



The Interim Five-Year Strategic Plan 2014-2018 for the University of Arizona outlines the strategies and priorities guiding the UA's continued growth in student enrollment and success, our advancement in research excellence, our innovations in educational quality and access, our community impacts in workforce development and engagement, as well as our increasing productivity. All of the strategies and priorities within this plan make substantial contributions to the success of the Arizona Board of Regents *2020 Vision* strategic plan, the *Arizona Higher Education Enterprise:2010 Strategic Realignment's* university system goals, and Governor Brewer's *Four Cornerstones of Reform*.

Recognizing the new realities facing higher education, the campus is in the midst of preparing a new five-year strategic plan. This plan is expected to be ready by mid-2013.

The University of Arizona Interim Strategic Plan 2014 - 2018

Mission Statement: To improve life and economic impact for the people of Arizona and beyond through education, research, creative expression, and community engagement.

Description: The University of Arizona in Tucson, including branch campuses in Sierra Vista and downtown Phoenix, is a land-grant, doctoral research university. 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. It has a total student body enrollment of 40,223 full-time and part-time students. As a land-grant university, it maintains programs in production agriculture, mining, and engineering and serves the State through its cooperative extension services, technology transfer, economic development assistance, distributed education, 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 these activities and outcomes into advancement of Arizona’s economy.

RESOURCE ASSUMPTIONS

Funding and FTE Budget Summary

Dollars in Thousands	FY2013
General Funds	\$ 270,723.8
Other Appropriated Funds	\$ 313,838.4
Other Non-appropriated Funds	\$ 970,852.7
Federal Funds	\$ 442,494.8
Program Total	\$1,997,909.7
Total State FTE Employees	6,374.1

Strategic Issues:

1. EXPANDING ACCESS AND ENHANCING EDUCATIONAL EXCELLENCE

a. Goal

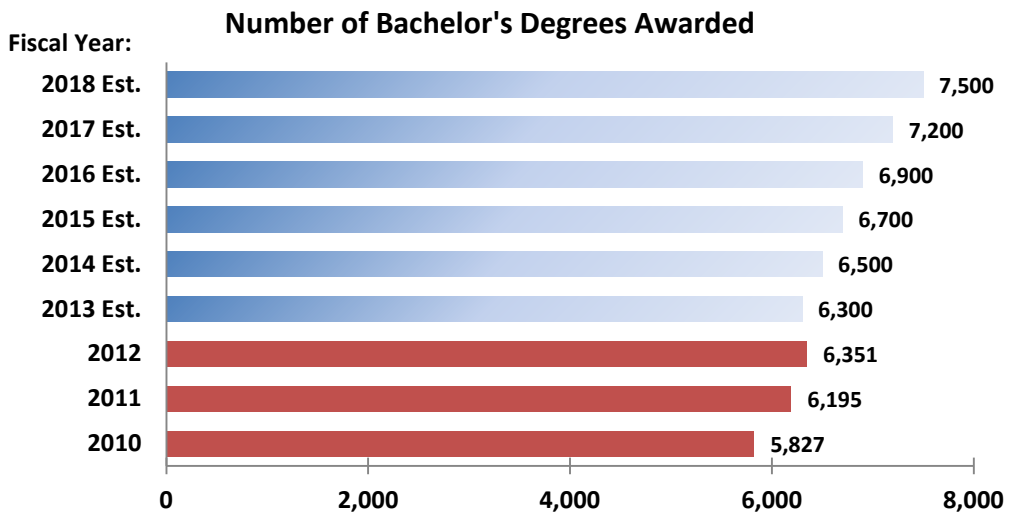
- i. Increase the number of citizens with the skills and understanding to contribute to economic development and improve the quality of life.

b. Strategies

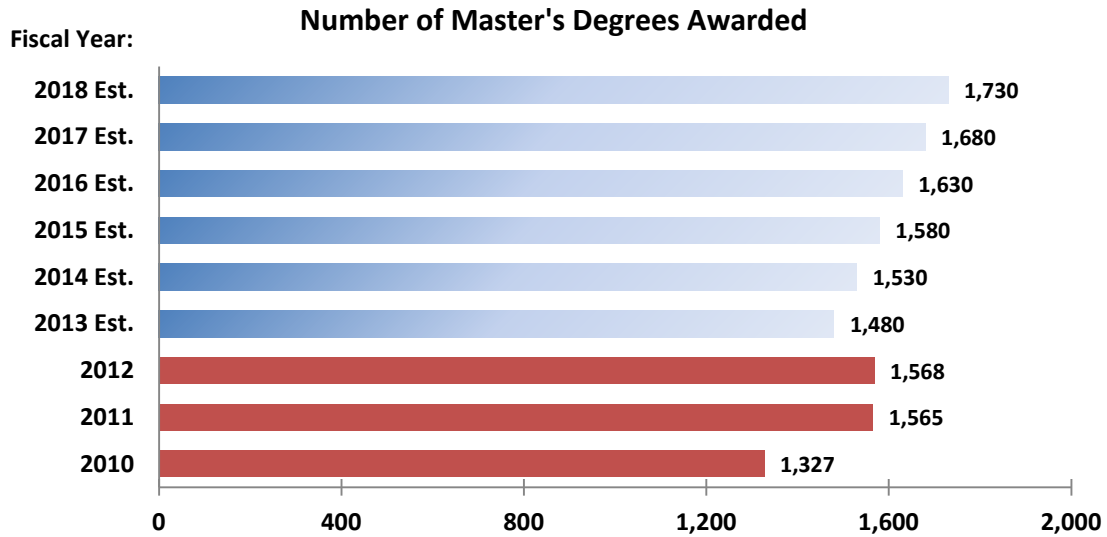
- i. Grow the self-funded *Arizona Assurance Program* to contribute to Arizona’s economy and standard of living by making a high quality university education as affordable and accessible as possible.
- ii. Work with P-14 education to assure that entering students are well-prepared for university-level challenges.
- iii. Use both distributed and distance education to reach students who are time and/or place-bound.
- iv. Track and improve academic quality through student learning outcomes assessment and feedback.

EXPANDING ACCESS AND ENHANCING EDUCATIONAL EXCELLENCE
(FY2014=Request; Out-Years=Incremental Costs; Constant/Nominal Dollars; In Thousands)

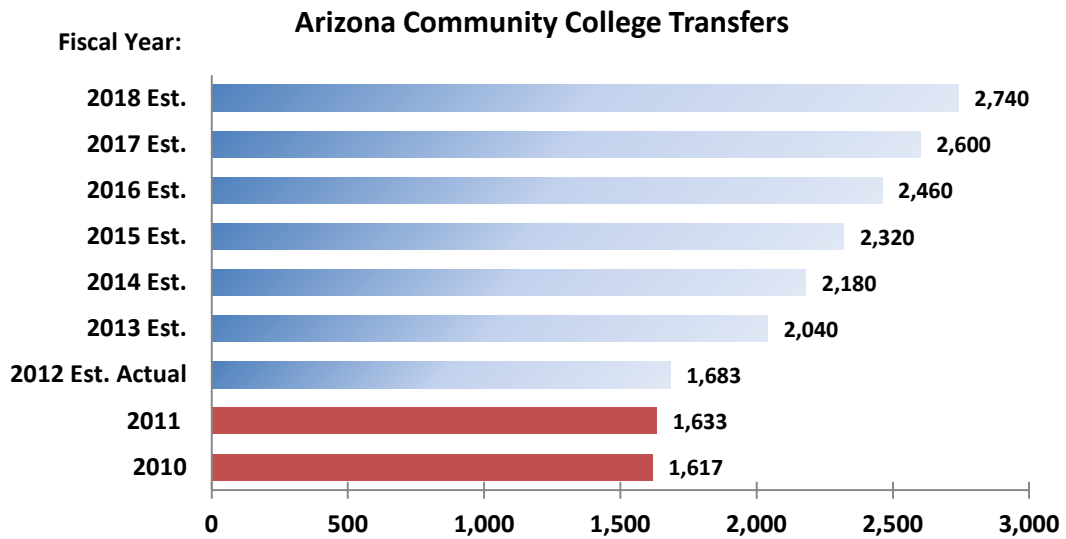
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
General Funds	58,000.1	5,182.5	9,561.3	14,115.2	14,472.4
Other Appropriated Funds	0.0	14,122.7	14,828.9	15,570.3	16,348.9
Building Renewal	29,241.0	29,825.8	30,422.2	31,030.7	31,651.3
Other Non-appropriated Funds	11,138.9	8,766.2	13,412.5	13,814.8	14,229.2
Federal Funds	3,091.4	4,371.6	5,683.1	5,967.2	6,265.6
Strategic Issue Total Funds	101,471.4	62,268.8	73,908.0	80,498.2	82,967.4
Total State FTE Employees	522.6	218.1	306.4	354.3	369.1



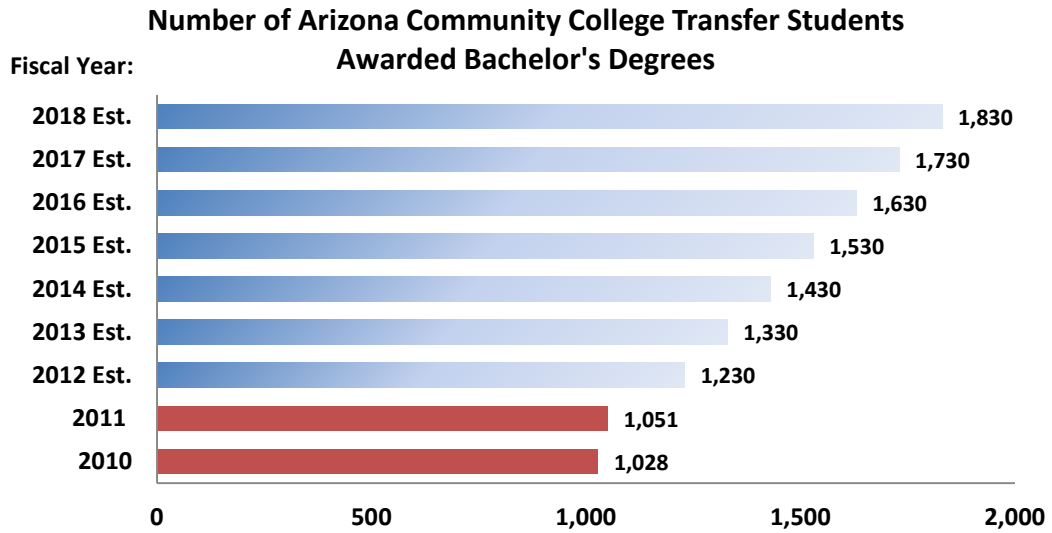
Source: University of Arizona, The Office of Institutional Research and Planning Support



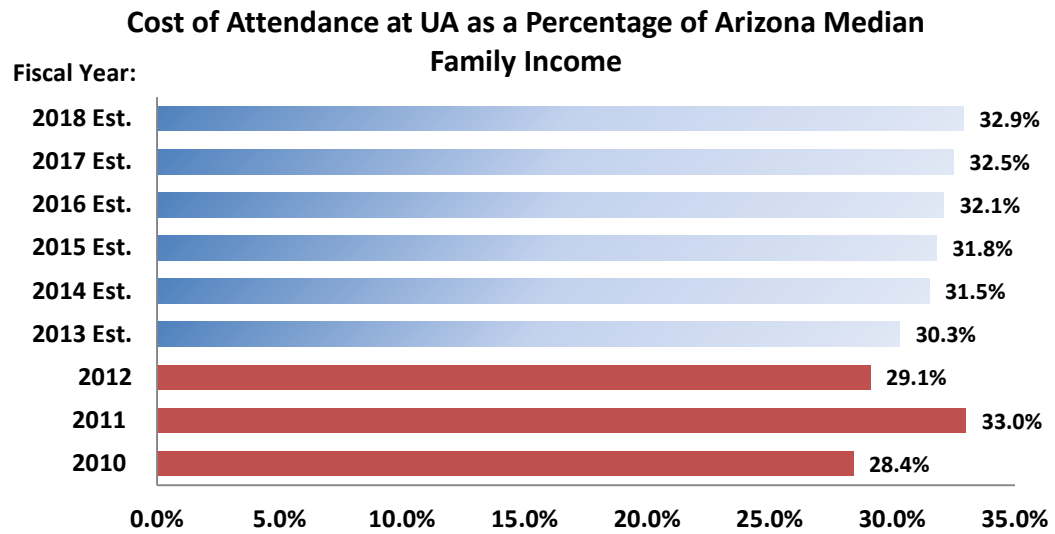
Source: University of Arizona, The Office of Institutional Research and Planning Support



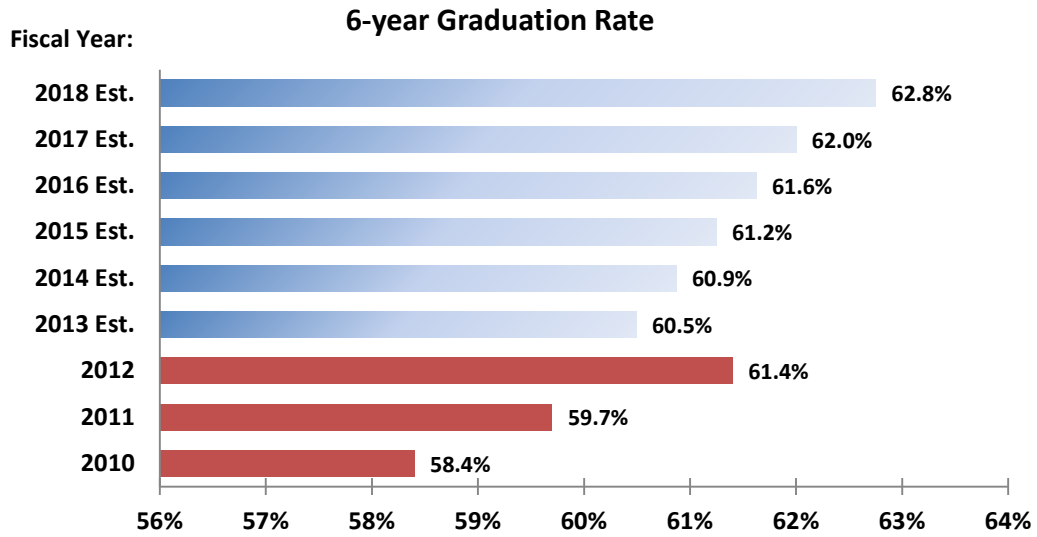
Source: University of Arizona, The Office of Institutional Research and Planning Support



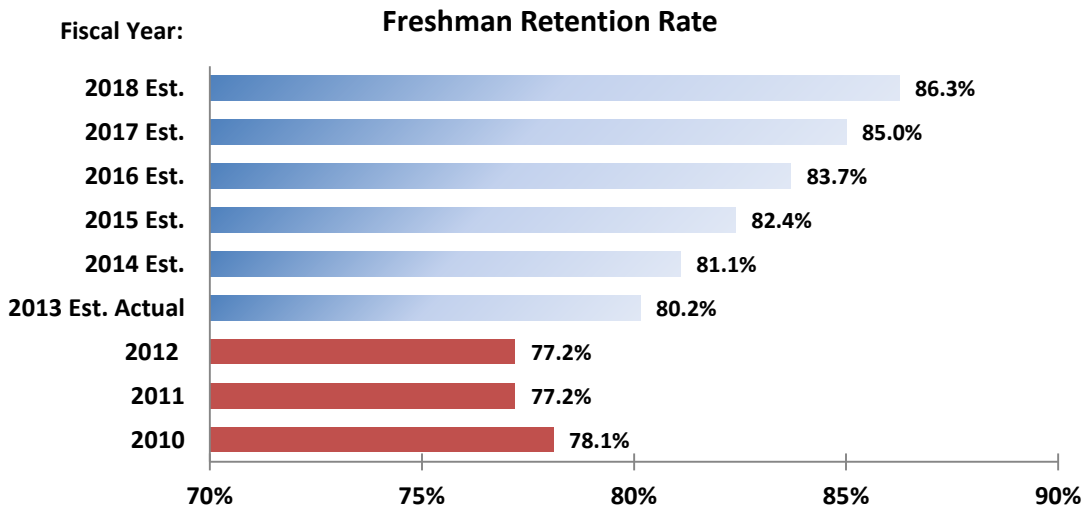
Source: University of Arizona, The Office of Institutional Research and Planning Support



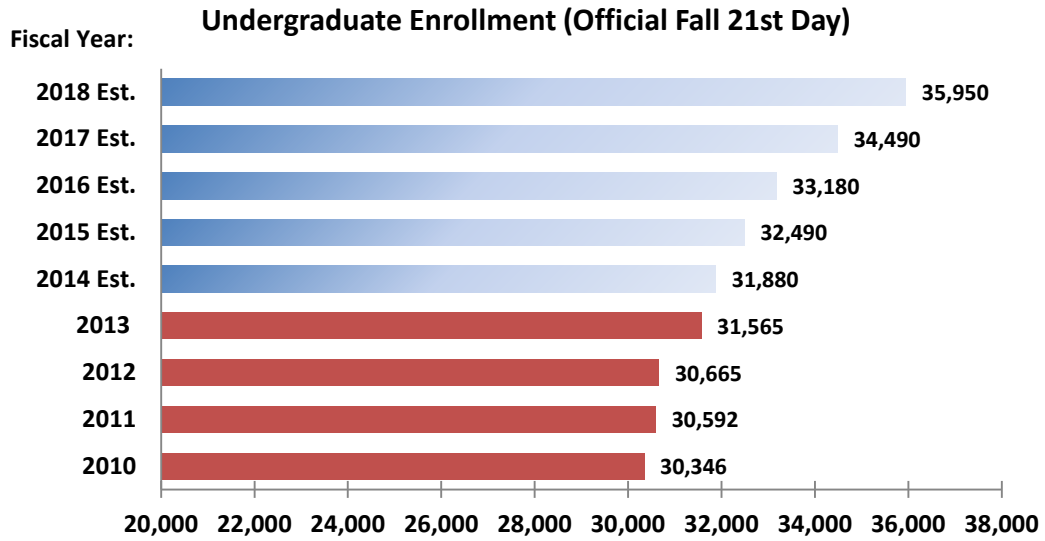
Source: University of Arizona, The Office of Institutional Research and Planning Support



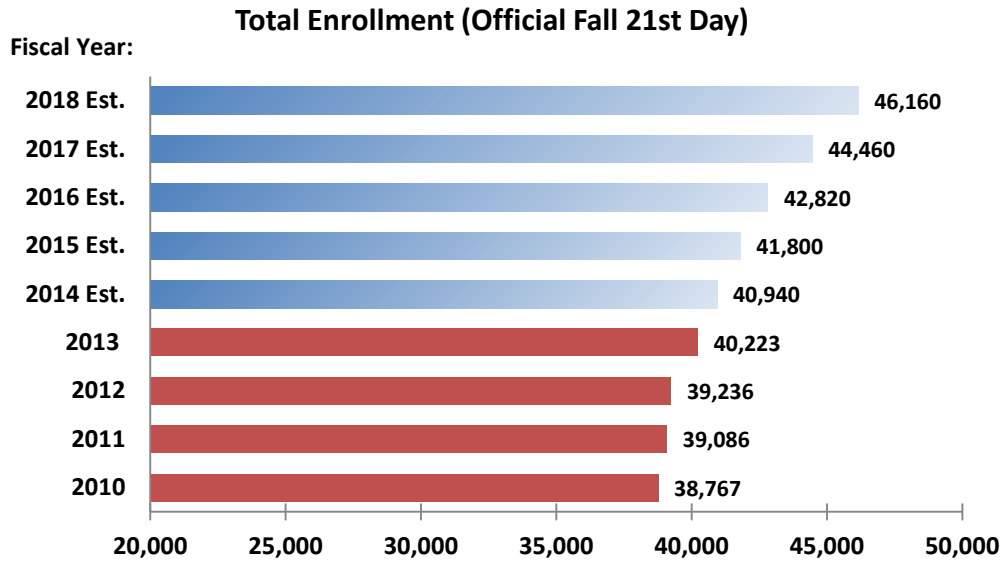
Source: University of Arizona, The Office of Institutional Research and Planning Support



Source: University of Arizona, The Office of Institutional Research and Planning Support

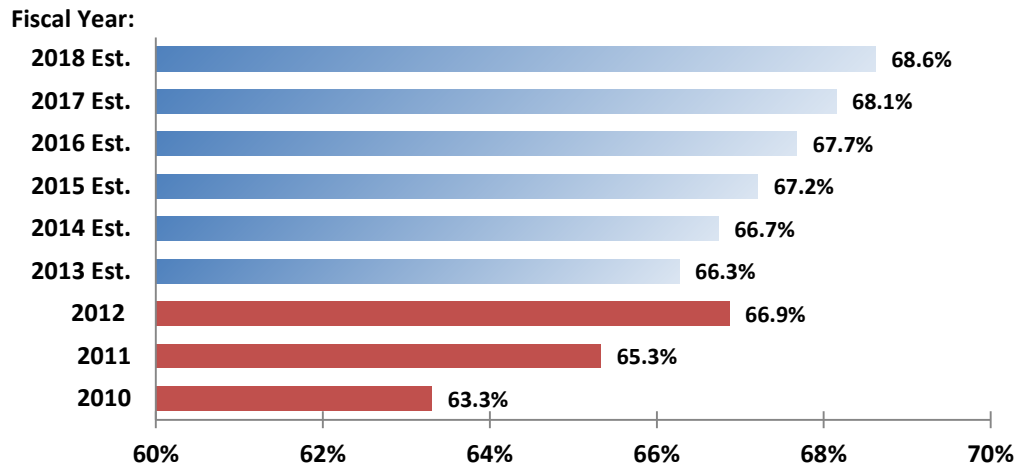


Source: University of Arizona, The Office of Institutional Research and Planning Support



Source: University of Arizona, The Office of Institutional Research and Planning Support

4-year Graduation Rate of Arizona Community College Transfers



Source: University of Arizona, The Office of Institutional Research and Planning Support, ASSIST Data

2. INCREASING ACHIEVEMENTS IN RESEARCH SCHOLARSHIP AND CREATIVE EXPRESSION

a. Goal

- i. Advance research that creates new knowledge, enhances education, and addresses social, cultural, and economic needs.

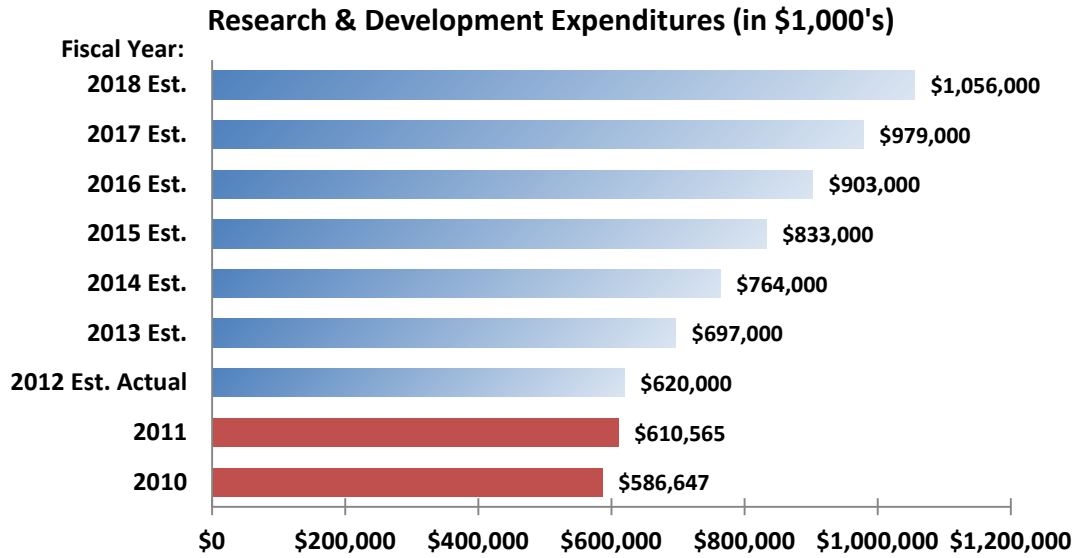
b. Strategies

- i. Leverage research funding to create new knowledge, and to translate that knowledge into significant economic contributions to the State.
- ii. Provide research opportunities for both undergraduate and graduate students.
- iii. Foster interdisciplinary and collaborative research to provide a more broadly based student experience and a greater spectrum of solutions to the complex problems of the real world.
- iv. Maximize external funding by enhancing collaboration and providing strategic investments in areas of research with high promise.
- v. Utilize the University’s research enterprise to establish deeper linkages with and provide economic advantage to Arizona’s industry.

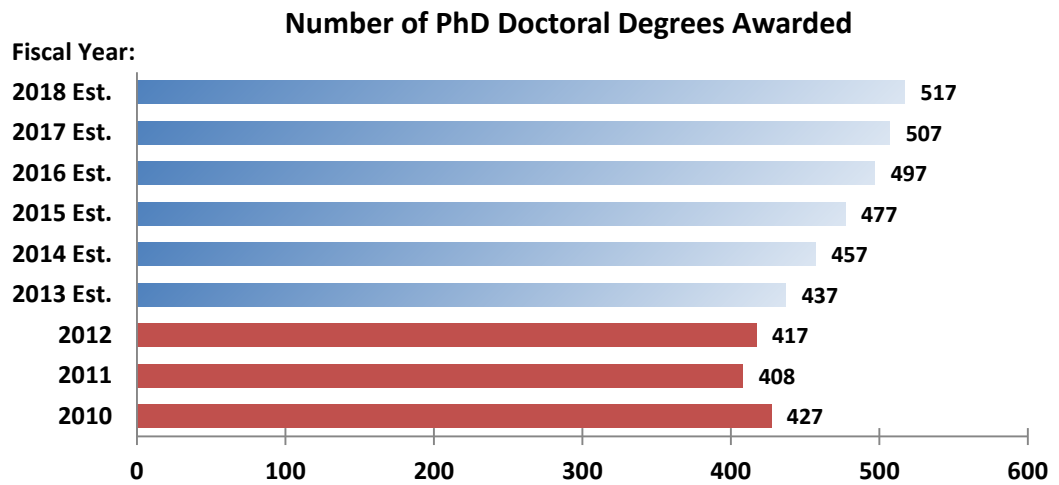
INCREASING ACHIEVEMENTS IN RESEARCH SCHOLARSHIP AND CREATIVE EXPRESSION

(FY2014=Request; Out-Years=Incremental Costs; Constant/Nominal Dollars; In Thousands)

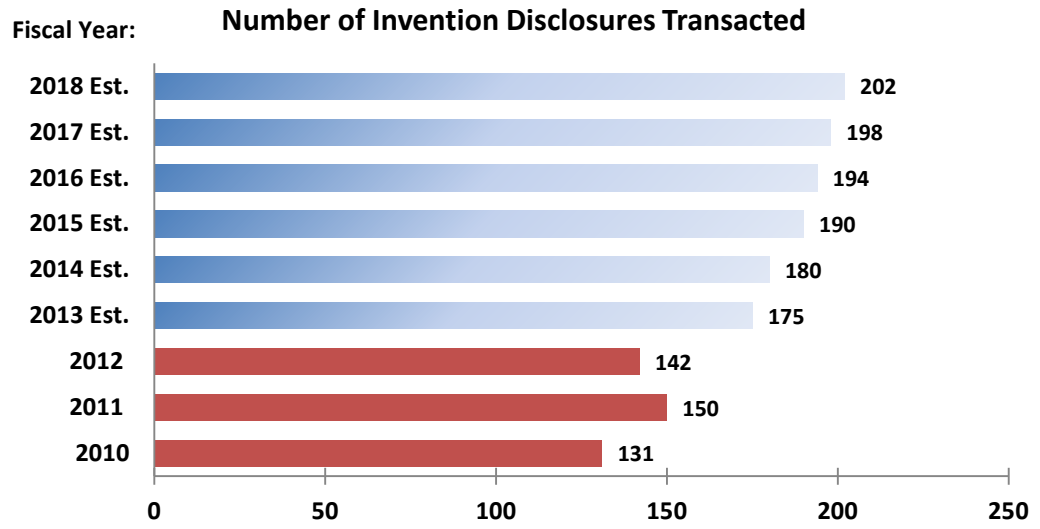
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
General Funds	22,663.6	2,783.2	4,407.5	6,096.9	6,229.5
Other Appropriated Funds	0.0	470.8	494.3	519.0	545.0
Building Renewal	15,703.5	16,017.6	16,337.8	16,664.8	16,997.9
Other Non-appropriated Funds	9,113.7	7,172.5	10,973.7	11,303.0	11,642.1
Federal Funds	6,698.1	9,471.9	12,313.1	12,929.0	13,575.5
Strategic Issue Total Funds	54,178.9	35,916.0	44,526.4	47,512.5	48,990.0
Total State FTE Employees	278.1	136.9	203.2	224.5	233.7



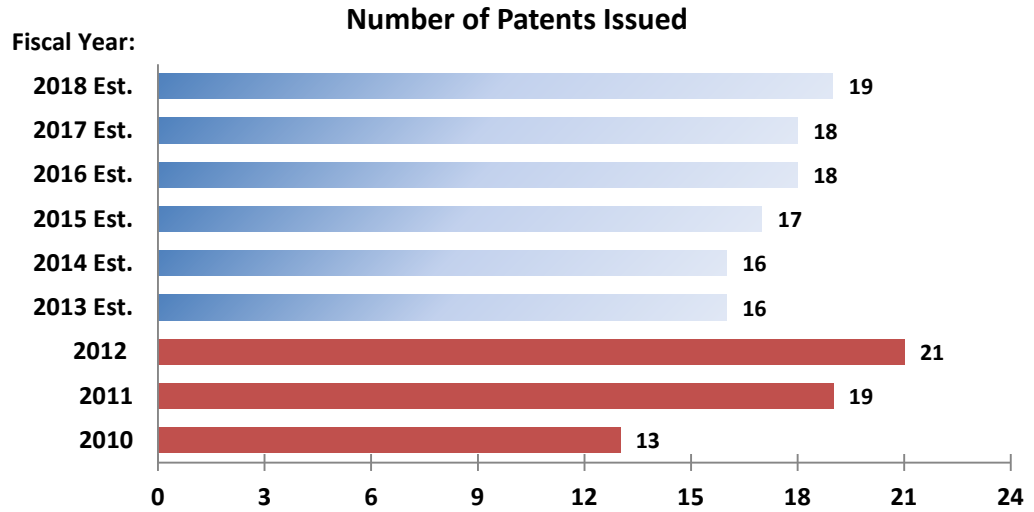
Source: University of Arizona, Vice President for Research and Graduate Studies Office



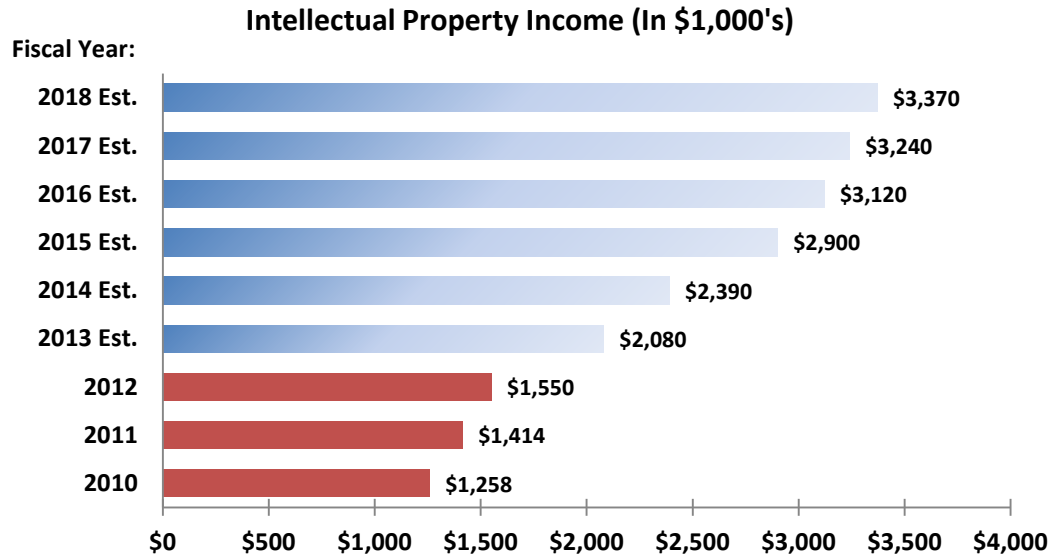
Source: University of Arizona, The Office of Institutional Research and Planning Support



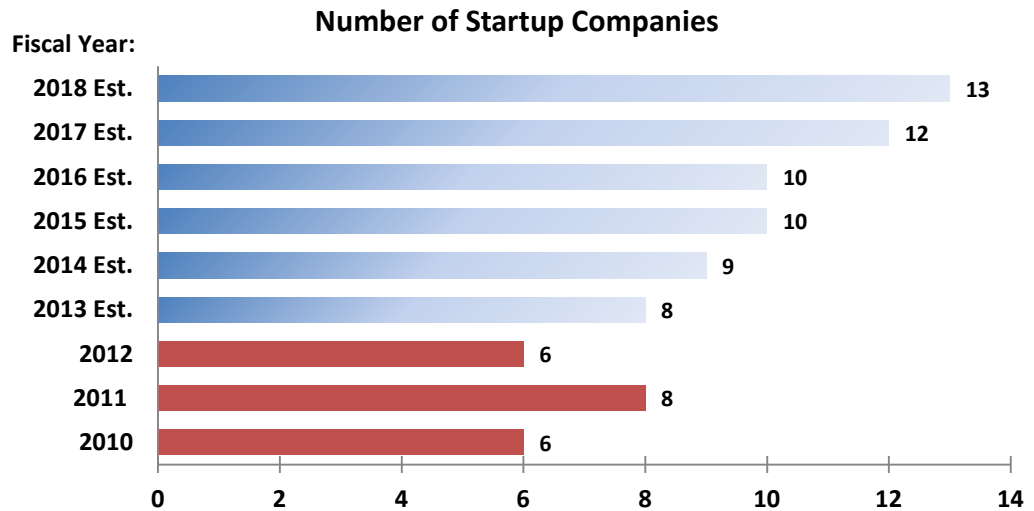
Source: University of Arizona, The Office of Technology Transfer



Source: University of Arizona, The Office of Technology Transfer



Source: University of Arizona, The Office of Technology Transfer



Source: University of Arizona, The Office of Technology Transfer

3. EXPANDING COMMUNITY ENGAGEMENT AND WORKFORCE IMPACT

a. Goal

- i. Foster civic engagement and improve economic competitiveness.

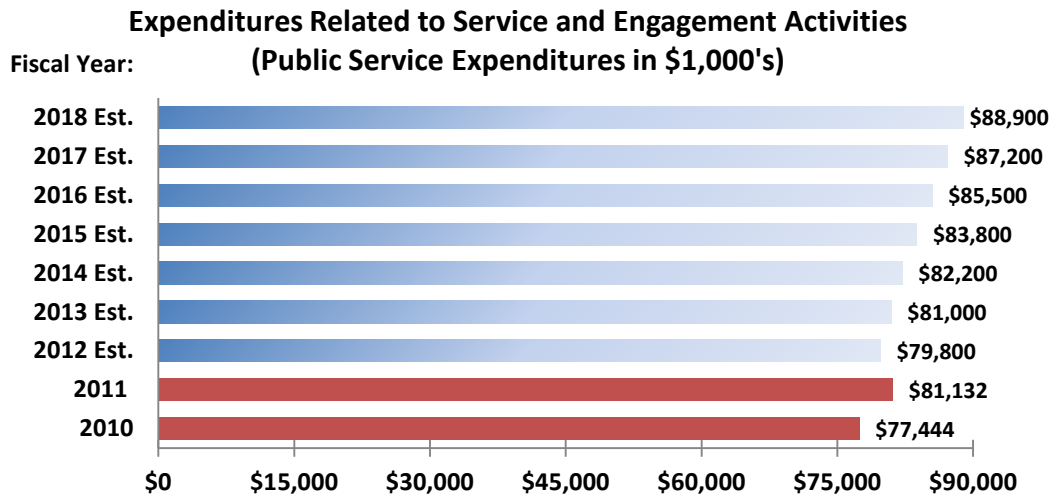
b. Strategies

- i. Promote greater use of distributed education programs located throughout the State.
- ii. Develop and advance community-based programs, substantively engaging university personnel, students, programs, and innovations in those communities to empower the creation of localized and distributed economic impact.
- iii. Assure that all campus units embrace the land-grant concept of learning from and extending knowledge to those external to the University.
- iv. Fundamentally realign our research, licensing, tech park, incubator, and tech transfer infrastructure in a single organization to assure maximum impact on Arizona’s economy and benefit to Arizona industry.

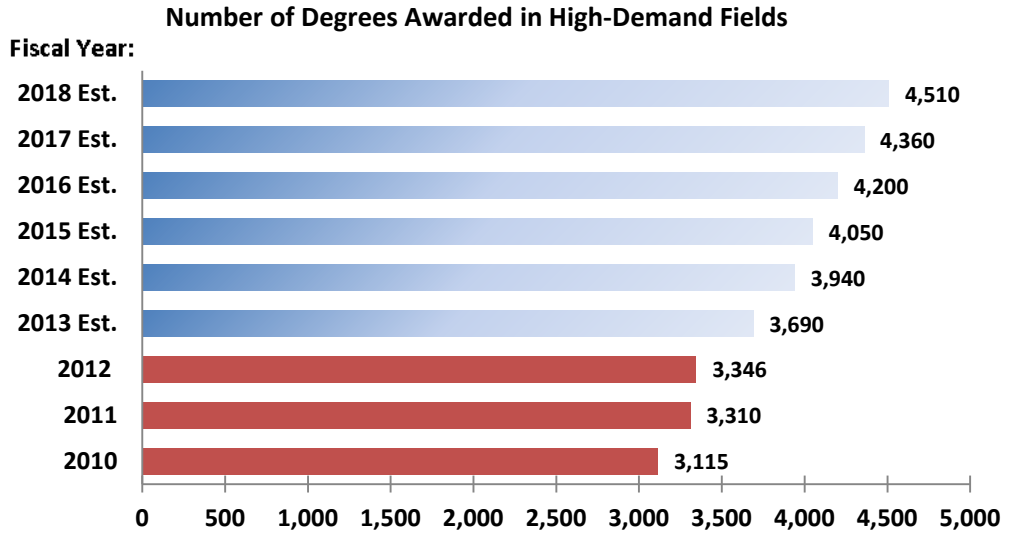
COMMUNITY ENGAGEMENT AND WORKFORCE IMPACT

(FY2014=Request; Out-Years=Incremental Costs; Constant/Nominal Dollars; In Thousands)

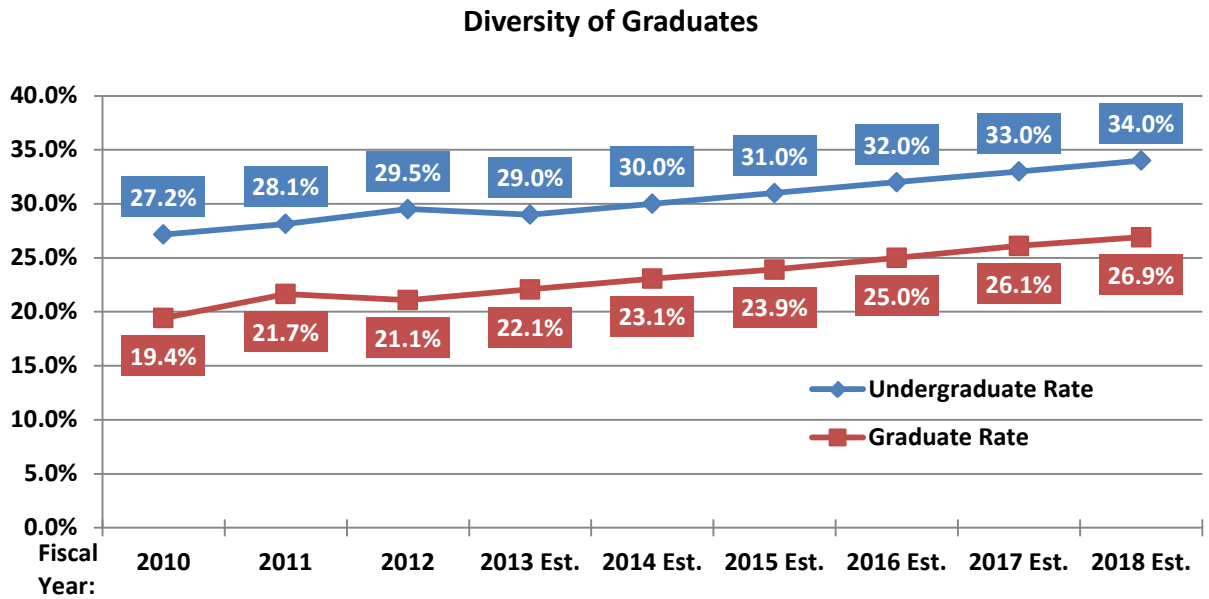
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
General Funds	9,775.9	1,151.7	1,858.0	2,592.5	2,650.2
Other Appropriated Funds	0.0	313.8	329.5	346.0	363.3
Building Renewal	6,498.0	6,627.9	6,760.4	6,895.6	7,033.5
Other Non-appropriated Funds	3,797.5	2,988.5	4,572.4	4,709.6	4,850.9
Federal Funds	2,447.4	3,460.9	4,499.1	4,724.0	4,960.3
Strategic Issue Total Funds	22,518.8	14,542.8	18,019.4	19,267.7	19,858.2
Total State FTE Employees	115.9	54.1	80.9	89.8	93.4



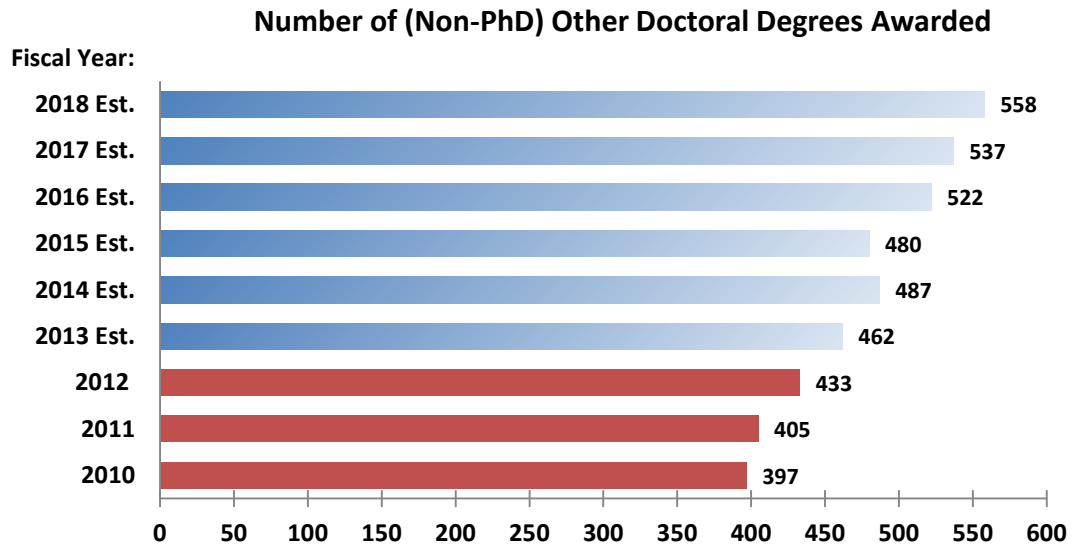
Source: IPEDS, University of Arizona Budget Office



Source: University of Arizona, The Office of Institutional Research and Planning Support



Source: University of Arizona, The Office of Institutional Research and Planning Support



Source: University of Arizona, The Office of Institutional Research and Planning Support

4. IMPROVING PRODUCTIVITY AND EFFICIENCY

a. Goal

- i. Streamline operations and business practices to maximize efficiencies.

b. Strategies

- i. Consolidate and realign departments and non-academic units to improve the efficiency of support functions.
- ii. Complete the Mosaic Project to assure that business operations are more flexible, responsive, and secure.
- iii. Revise and redeploy Responsibility Centered Management to assure that both costs and income are accounted for.
- iv. Strategically reallocate and realign research funds to invest in areas of greatest promise and strength.

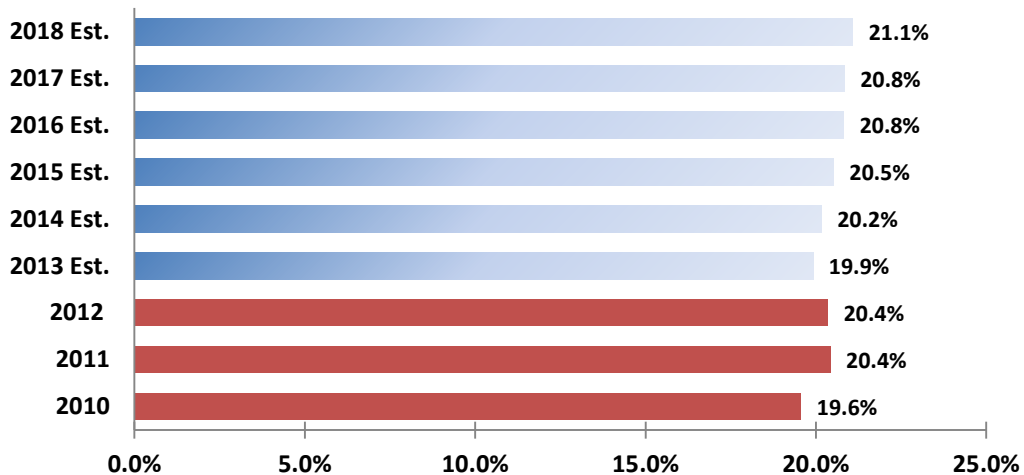
IMPROVING PRODUCTIVITY AND EFFICIENCY

(FY2014=Request; Out-Years=Incremental Costs; Constant/Nominal Dollars; In Thousands)

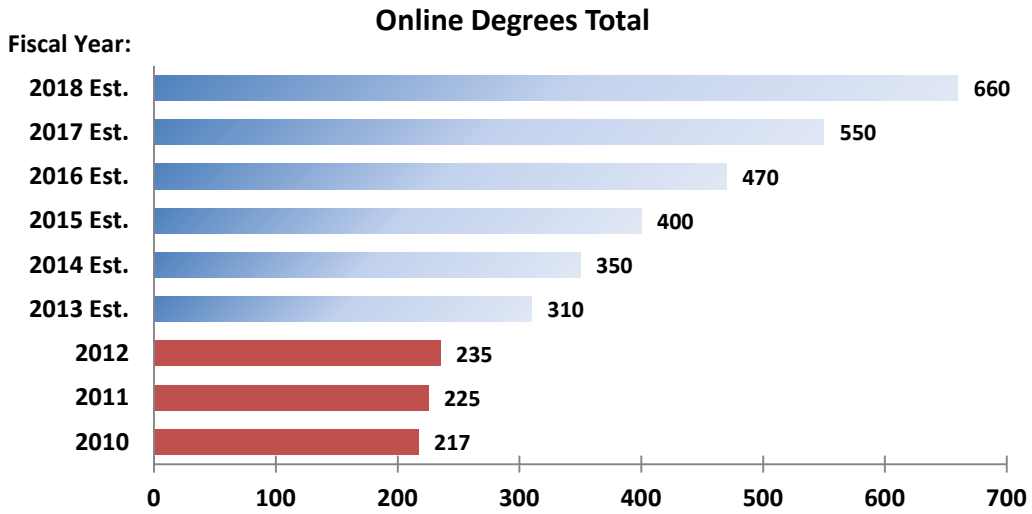
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
General Funds	4,760.0	479.9	833.0	1,200.2	1,229.1
Other Appropriated Funds	0.0	784.6	823.9	865.0	908.2
Building Renewal	2,707.5	2,761.7	2,816.8	2,873.1	2,930.6
Other Non-appropriated Funds	1,265.7	996.2	1,524.1	1,570.0	1,617.0
Federal Funds	644.0	910.7	1,184.2	1,243.3	1,305.3
Strategic Issue Total Funds	9,377.2	5,933.1	7,182.0	7,751.6	7,990.2
Total State FTE Employees	48.2	21.5	31.1	35.2	36.6

Number of Bachelor's Degrees Awarded per 100 FTE Students

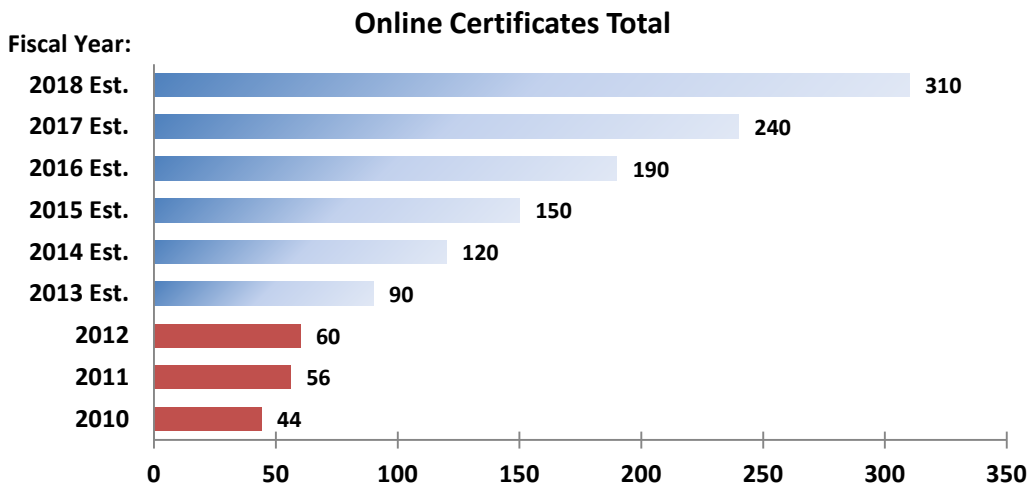
Fiscal Year:



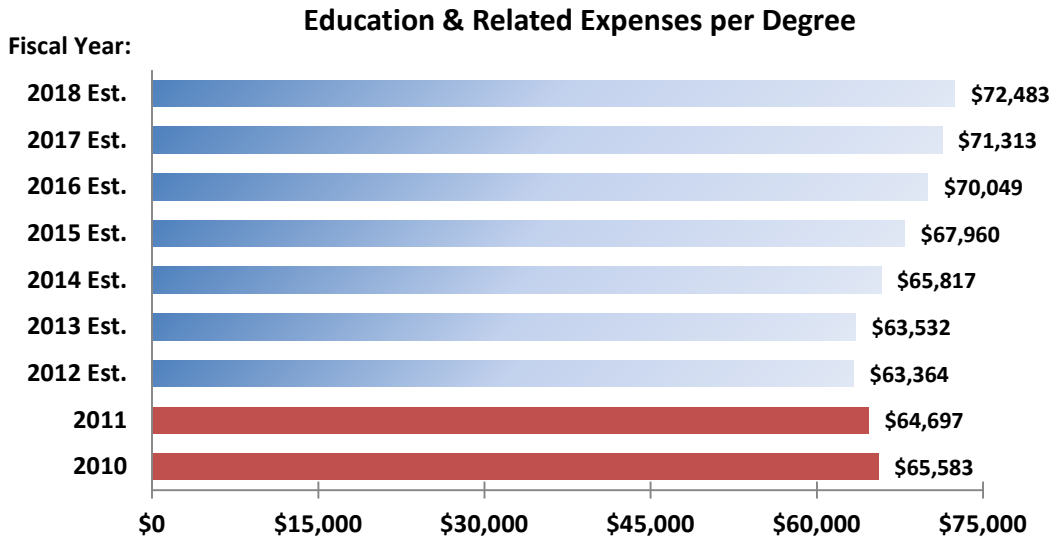
Source: University of Arizona, The Office of Institutional Research and Planning Support



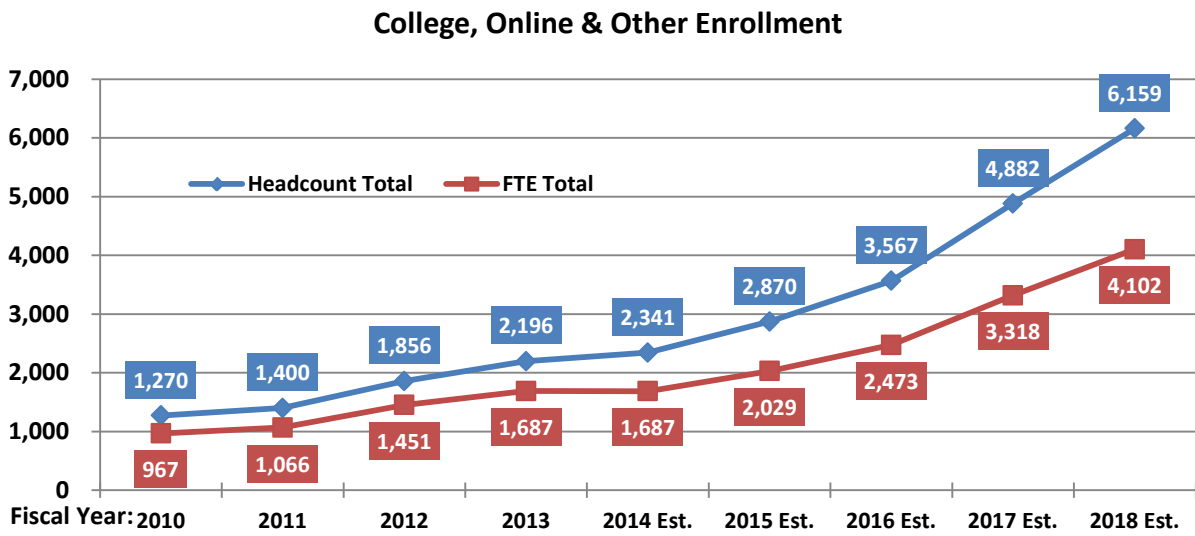
Source: University of Arizona, The Office of Institutional Research and Planning Support



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The University of Arizona Strategic Plan Measures - 2014-2018

Educational Excellence and Access	Fiscal Years									
	2010	2011	2012	2013	2014	2015	2016	2017	2018	
1. Number of Bachelor's Degrees Awarded	5,827	6,195	6,351	6,300	6,500	6,700	6,900	7,200	7,500	
2. Number of Master's Degrees Awarded	1,327	1,565	1,568	1,480	1,530	1,580	1,630	1,680	1,730	
3. Arizona Community College Transfers	1,617	1,633	1,683	2,040	2,180	2,320	2,460	2,600	2,740	
4. Number of Arizona Community College Transfer Students Awarded Bachelor's Degrees	1,028	1,051	1,230	1,330	1,430	1,530	1,630	1,730	1,830	
5. Educational Quality as Reported in the National Survey of Student Engagement (NSSE) for UA										
1. Level of academic challenge			0.09			0.20				0.30
2. Active and collaborative learning			0.08			0.20				0.30
3. Student-faculty interaction			0.12			0.20				0.30
4. Enriching educational experiences			0.20			0.20				0.30
6. Cost of Attendance at UA as a Percentage of Arizona Median Family Income	28.4%	33.0%	29.1%	30.3%	31.5%	31.8%	32.1%	32.5%	32.9%	
7. 6-year Graduation Rate	58.4%	59.7%	61.4%	60.5%	60.9%	61.2%	61.6%	62.0%	62.8%	
8. Freshman Retention Rate	78.1%	77.2%	77.2%	80.2%	81.1%	82.4%	83.7%	85.0%	86.3%	
9. Undergraduate Enrollment (Official Fall 21st day)	30,346	30,592	30,665	31,565	31,880	32,490	33,180	34,490	35,950	
10. Total Enrollment (Official Fall 21st day)	38,767	39,086	39,236	40,223	40,940	41,800	42,820	44,460	46,160	
11. Four Year Graduation Rate of Arizona Community College Transfers	63.3%	65.3%	66.9%	66.3%	66.7%	67.2%	67.7%	68.1%	68.6%	
12. College-going Rate (from K-12) (Statewide Only)	52.7%	53.4%	54.1%	54.8%	55.5%	56.3%	57.0%	57.7%	58.5%	

NOTE: The ABOR measures above are grouped by goal and may not appear in sequential order.

The University of Arizona Strategic Plan Measures - 2014-2018

Research Excellence	Fiscal Years									
	2010	2011	2012	2013	2014	2015	2016	2017	2018	
13. Research & Development Expenditures (In \$1,000's)	\$586,647	\$610,565	\$620,000	\$697,000	\$764,000	\$833,000	\$903,000	\$979,000	\$1,056,000	
14. Number of PhD Doctoral Degrees Awarded	427	408	417	437	457	477	497	507	517	
15. Number of Invention Disclosures Transacted	131	150	142	175	180	190	194	198	202	
16. Number of Patents Issued	13	19	21	16	16	17	18	18	19	
17. Intellectual Property Income (In \$1,000's)	\$1,258	\$1,414	\$1,550	\$2,080	\$2,390	\$2,900	\$3,120	\$3,240	\$3,370	
23. Number of Startup Companies	6	8	6	8	9	10	10	12	13	

NOTE: The ABOR measures above are grouped by goal and may not appear in sequential order.

The University of Arizona Strategic Plan Measures - 2014-2018

	Fiscal Years									
	2010	2011	2012	2013	2014	2015	2016	2017	2018	
Workforce and Community	Metric Under Review									
19. Impact of Community Engagement Activities										
20. Expenditures Related to Service and Engagement Activities (Public Service Expenditures) (In \$1,000's)	\$77,444	\$81,132	\$79,800	\$81,000	\$82,200	\$83,800	\$85,500	\$87,200	\$88,900	
21. Number of Degrees Awarded in High-Demand Fields	3,115	3,310	3,346	3,690	3,940	4,050	4,200	4,360	4,510	
STEM Undergraduate	1,305	1,396	1,357	1,430	1,500	1,540	1,590	1,660	1,730	
Education Undergraduate	356	346	288	500	550	570	590	610	640	
Health Professions & Related Undergraduate	333	309	370	490	590	600	620	650	680	
STEM Graduate	523	604	635	610	630	650	680	700	700	
Education Graduate	263	296	270	280	280	290	300	310	320	
Health Professions & Related Graduate	335	359	426	380	390	400	420	430	440	
22. Diversity of Graduates										
Undergraduate Rate	27.2%	28.1%	29.5%	29.0%	30.0%	31.0%	32.0%	33.0%	34.0%	
Graduate Rate	19.4%	21.7%	21.1%	22.1%	23.1%	23.9%	25.0%	26.1%	26.9%	
24. Milken Institute State Science and Technology Ranking (Statewide Only)	15th		14th		13th		12th		11th	
25. Adults with Bachelor's Degrees in Arizona (Statewide Only)	25.9%	26.6%	26.4%	26.7%	26.9%	27.2%	27.5%	27.7%	28.0%	
34. Number of (Non-PhD) Other Doctoral Degrees Awarded	397	405	433	462	487	480	522	537	558	

NOTE: The ABOR measures above are grouped by goal and may not appear in sequential order.

The University of Arizona Strategic Plan Measures - 2014-2018

Productivity	Fiscal Years									
	2010	2011	2012	2013	2014	2015	2016	2017	2018	
26. Number of Bachelor's Degrees Awarded per 100 FTE Students	19.6%	20.4%	20.4%	19.9%	20.2%	20.5%	20.8%	20.8%	21.1%	
27. Comprehensive Financial Index (CFI)	2.5	2.7								
28. Tuition at Average of Peer Institutions	\$8,928	\$9,830	\$10,563	\$10,939	\$11,376	\$11,831	\$12,305	\$12,797	\$13,309	
29. Online Degrees										
Undergraduate	7	7	18	20	30	50	80	110	170	
Graduate	<u>210</u>	<u>218</u>	<u>217</u>	<u>290</u>	<u>320</u>	<u>350</u>	<u>390</u>	<u>440</u>	<u>490</u>	
Total	217	225	235	310	350	400	470	550	660	
29b. Online Certificates										
Undergraduate										
Graduate	<u>44</u>	<u>56</u>	<u>60</u>	<u>90</u>	<u>120</u>	<u>150</u>	<u>190</u>	<u>240</u>	<u>310</u>	
Total	44	56	60	90	120	150	190	240	310	
30. Employment of Graduates Who Stay in Arizona (Statewide Only)	63.2%	62.0%								
31. Education and Related Expenses per Degree	\$65,583	\$64,697	\$63,364	\$63,532	\$65,817	\$67,960	\$70,049	\$71,313	\$72,483	
32. College, Online & Other Enrollment										
Undergraduate Headcount	513	565	671	851	1,030	1,320	1,748	2,587	3,511	
Graduate Headcount	<u>757</u>	<u>835</u>	<u>1,185</u>	<u>1,345</u>	<u>1,311</u>	<u>1,550</u>	<u>1,819</u>	<u>2,295</u>	<u>2,648</u>	
Headcount Total	1,270	1,400	1,856	2,196	2,341	2,870	3,567	4,882	6,159	
Undergraduate FTE	440	485	580	742	815	1,014	1,298	1,852	2,427	
Graduate FTE	<u>527</u>	<u>581</u>	<u>871</u>	<u>945</u>	<u>871</u>	<u>1,014</u>	<u>1,175</u>	<u>1,465</u>	<u>1,675</u>	
FTE Total	967	1,066	1,451	1,687	1,687	2,029	2,473	3,318	4,102	

NOTE: The ABOR measures above are grouped by goal and may not appear in sequential order.

FACILITY CODE INDEX MAP

The University of Arizona September 2012

Facility Code Index

- <5% (Good)
- 5-10% (Fair)
- >10% (Poor)
- Demolish

Note: Map background shows an illustrative build-out concept of campus development (the Comprehensive Campus Plan - ABOR 2009).

Facility Code Index is the deferred maintenance dollars divided by the total building replacement cost. These percentages are based on the most current available data.

