking among the nation's best public universities. Its research and development expenditures place it among the nation's top public universities and it is a member of the Association of American Universities. It offers a broad array of programs leading to degrees from baccalaureate through the doctorate for a total student body enrollment of 39,236 full-time and part-time students. As a land-grant university, it maintains programs in production agriculture and mining and serves the State through its cooperative extension services, technology transfer, economic development assistance, and cultural programming. The University provides distinguished undergraduate, graduate, and professional education; excels in basic and applied research and creative achievement; and promotes the integration of the product of these activities and achievements of regional, national, and international significance into everyday life.

Strategic Issues:

Issue 1 Prepare Arizona's Youth and Ensure Access and Opportunity

We will collaborate with educational partners (P-14) to prepare students for University success and support education in Arizona by preparing more teachers, especially in STEM fields, while targeting underserved areas first. We will improve access by increasing enrollments and financial aid, both need and merit-based. We will serve our growing student population by providing integrated state-of-the-art technological support.

Issue 2 Engage and Graduate Students Who Will Contribute to the State, Nation, and World

We will educate all of our students to become creative, productive, and engaged members of society by providing solid grounding in core skills, broad knowledge across disciplines, expertise in areas of special focus, and the ability to generate, evaluate, and integrate new knowledge. We will respond to the State's shortages of health care providers by expanding educational programs in high priority areas. In doing so, we will expand course and major availability, improve retention and graduation rates, and improve our communications infrastructure.

Issue 3 Provide World-Class Research That Improves the Human Condition in Arizona and Beyond

We will build on our national leadership in interdisciplinary and collaborative research and lead the nation in research and outreach activities that are critical to our State's future, with particular emphasis on the following areas: climate, environmental, water and energy sustainability; Southwest, native American, borderlands, and Latin American studies; biosciences and biotechnology; optics; space exploration and observation; creative arts, languages and language acquisition; law, public policy and entrepreneurship; biomedical and behavioral health; and youth development programs.

Issue 4 Engage the People of Arizona

We will contribute to the richness and vibrancy of the community, serve as an incubator and magnet for talent, develop partnerships with public, private, and non-profit sector organizations, and share research with and provide direct services to the people of Arizona through technology transfer, Cooperative Extension programs, development of the Phoenix Biomedical Campus, and provision of clinical health care services

throughout the state, to name a few.

UAA 1.0	Program Summary
INSTRUCTION	
Rick Kroc, Associate Vice Provost	
Institutional Research and Planning Support (520) 621-8543	
A.R.S. § 15-1601	

Mission:

To maximize the delivery of academically sound instruction in a coordinated manner with the University's academic colleges, schools, departments, and centers.

Description:

This program coordinates the delivery of instruction throughout the University. Its other responsibilities include oversight of: academic support programs; transfer articulation; advising; major-exploration programs for undecided and transitional students; and the University's interdisciplinary degree programs.

◆ **Goal 1 To increase productivity, efficiency, and effectiveness**

Performance Measures	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate
Graduating seniors who rate their overall experience as good or excellent (percent)	94	95	95
Full-time undergraduate students enrolled per semester in three or more primary courses with ranked faculty (percentage)	73	74	74
Total number of degrees granted	7,822	7,705	7,912
Bachelors degrees granted	5,780	5,738	5,878
Masters degrees granted	1,480	1,349	1,396
First Professional degrees granted	159	177	190
Doctorate degrees granted	403	441	448
Average number of years taken to graduate for students who began as freshmen	4.5	4.4	4.4
Administration as a percent of total cost	2.1	1.9	1.8
Agency staff turnover (percent)	12.3	12.5	12.5
Gifts, grants, and contracts (millions)	385	405	426
Grants and contracts expenditures (millions)	322	339	356

◆ **Goal 2 To improve student persistence and graduation rates over time.**

Performance Measures	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate
Freshmen returning for the second year (percent)	77	77	77
Full-time lower-division transfer five-year graduation rates (percent)	54	57	60
Full-time upper-division transfer four-year graduation rates (percent)	68	70	71
Six-Year graduation rate.	60	60	61

2011 - 2013 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

UAA 2.0	Program Summary
	ORGANIZED RESEARCH
Rick Kroc, Associate Vice Provost	
Institutional Research and Planning Support (520) 621-8543	
A.R.S. § 15-1601	

Mission:

To provide effective and transparent promotion and support for the research and graduate-education efforts of University of Arizona faculty and staff and to encourage practices that minimize risks to our investigator-scholars, to human and animal research subjects, and to the University.

Description:

The University of Arizona through its organized research unit provides critical world-class research and discovery, intensive and relevant graduate education, and connects its activities with the community's needs especially as we aspire to become one of the ten best public research universities. The University's organized research unit also fosters technology transfer and connection to the business community, with a particular emphasis on promoting a thriving economy and high quality of life for Arizona. The organized research unit also serves as the administrative home for most of the University's public museums.

- ◆ **Goal 1** To increase external funding for organized research programs relative to peer institutions.

Performance Measures	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate
Total Research & Development Expenditures in thousands	450,429	490,620	515,780
National Science Foundation Research ranking (publics)	N/A	17	16

- ◆ **Goal 2** To form a bridge connecting the University with the private sector and expand its engagement with regional, national, and international business communities, and build philanthropic support for the University and its partners.

Performance Measures	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate
Number of Office Tech Transfer Startups.	8	8	10
Entrepreneurial Startups	5	10	10

UAA 3.0	Program Summary
	PUBLIC SERVICE
Rick Kroc, Associate Vice Provost	
Institutional Research and Planning Support (520) 621-8543	
A.R.S. § 15-1601	

Mission:

To make knowledge generated at the University of Arizona more accessible and more relevant to Arizona's citizens, to the nation at large and to the global community, and to inspire in each of these connections the parallel desires to learn and to create beneficial change, both in partnership with the University of Arizona.

Description:

The Office for Academic Outreach facilitates the efforts of University of Arizona faculty in integrating their teaching, research, and service missions, and in translating and advancing those efforts to broader audiences. Outreach does not exist as an independent administrative function; rather, it serves the efforts of University faculty across the departments and colleges, and helps create the opportunity for impact in our communities and abroad.

- ◆ **Goal 1** To leverage the strengths of international affairs programs and the efforts of our faculty by strategically enhancing efforts abroad in target geographies most relevant to the University.

Performance Measures	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate
Number of students in Study Abroad and Exchange programs	1,210	2,200	1,410
Number of undergraduate international students	1,132	1,200	1,275
Number of graduate international students	1,378	1,400	1,475

- ◆ **Goal 2** To facilitate and assure the University's mandate of service, partnership, and the sharing of knowledge which most clearly expresses the distinguishing nature of land grant universities.

Performance Measures	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate
Number of people served by Cooperative Extension (in thousands)	477	480	500

Performance Measures	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate
Number of volunteer hours generated in Agriculture	139,800	145,000	150,000

UAA 4.0	Program Summary
	ACADEMIC SUPPORT
Rick Kroc, Associate Vice Provost	
Institutional Research and Planning Support (520) 621-8543	
A.R.S. § 15-1601	

Mission:

To support and enhance a contemporary learning environment with tools that permit innovation in all learning spaces and assist students in bridging the relationship between research and teaching.

Description:

The units that comprise Academic Support represent all of the ways the University supports its academic mission.

- ◆ **Goal 1** To enhance the academic quality and effectiveness of the institution through planning and budgeting, program review, personnel review, and data collection and analysis.

Performance Measures	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate
Academic programs reviewed for quality and effectiveness	17	23	18
Dollars internally reallocated to priority academic units (in thousands of dollars)	6,210	5,022	5,500

- ◆ **Goal 2** To acquire and/or provide access to information resources and services appropriate to research university users via the most cost-effective means.

Performance Measures	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate
Resources (print and non-print) circulated from the collection.	369,991	350,000	335,000
Resources (print and non-print) used in the library.	109,615	107,423	105,274
Electronic Resources used on-site and remotely.(in the millions)	11	11	12

- ◆ **Goal 3** To support alternative delivery modes of education for

2011 - 2013 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Arizona.

Performance Measures	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate
Number of Online Undergraduate Degrees	7	15	20
Number of Online Graduate Degrees	200	238	265
Number of Online Graduate Certificates	47	60	75

UAA 5.0	Program Summary
	STUDENT SERVICES
Rick Kroc, Associate Vice Provost	
Institutional Research and Planning Support (520) 621-8543	
A.R.S. § 15-1601	

Mission:

To recruit and retain a diverse and talented student body; to assist students in their efforts to achieve access, academic success, and efficient degree completion in conformance with prevailing regulation; to promote student development in a safe environment in which diversity is valued and embedded in daily operations; and to provide opportunities for personal and educational enrichment through the development of student, faculty, staff, and community partnerships.

Description:

This program includes enrollment services and other student related programs and services designed to promote student success, by supporting students' personal, intellectual, cultural, and social development outside the context of the formal instructional program. Programming extends to the entire campus community to meet disability needs and to promote a healthy, diverse, engaged, and civil community. The activities include: early outreach, admissions, orientation, financial aid, registration, campus recreation, and health services, cultural events, student programs/organizations, bookstore, newspaper, housing and food service, academic support, career services, programs designed to promote faculty/student interaction outside the classroom, and programs dedicated to special needs, such as disability related services and the cultural resource centers.

◆ **Goal 1** To admit a freshman class well-prepared for University work.

Performance Measures	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate
Quality of freshman class based on: High school grade point average	3.4	3.4	3.5
Quality of freshman class based on: SAT scores	1,099	1,102	1,110

◆ **Goal 2** To decrease, through education, media campaigns, and other programs, the use of alcohol and other drugs that put students at risk of accidents, violence, injuries, and unsafe sexual practices.

Performance Measures	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate
Students reporting binge drinking in last year (survey done biannually) (percent)	35	34	33
Students reporting tobacco use in the last 30 days (percent)	22	20	19

UAA 6.0	Program Summary
	INSTITUTIONAL SUPPORT
Rick Kroc, Associate Vice Provost	
Institutional Research and Planning Support (520) 621-8543	
A.R.S. § 15-1601	

Mission:

To provide the University of Arizona with the support services necessary to enable it to effectively pursue the institutional mission of teaching, research, and outreach.

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, telecommunications, space management, human resources including employee personnel and records, purchasing, stores, safety, security, printing, transportation services, community and alumni relations, and development and fund-raising.

◆ **Goal 1** To enhance community support for the work of the University in the larger community.

Performance Measures	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate
Endowment Assets (in thousands)	380,930	380,930	398,072
Annual Giving (in thousands)	92,160	94,720	97,920

◆ **Goal 2** To attract and engage a diverse and high quality workforce

Performance Measures	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate
Minority employees in administrative, faculty, professional and classified positions (percent)	28	29	29
UA Life & Work Connections contacts per year	14,608	15,500	15,900

UAA 7.0	Program Summary
	COLLEGE OF AGRICULTURE AND LIFE SCIENCES
Rick Kroc, Associate Vice Provost	
Institutional Research and Planning Support (520) 621-8543	
A.R.S. § 15-1601	

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

Description:

The College of Agriculture and Life Sciences coordinates undergraduate and professional education for a wide range of career opportunities within six general subject areas: animal systems; environment and natural resources; family, youth, and community; human nutrition; food safety and health; marketing, trade, and economics; and plant systems. Education in the professional knowledge area is combined with foundation courses in the natural and social sciences, communications, and the humanities to develop a well rounded academic experience offering majors leading to careers associated with the college subject areas. Programs include on-campus instruction and distance education in cooperation with other institutions. The college awards B.S., M.S., and Ph.D. degrees. Faculty members generally have joint appointments in a parallel Agricultural Experiment Station.

◆ **Goal 1** To attain a level of tenure/tenure eligible faculty that is

2011 - 2013 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to premier research university.

Performance Measures	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate
Degrees/FTE faculty (T/TE)	6.0	6.3	6.6
Majors/FTE faculty (T/TE)	22	22	22
External funding obtained/FTE Faculty (T/TE)	325,183	342,100	359,900
SCH/Faculty FTE (T/TE)	451	474	498

◆ **Goal 2** To graduate as many well qualified students as possible.

Performance Measures	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate
Number of Undergraduate Degrees granted (Bachelors)	702	697	714
Number of Graduate degrees granted (Masters, Specialist, Ph.D)	126	120	124

◆ **Goal 3** To partner with and serve the people of Arizona.

Performance Measures	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate
Number of volunteer hours generated in Agriculture.	139,800	145,000	150,000
Number of people served by Cooperative Extension	476,690	480,000	500,000

<p>UAA 8.0</p> <p align="center">Program Summary</p> <p align="center">UNIVERSITY OF ARIZONA SOUTH</p> <p>Rick Kroc, Associate Vice Provost</p> <p>Institutional Research and Planning Support (520) 621-8543</p> <p>A.R.S. § 15-1601</p>
--

Mission:

To provide high quality, accessible educational opportunities to communities throughout Southern Arizona.

Description:

UA South addresses the needs of individual who are place bound or who desire to fulfill their higher education goals in an atmosphere different than the Main Campus. UA South provides quality upper-division and graduate programs designed to fulfill the educational and career goals of its students. UA South offers undergraduate degree programs through "2 + 2" partnerships with Arizona community colleges, primarily Cochise College and Pima Community College. Two Masters Degree programs are available. Programs are offered at five locations in southeast Arizona. Specific community-based classes may be offered at other locations throughout southeastern Arizona. The Faculty at UA South has incorporated distance learning into the curriculum, offering courses via interactive television and through the Internet.

◆ **Goal 1** To increase student FTE and retention.

Performance Measures	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate
Student FTE	474	498	523

◆ **Goal 2** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to premier research university.

Performance Measures	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate
Degrees/FTE faculty (T/TE)	7.8	8.1	8.5

Majors/FTE faculty (T/TE) 17 18 19

SCH/Faculty FTE (T/TE) 914 960 1,008

◆ **Goal 3** To graduate as many well-qualified students as possible.

Performance Measures	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate
Number of Undergraduate Degrees granted (Bachelors)	62	62	63
Number of Graduate degrees granted (Masters, Specialist, Ph.D)	31	30	30

<p>UAA 9.0</p> <p align="center">Program Summary</p> <p align="center">AUXILIARY PROGRAM</p> <p>Rick Kroc, Associate Vice Provost</p> <p>Institutional Research and Planning Support (520) 621-8543</p> <p>A.R.S. § 15-1601</p>
--

Mission:

To provide quality goods and services at the least possible cost to faculty, staff, students and University departments.

Description:

Auxiliary units are most closely related to "real world" businesses in that they are expected to be self-supporting and charge fees that are related to the costs of providing goods or services. Major retail and service activities include the U of A Bookstore, Student Union food services, Residence Life student dormitories and family housing, Parking and Transportation parking permits and Sun Tran passes, UA Presents performances, U of A Press publications, and Intercollegiate Athletics events. Internal service departments that provide wholesale services to other departments on campus include Facilities Management's repair, maintenance, and custodial services; Printing and Publishing Support Services; Telecommunication's telephone services; and the University Research and Instrumentation Center's design and fabrication service.

◆ **Goal 1** To provide affordable housing and a residential living experience conducive to academic success and social well-being.

Performance Measures	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate
Percent of new freshmen living in residence halls	68	68	68
Total number of students living in residence halls	4,384	4,430	4,490

◆ **Goal 2** To promote health, wellness and safety by providing quality medical, mental health care, and health education to the student community.

Performance Measures	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate
Number of visits to Campus Health's Main and McKale clinics (medical and counseling and psychological services)	30,557	30,700	31,200
Percent who indicate they would refer a friend to Campus Health	98.6	98.7	98.8
Overall rating of Campus Health (0-10, with 10 high)	8.7	8.8	8.9

◆ **Goal 3** To serve students with learning disabilities.

Performance Measures	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate
Number of students served by the Strategic Alternative Learning Techniques (SALT) Center	542	535	534