

# ARIZONA BOARD OF REGENTS ANNUAL REPORT

2016

## A TURNING POINT

The 2015-2016 year marked a turning point for Arizona's students and families. On the heels of eight years of funding cuts, our public universities received a \$32 million reinvestment from the state that supports Arizona's students and their continued access to a quality, affordable university education. Underscoring the need for accelerated growth and enhanced governance, the Arizona Board of Regents unveiled a new strategic plan, aggressive goals for 2025 and a funding model that evolves the way we define and operate Arizona's public university system.

Our new funding model, which prioritizes state dollars to support the education of Arizona resident students, received broad support statewide from business and community groups, as well as Governor Ducey and Arizona students themselves.

## AT A GLANCE

<b>\$11.1 billion</b> Total Economic Impact in 2015	<b>102,000</b> Jobs Generated	<b>\$938 million</b> Grants & Contracts	<b>\$16.0 billion</b> Total Earnings of Our Grads in Arizona in 2014
<b>473</b> Invention Disclosures Transacted	<b>100</b> U.S. Patents Issued	<b>44.7</b> Million Square Feet	<b>1,705</b> Facilities
<b>163,183</b> Total Students	<b>27,281</b> Bachelor's Degrees Awarded	<b>132,735</b> Undergraduate Students	<b>11,020</b> Graduate Degrees Awarded
<b>30,448</b> Graduate Students	<b>15,807</b> Degrees in High-Demand Fields	<b>27,345</b> Undergraduate Majors	<b>9.4%</b> Increase in College Readiness among Arizona High School Grads

\*Most recent data available

## RESPONDING TO ARIZONA'S NEEDS

The Arizona Board of Regents provides strategic direction for the state's public higher education system in order to build a brighter future for Arizona students and families and the state.



## IMPROVING ACCESS AND AFFORDABILITY

The board works to ensure that all Arizonans have access to a quality public university education.



## ADVANCING INNOVATION AND IMPACT

The board is accelerating Arizona's economic development through a public university system that is inclusive, competitive and agile.



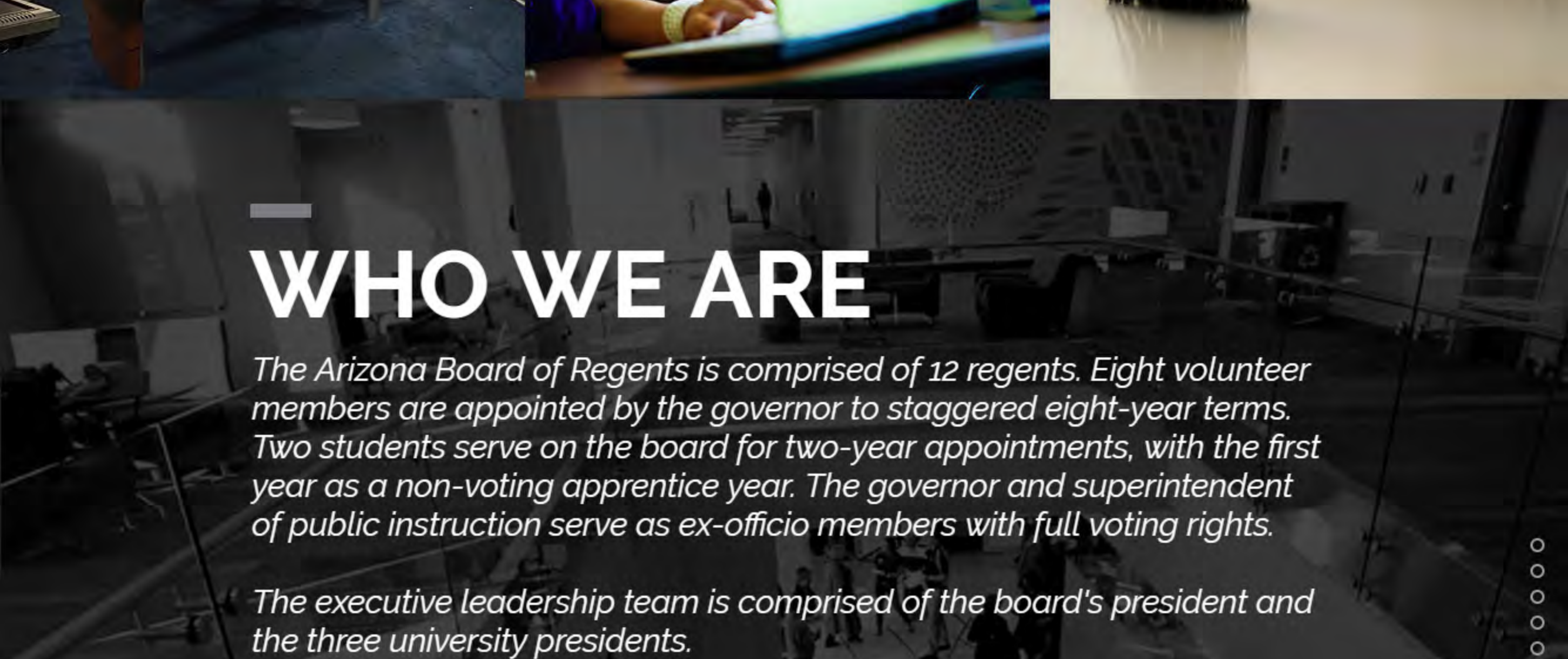
## INCREASING PRODUCTIVITY AND TRANSPARENCY

The board is committed to achieving greater educational attainment statewide.



## BUILDING ENGAGEMENT

The board is building community advocacy, public awareness and statewide support around the significance of Arizona's public university system.



## WHO WE ARE

The Arizona Board of Regents is comprised of 12 regents. Eight volunteer members are appointed by the governor to staggered eight-year terms. Two students serve on the board for two-year appointments, with the first year as a non-voting apprentice year. The governor and superintendent of public instruction serve as ex-officio members with full voting rights.

The executive leadership team is comprised of the board's president and the three university presidents.



EXECUTIVE LEADERSHIP TEAM

We thank the many businesses, community and education leaders that supported our work and endorsed our new student-centered funding model this past year.





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# A PLAN REVAMPED

An updated strategic plan – **Impact Arizona** – respects the longstanding mission of the state's public universities while recognizing significant changes in the economy and higher education marketplace.

Included in the updated framework are a new funding model and series of **performance metrics** and goals for Arizona's public university enterprise system to achieve by 2025 that are centered on student success, educational attainment, new knowledge creation and impact to Arizona.

The **new plan** represents a culmination of months of collaboration across the enterprise, holding our universities to strict account for high-quality outcomes while accelerating our alignment with K-12 to raise academic achievement and providing legislators with a funding model that is tied to our mutual top priority – Arizona resident students. The plan also responds to Gov. Ducey's call to the board to deliver a plan that "counts the state as one of many investors," and which respects the most important consumers of higher education – students and their parents.

## EDUCATE



## ACHIEVE



## DISCOVER



## IMPACT



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# IMPROVING QUALITY

While our public university system is proof that size and quality do co-exist, for the first time, in 2016, the board identified quality markers in its updated strategic framework.

Quality has always been embedded in our work - just look at our academic rankings and our success in winning national student awards, major research grants, and faculty memberships in national academies and societies. But in FY 2016, for the first time, the Arizona Board of Regents identified quality markers in its **updated strategic framework**. This is important for our students who expect the highest level of quality for their investment in their education.

*A full listing of quality markers is available in the **strategic plan**.*

## SAMPLE QUALITY MARKERS INCLUDE:

- Student, faculty, business and public feedback
- Competiveness and rankings of select programs
- Peer comparisons
- Arizona college-going rate
- Student success in winning national awards and fellowships
- Members of national-level academies and societies
- Rankings of doctoral programs
- Success in competition for research funding
- Communities served and people assisted through cooperative extension
- Economic impact for state and local communities

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# A NEW FUNDING MODEL

Our commitment to students inspired us to think differently about how we work with the state to fund university education. The answer was a student-centered funding model.

As part of our updated strategic plan, we proposed a funding model that puts students and their success at its core. We asked that new monies from the Legislature stop funding our universities as institutions and instead begin funding the Arizona resident students who attend them. The shift allows for the Legislature to clearly define the value of their expenditures – as investments in opportunities for the people who live and work here – recognizing that students and the state alike benefit from higher education and should thus share in the cost.

Currently, the state funds about 34 percent of a resident student's cost of education, with public universities currently operating at a net loss for Arizona resident students. In order to ensure the state meets its constitutional obligation to keep tuition as nearly free as possible, the board recommended that the legislature direct new appropriations to support resident students who enroll at its three public universities. In FY 2008, the state funded 72.2 percent and in FY 1998, 88.4 percent.

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# ADVANCING LEGISLATIVE SUPPORT

The 2016 legislative session resulted in several victories for the public university system.

The Legislature and Governor's Office endorsed the enterprise's proposed resident-student funding model, restored a portion of much-needed state general fund dollars and enacted key policy reforms from the board's regulatory reform agenda – all helping to reverse years of funding reductions and set forth a more promising relationship between the state and its public universities.

For a full review of the 2016 legislative session, [click here](#).

#### HIGHLIGHTS INCLUDE:

**Roughly \$37 million new dollars for the university system, setting total state support at \$705 million.**

**Passage of Proposition 123 results in the university system projected to gain \$60 million plus over the next 10 years.**

**HB 2271 authorizes the university system to issue commercial paper for the financing of capital projects and related expenses and obtain lines of credit for cash management purposes.**

**SB 1537 eliminates the bureaucratic tuition remittance process by establishing local tuition subaccounts.**

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# A NEW TRIBAL CONSULTATION POLICY

The groundbreaking **tribal consultation policy** reflects the commitment of the board and universities to come together with Arizona's tribal nations on issues of land use, education policy and research.

The Arizona Board of Regents approved a tribal consultation policy which implements consultation and communication principles governing interactions of Arizona's public universities with Arizona's tribal nations on issues such as land use, education policy and research. The groundbreaking policy reflects the commitment of the board and universities to communicate in good faith with Native American nations on proposed initiatives, agreements and policies that may have implications for Arizona's tribes.



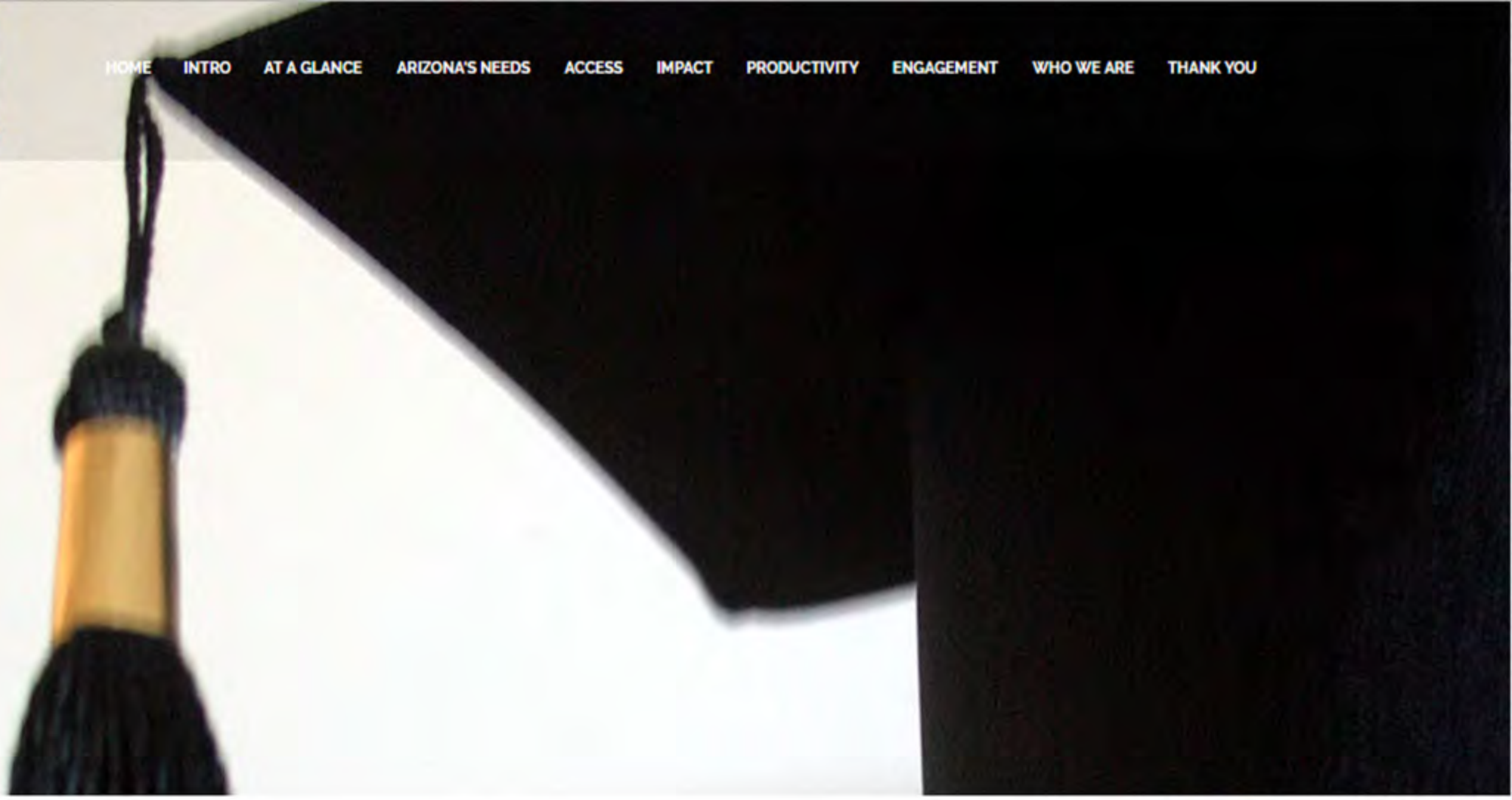
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# INCREASING EDUCATIONAL ATTAINMENT

Under ABOR's leadership, a broad, grassroots alliance came together this year to begin work on setting a statewide educational attainment goal for Arizona.

More than 50 statewide business and philanthropic leaders came together this year to work as part of an educational attainment alliance, motivated by the fact that two-thirds of all jobs will require a postsecondary degree by 2018.

Currently, more than 20 states have set educational attainment goals in order to meet the workforce needs of the future. A statewide goal to equip 60 percent of Arizonans with a college degree or certificate by 2030 is an important step toward achieving a more highly educated population that will ensure a brighter future for Arizona.



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# FINANCIAL AID ON THE RISE

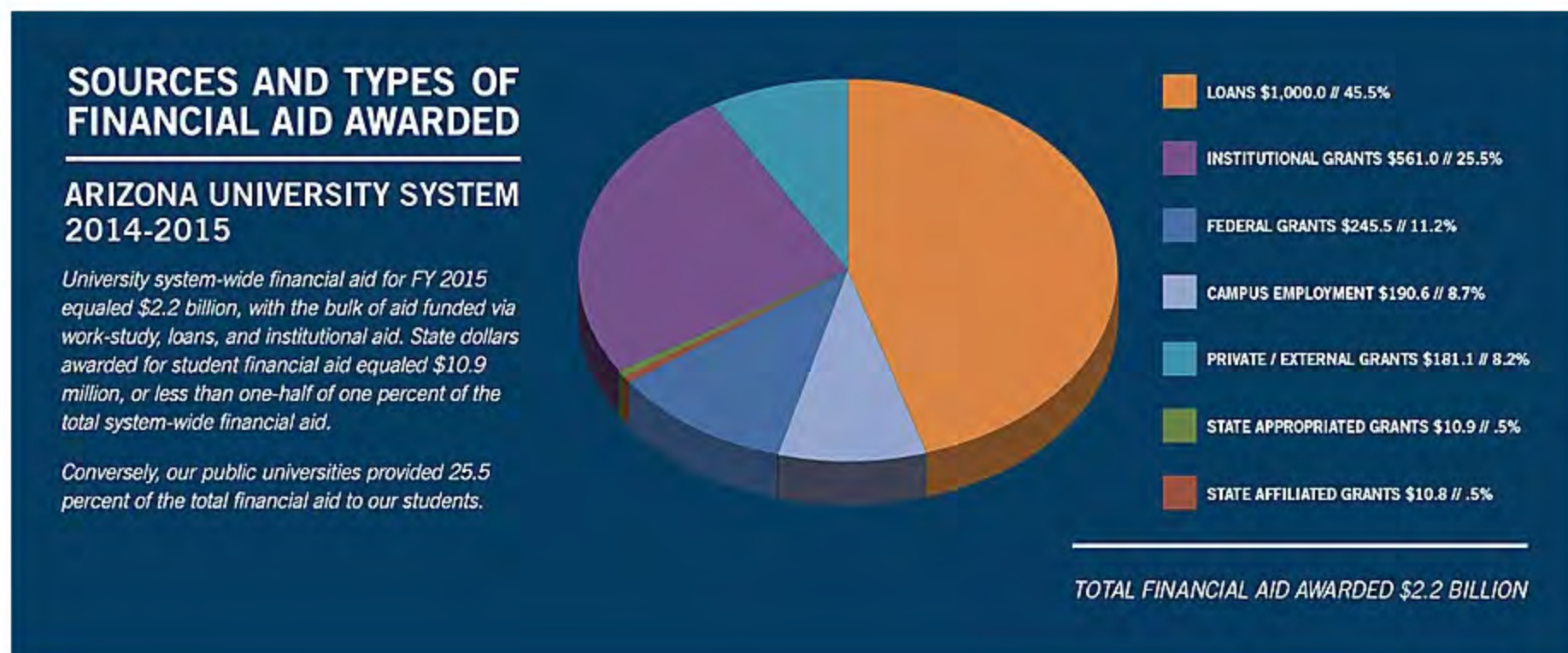
During FY 2015, total financial aid provided to students in the Arizona public university system was \$2.2 billion, an increase of about 43 percent from \$1.5 billion in FY 2010.

Tuition at Arizona's universities remains competitive and is low compared to similar public universities. Yet for the majority of Arizona students, higher education is attainable only with substantial financial assistance. With 67 percent of Arizona resident undergraduate students demonstrating need in the 2014-2015 academic year and the state only covering 34 percent of the cost of education for resident students, Arizona's public universities must provide student financial aid through other means.

During FY 2015, total financial aid provided to students in the Arizona public university system was \$2.2 billion, an increase of about 43 percent from \$1.5 billion in FY 2010. Although private/external scholarships and grants experienced the largest percentage growth at 71 percent between FY 2010 and FY 2015, self-help aid had the largest dollar increase of nearly \$300 million (33 percent increase).

In FY 2015, the amount of scholarships/grants was approximately \$1 billion, making up nearly 45 percent of total financial aid. The majority of the scholarships/grants were from institutional aid (56 percent).

The FY 2015 Student Financial Aid report is available [here](#).



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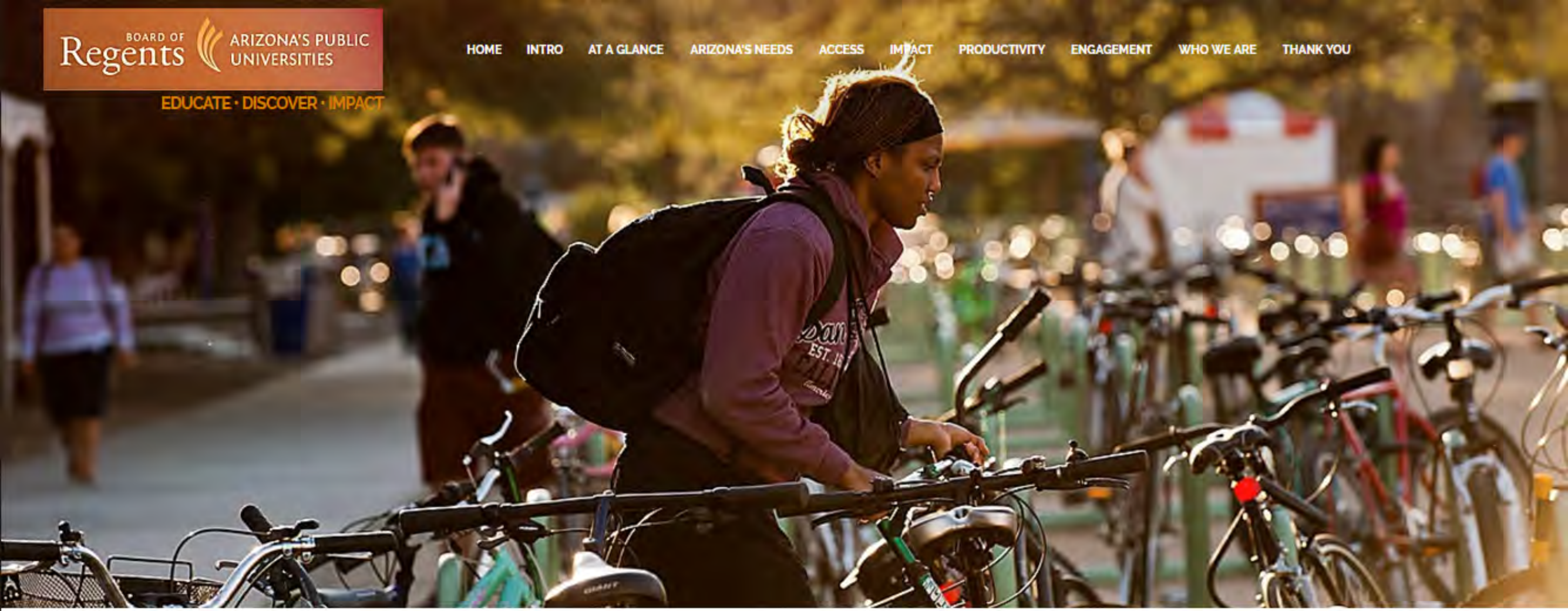
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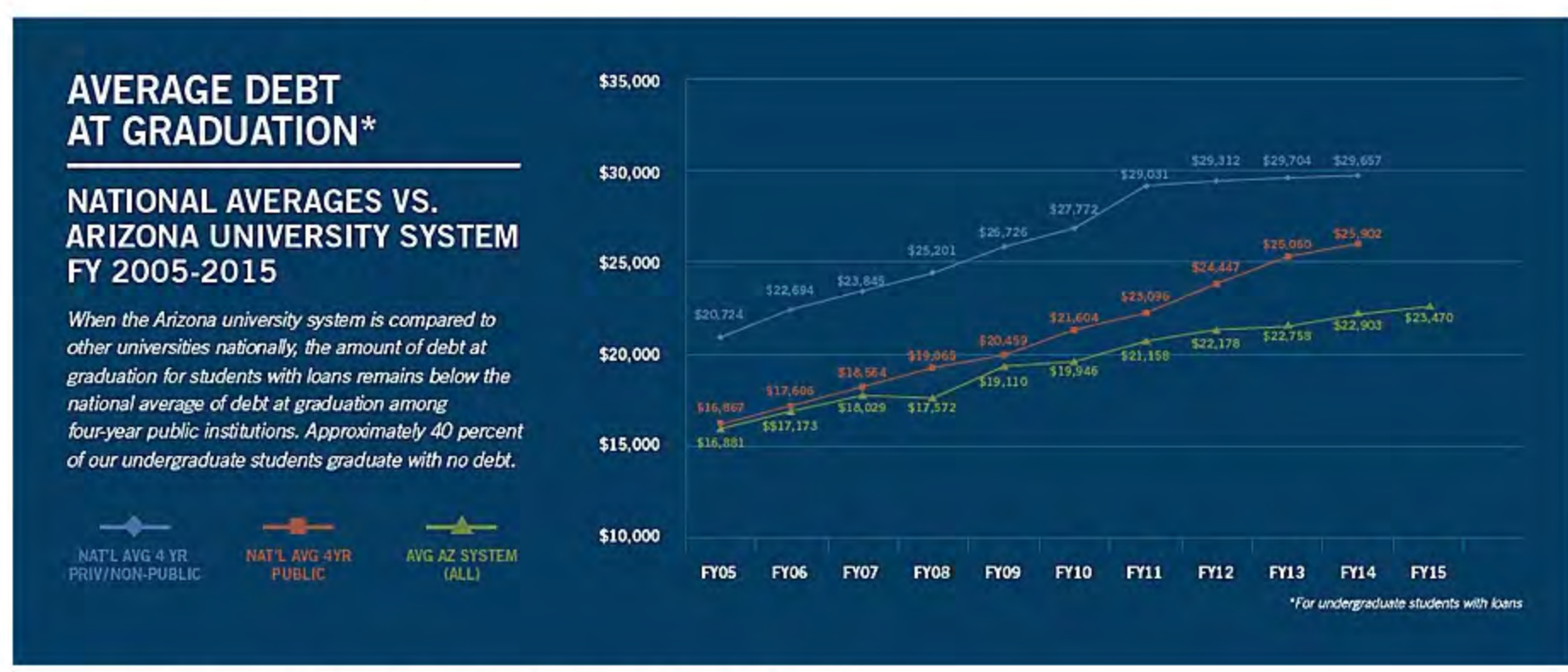
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# DEBT REMAINS LOWER THAN AVERAGE

A recent study reports that Arizona college graduates have one of the **lowest national averages** for student loan debt.

Student debt remains a significant concern both in Arizona and nationally. While we are pleased that our aggressive efforts to minimize debt have made Arizona one of the lowest student debt states, during the past five years, the increase in debt at graduation for students with loans has risen 11 percent from \$21,158 to \$23,470. One could expect debt levels to have increased even more significantly, given the reductions in state support to the universities and the related tuition increases during the same time period, but institutional aid has been a major factor in minimizing the effects of tuition increases.

More information on debt and financial aid is available in the FY 2015 [Student Financial Aid Report](#).



Approximately 40 percent of our undergraduate students graduate with no debt.

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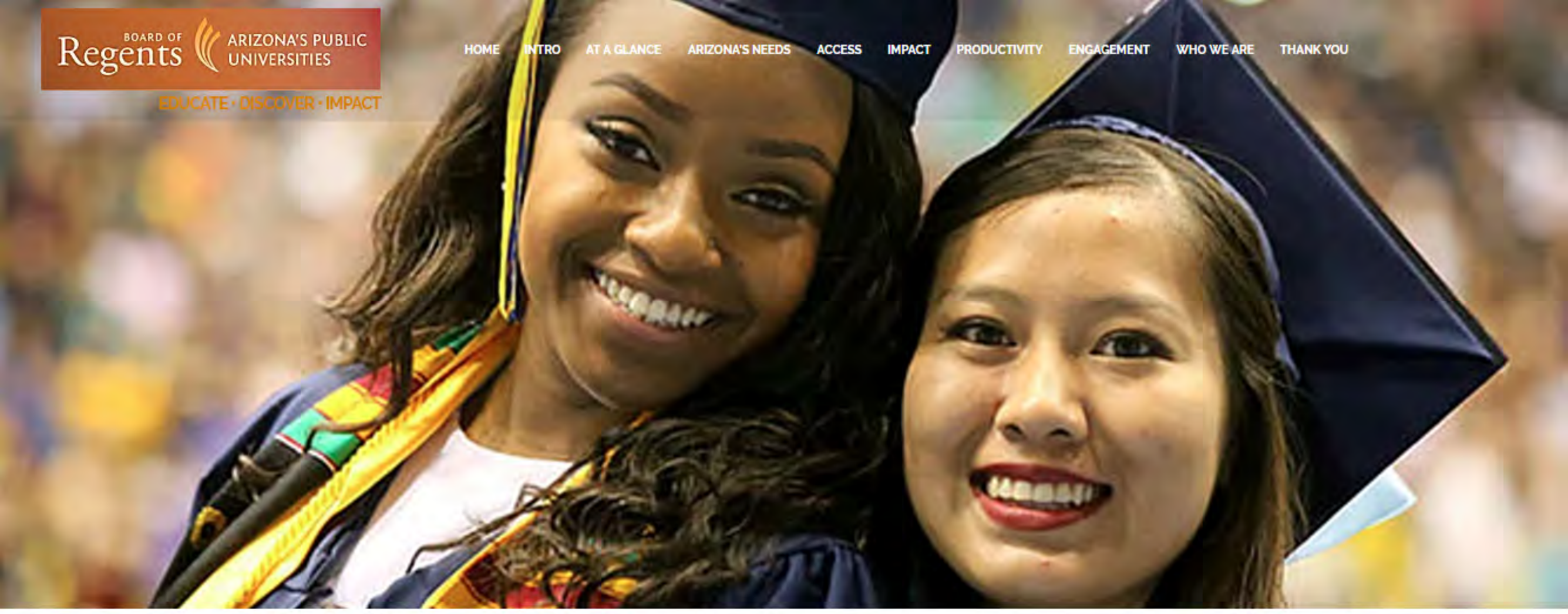
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# MORE PATHWAYS TO OUR UNIVERSITIES

The partnerships and pathways between community colleges and our public universities are increasingly important, as the number of transfer students in Arizona continues to grow.

The number of community college transfer students at our public universities is quickly approaching the number of Arizona high school graduates who are admitted. As a way to ensure their success, the board added a performance metric this year to measure the growth in undergraduate degrees that are awarded in four years to Arizona community college transfer students.

Celebrating a significant milestone, AZTransfer marked its 20th anniversary this year in the organization's efforts to provide programs and resources that link the state's public and tribal community colleges and universities. Since its inception in 1996, more than 1,700 faculty have served on taskforces to enhance transfer programs and services.

According to the most recent data, approximately 68 percent of transfer students in our university system graduate within four years of transferring, and ethnic minorities account for 42 percent of all new community college transfer students.



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# SLOWING TUITION INCREASES

This year, tuition increases averaged 2.9 percent across the public university enterprise, trending downward from 3.7 percent last year.

Overall, tuition increases have been slowing the past five years with increases averaging 3 percent. Tuition guarantee programs at our universities are helping students and families plan for a university education with more certainty.

This year, through the NAU Pledge program, 96 percent of continuing undergraduate students on the Flagstaff campus have no tuition increase. At the University of Arizona, 78 percent of continuing undergraduate students who are enrolled in the tuition guarantee program will see no tuition increase for FY 2017. Arizona State University pledged three years ago to keep its tuition increase to less than 3 percent for the next 10 years and continues its promise this year with a 1.5 percent rise in resident undergraduate tuition and fees for 2016-17.

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# EXPANDING ACCESS WITH WICHE

**WICHE provides Arizona residents with highly specialized medical training not currently available at our public universities.**

Growing demand for professional medical practitioners in Arizona underscores the importance of the WICHE Professional Student Exchange Program. Arizona's primary mechanism of providing its residents access to education and training in highly specialized areas of medical study not currently available at its public universities.

Through the exchange, part of the Western Interstate Commission for Higher Education (WICHE), Arizona residents pay reduced tuition and receive preferential consideration for admission into out-of-state public and private universities or in-state private institutions offering programs such as dentistry, optometry, osteopathic medicine, podiatry and veterinary medicine.

In 2015-2016, the Arizona Legislature provided \$4 million in WICHE funds, enabling 171 Arizonans to work toward a professional health care degree.

Arizona is one of the largest senders in the Professional Student Exchange Program. Arizona also participates in WICHE's Western Undergraduate Exchange Program and the Western Regional Graduate Program.

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# EARN TO LEARN

Earn to Learn is a groundbreaking program in Arizona that provides critical need-based aid and financial literacy education to low-income students who qualify for admission to Arizona's public universities.

In FY 2015, the Arizona Earn to Learn program received an unprecedented fourth round of funding from the federal Assets for Independence program for \$2.5 million. This brings the total scholarship pool to nearly \$17 million and more than 3,600 scholarship opportunities for low-income students in Arizona. Public universities in Arizona were the first in the country to apply for federal funding to administer the Earn to Learn savings-to-scholarship program using the IDA model. The program is now being replicated in other state university systems. It has also attracted the interest of major state and national philanthropic groups.

## EARN TO LEARN in Arizona

**\$389,339** total student savings to date  
**\$3,114,712** total earnings with matching funds  
**564** active savers (136 in pipeline)  
**94%** current savers on track to graduate

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# A POWERFUL ECONOMIC ENGINE

According to a new study published this year, Arizona public universities, a \$4.5 billion enterprise, were responsible for 102,000 jobs and \$11.1 billion in total economic impact during FY 2015.

Arizona's public universities are long-term, economic mainstays that continue to spur growth in our state's economy. States often cite the positive economic impact of hosting big-ticket sporting events such as the Super Bowl. To put our universities' \$11.1 billion statewide impact into perspective, it is akin to hosting the Super Bowl in Arizona every three weeks.

This marks the first time that each of Arizona's three public universities has completed an economic impact study at the same time using the same methodology. The study captures the total direct spending and indirect and induced effect of those expenditures on the local economy.

This analysis did not account for every possible economic impact. For example, there are multiple spin-off businesses created by faculty, staff and students through their own efforts or as a result of university research. Additionally, there are the earnings of university graduates, which were estimated at \$16.1 billion in Arizona in 2014.

Finally, there are the economic contributions of the many companies that locate in Arizona to be near our universities for the workforce we provide or to tap into our research and development firepower.

Read more in President Klein's blog: [Arizona's Public Universities a BOOM for the State](#)

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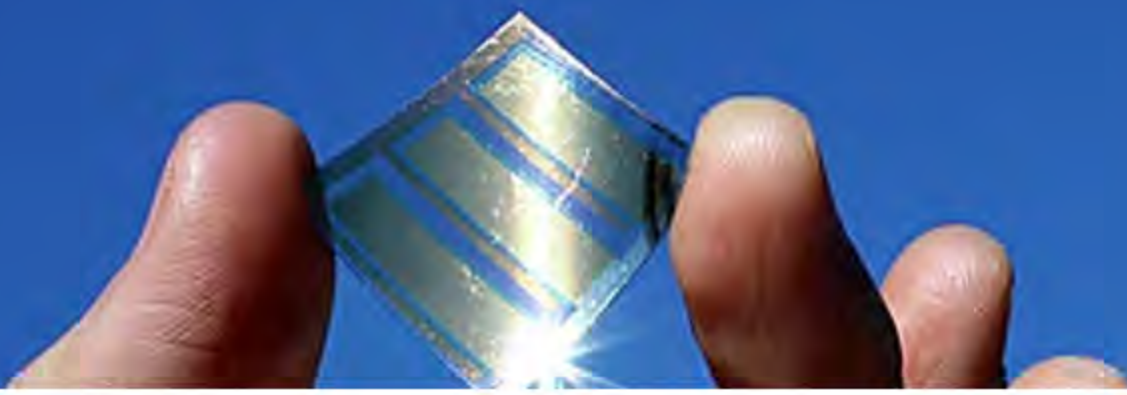
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# POWERING ARIZONA WITH UNIVERSITY RESEARCH

Arizona's public universities are critical incubators for research and development aimed at improving lives.

Much of the innovation that improves people's lives springs from university research, and Arizona's public universities are critical incubators for such research activity. Through university research, millions of dollars are reinvested annually into the community. In 2015, Arizona's public universities brought in more than \$1 billion in research expenditures, an increase of \$50 million above last year.

The Arizona Board of Regents has defined several key measures to evaluate the growth of its research enterprise in the university system and continues to make steady progress. In the fall of 2015, the regents adopted a revised set of enterprise metrics. As part of that refresh, it was determined that three metrics most clearly defined enterprise research efforts: 1) Total Research and Development Activity, on which all three universities report; 2) Licenses and Options Executed, which was selected as a meaningful metric for both Arizona State University and University of Arizona; and 3) Invention Disclosures Transacted, which was a better reflection of Northern Arizona University's research work.

Increasing the research capabilities and performance of Arizona's public universities to a level of competitive prominence with peer rankings of top American research universities is a significant part of the regents' overarching goal to contribute to the vitality of Arizona's future.

[read more](#)



## BY THE NUMBERS

**\$1.099 billion**  
total research expenditures

**1,010**  
Ph.D. degrees conferred

**473**  
invention disclosures transacted

**100**  
U.S. patents issued

**164**  
licenses and options executed

**24**  
startup companies

<sup>1</sup>FY2015 Arizona public university enterprise research activity

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# WAGES OF OUR GRADUATES

Total earnings in Arizona of our graduates grew 55 percent from \$10.3 billion in 2009 to \$16.0 billion in 2014.

One way to measure impact is through employment and earnings. Students benefit from higher education with jobs that pay higher wages and provide better benefits, while the state benefits from a highly skilled workforce that adds value for the state and its employers.

In 2014, the average annual earnings of our graduates since 1990 were \$60,857. In 2014 for everyone in Arizona, their average annual earnings were \$46,919. Total earnings in Arizona of our graduates grew 55 percent from \$10.3 billion in 2009 to \$16.0 billion in 2014. By comparison, total earnings from 2009 to 2014 in Arizona grew just 16 percent.

*Data for 2015 will be available in fall 2016.*

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# CONNECTING WITH INDUSTRY

**A series of roundtables brought industry and university leaders together this year to explore challenges and opportunities for growth.**

Working to advance its goal of "impacting Arizona," the Arizona Board of Regents hosted a series of roundtables this year that brought state industry groups, including mining and technology transfer, together with university leaders to explore challenges and opportunities for strengthened partnerships. Business leaders discussed Arizona's needs for skilled labor, research development, and increased communication and public awareness of industry practices. Through large, public research advancement enterprises and burgeoning technology transfer arms, all three universities discussed the steps they are taking to further spur innovation in the state. The roundtables generated a greater level of dialogue and partnership between industry groups and the board and universities in the ongoing effort to find solutions to challenges facing their respective industries.

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# EXCELLENCE

All three public universities have programs that consistently rank in the top tiers of their fields – proving that quality and size do co-exist.

Here are some examples of our excellence from 2015-16:

**Arizona State University** ranked No. 1 among the nation's "Most Innovative Schools" by U.S. News & World Report. Additionally, ASU is the No. 1 producer of Fulbright scholars in the United States. [Learn more.](#)

**Northern Arizona University** ranked No. 1 among the 25 Best Online Colleges in the Best College Reviews. The university is also considered a top choice for Native American students. [Learn more.](#)

**University of Arizona** ranked No. 1 in physical sciences research among U.S. public institutions by the National Science Foundation. Additionally, the Princeton Review lists UA as one of "The Best Western Colleges."

[Learn more.](#)

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# DEVELOPING INFRASTRUCTURE

The university building system in FY 2015 consisted of 45.97 million square feet in 1,252 academic, support and auxiliary facilities.

The universities continued to make efficient use of limited resources to develop capital assets that provide new and renovated spaces that support the academic, research and community outreach missions of the institutions. In FY 2015, the university building system consisted of 45.9 million square feet in 1,252 academic, support and auxiliary facilities. The replacement value for these facilities is \$13.1 billion.

**Arizona State University** completed phase 1 of 3 of the Sun Devil Stadium renovation, major renovations to the Psychology building, and construction of the Arizona Center for Law and Society on the Downtown Phoenix campus.

**Northern Arizona University** completed construction on the Science and Health building, Aquatic and Tennis Complex, and the second phase of fire and sprinkler upgrades in residence halls. The Student and Academic Services building was completed as a third-party development partnership.

**University of Arizona** did not have any major projects that were completed in FY 2016 as the university focused on completing two major research buildings, including the Biosciences Partnership building on the Phoenix Biomedical Campus and the Biosciences Research Laboratory building on the Tucson campus.

The universities follow a legislative formula to calculate need for restoring and maintaining campus facilities. Based on current building inventory, the building renewal formula requirement for FY 2016 totaled \$115.9 million. Between 2006-2016, the formula was only funded twice: \$20 million in 2007 and \$3 million in 2015. This funding represented just a fraction of total needs, leaving a backlog of over \$652 million in deferred maintenance in FY 2016.

The following table provides the building inventory for FY 2016 (as of June 2014) and the annual building renewal formula requirements by institution:

Arizona University System FY 2016 Building Inventory and Building Renewal Formula				
	ASU	NAU	UA	Total
Number of Facilities	377	117	718	1,212
Gross Square Feet	22,135,678	6,600,989	15,921,593	44,658,260
Est. Replacement Value	4,378,441,509	1,787,665,593	4,731,049,691	11,897,156,793
FY 2016 Building Renewal	40,075,470	13,165,939	62,651,939	115,892,795

Source: 2016-18 Capital Improvement Plans

Limited state and university resources coupled with continued enrollment growth and the long-term enterprise goals for increasing both degrees awarded and research enterprises continue to require the use of innovative approaches to finance needed facilities and develop revenue-generating opportunities, including partnering with third-party entities for the financing, construction and operation of facilities at all university campuses.

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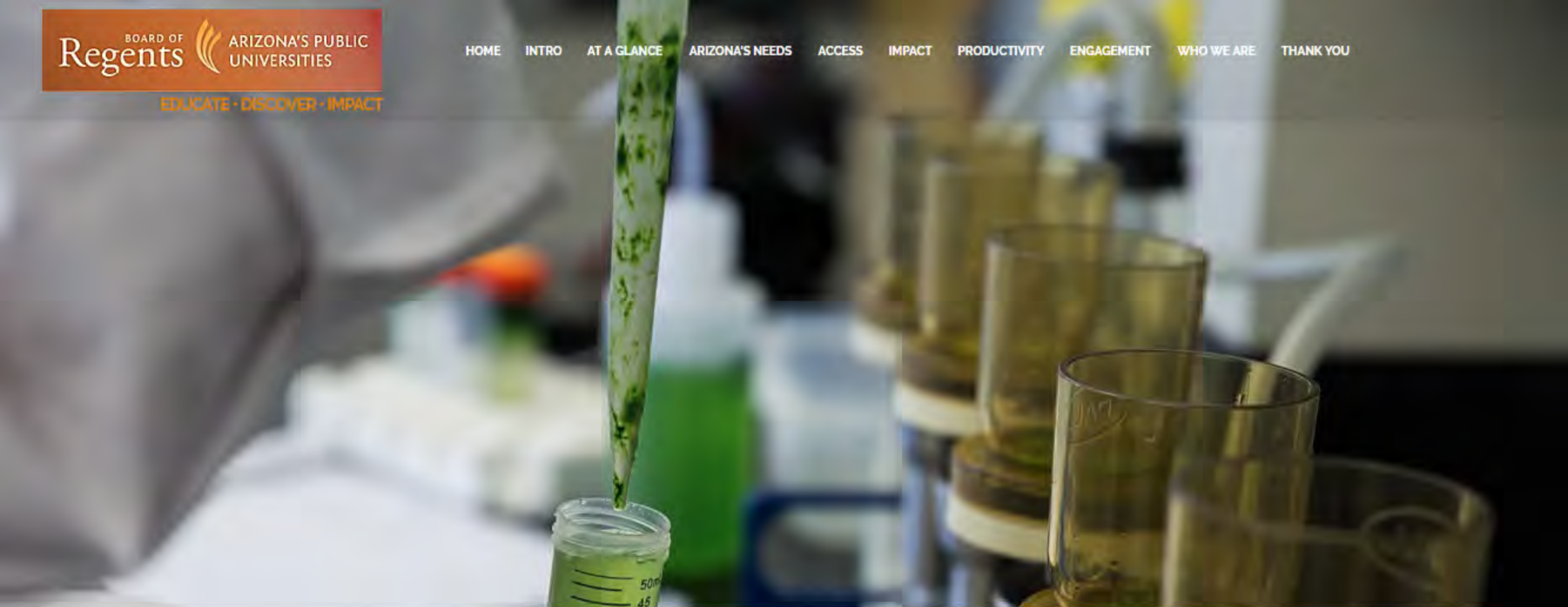
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# PAYING IT FORWARD WITH TRIF

Since its 2001 inception, the Technology and Research Initiative Fund has improved Arizona's economy and supported cutting-edge research.

The Technology and Research Initiative Fund (TRIF), established through Proposition 301, funnels revenue to Arizona's public universities to stimulate and improve Arizona's economy through research and workforce development. In FY 2014-15, TRIF received approximately \$68.4 million in sales tax revenue. In that same year, TRIF-funded projects brought in approximately \$310.8 million in outside funding.

[read more](#)

The enterprise invests TRIF funds in initiatives and projects that promote university research and technology transfer related to the knowledge-based global economy, expand degree access to time- and place-bound students, and develop programs that will prepare students to contribute in high-technology industries located in Arizona.

Funds are allocated toward workforce development and four primary research areas:

- Improving Health
- Water, Environment and Energy Solutions
- National Security Systems
- Space Exploration and Optical Solutions

Over the years, TRIF has created a foundation for sophisticated research and entrepreneurship and has generated hundreds of millions of dollars in funding from outside the state. TRIF has allowed the universities to support Arizona's economic development and has resulted in cutting-edge research that matters in Arizona.

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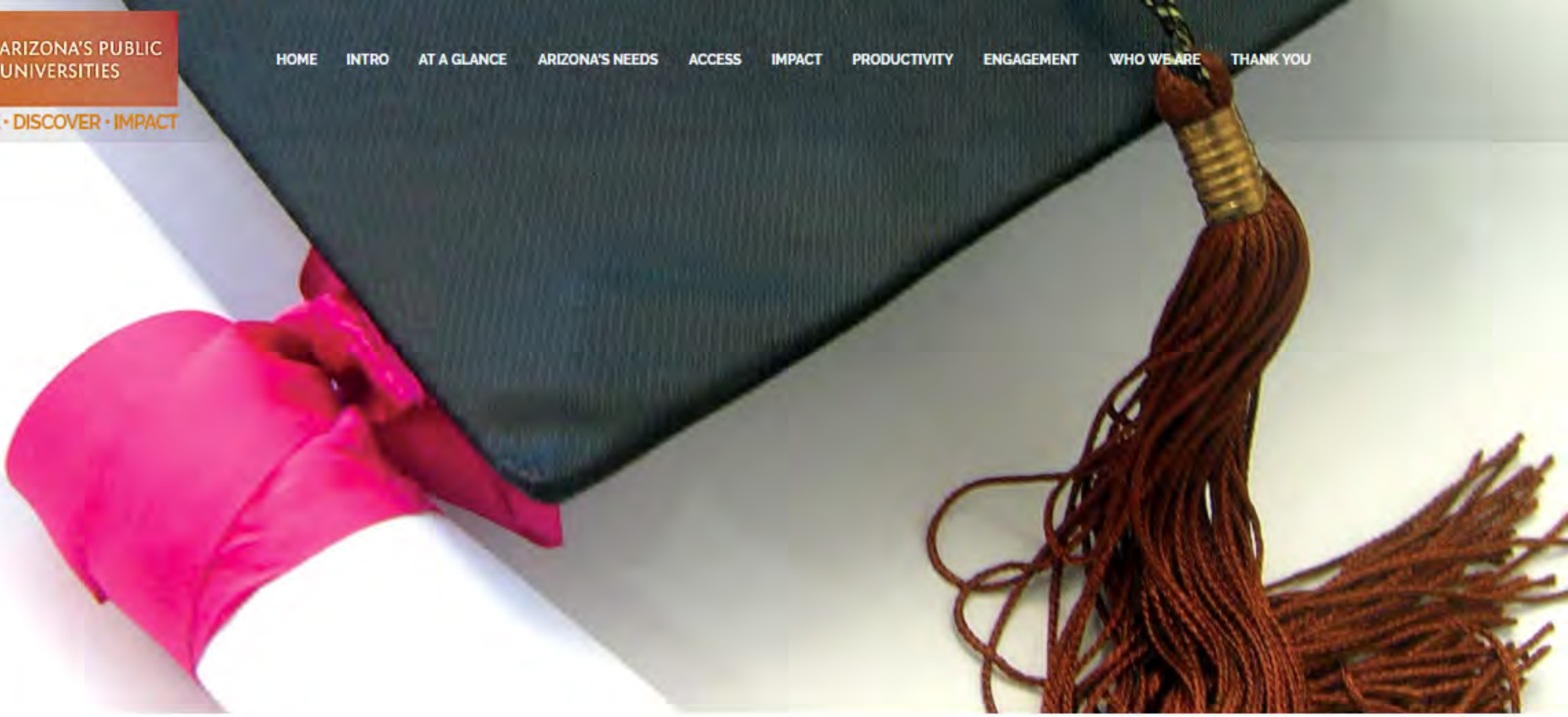
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# UNIVERSITY SYSTEM DEGREES AWARDED

Arizona's public university system is the primary entity awarding postsecondary degrees to Arizona residents and fulfills a critical role in preparing the state's future workforce.

In 2014-2015, the Arizona university system awarded 26,634 bachelor's degrees and 10,222 graduate degrees. This is an increase of 849 (3.3 percent) in bachelor's degrees and an increase of 805 (8.5 percent) in graduate degrees compared to the prior academic year.

Compared to 10 years ago, the universities have increased the number of awarded undergraduate degrees by 8,214 (44.6 percent) and the number of graduate degrees by 2,945 (40.5 percent).

In 2014-2015, Arizona State University awarded the largest number of bachelor's degrees at 14,842 (55.7 percent), followed by the University of Arizona at 6,745 (25.3 percent), and Northern Arizona University at 5,047 (19.0 percent).

For graduate degrees awarded in 2014-15, Arizona State University conferred 6,178 (60.4 percent), Northern Arizona University conferred 1,349 (13.2 percent), and the University of Arizona conferred 2,695 (26.4 percent). [read more](#)

*The report on degrees awarded for 2015-16 will be available in fall 2016.*

## UNIVERSITY SYSTEM DEGREES AWARDED

*\*FY 2015 data is the most current available. FY 2016 will be available at the end of the 2016 calendar year.*

	2011-12	2012-13	2013-14	2014-15
UNDERGRADUATE	23,842	24,920	25,785	26,634
GRADUATE	8,914	9,048	9,417	10,222
SYSTEM TOTAL	32,756	33,968	35,202	36,856

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# ENROLLMENT CONTINUES TO GROW

Between fall 2014 and fall 2015, enrollment in the Arizona public university system rose 6.7 percent.

Enrollment continues to grow with undergraduate enrollment up 7.0 percent and graduate enrollment up 5.5 percent. Overall, Arizona State University reported an increase of 9.7 percent, Northern Arizona University reported a 4.9 percent increase, and the University of Arizona reported a 2 percent increase.

More information can be found in the [2015 Fall Enrollment Report](#).

## FALL 2015 ENROLLMENT

	HEADCOUNT	FTE
ARIZONA STATE UNIVERSITY	91,357	88,743
NORTHERN ARIZONA UNIVERSITY	28,738	27,374
UNIVERSITY OF ARIZONA	43,088	42,564
ARIZONA UNIVERSITY SYSTEM	163,183	158,681

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# AUDIT REDESIGN

The board established an Internal Audit Review Board in each of our three universities to provide first-tier oversight of their respective internal auditor functions.

The Arizona Board of Regents is the only state entity with an independent Audit Committee. The committee is responsible for oversight of the external and internal audit activities in our university system and for fostering a strong system of internal controls. Previously, the Audit Committee commissioned an evaluation of our internal audit operations. Following that evaluation, this year the board established an Internal Audit Review Board (IARB) in each of our three universities to provide first-tier oversight of their respective internal auditor functions. The objective is to increase local management participation in and responsibility for assessing risks, setting the internal audit plans, and then executing those plans.

The ABOR Audit Committee retains overall responsibility and oversight for the internal audit function. The IARB chairs and each of the university chief auditors report directly to the ABOR Audit Committee.

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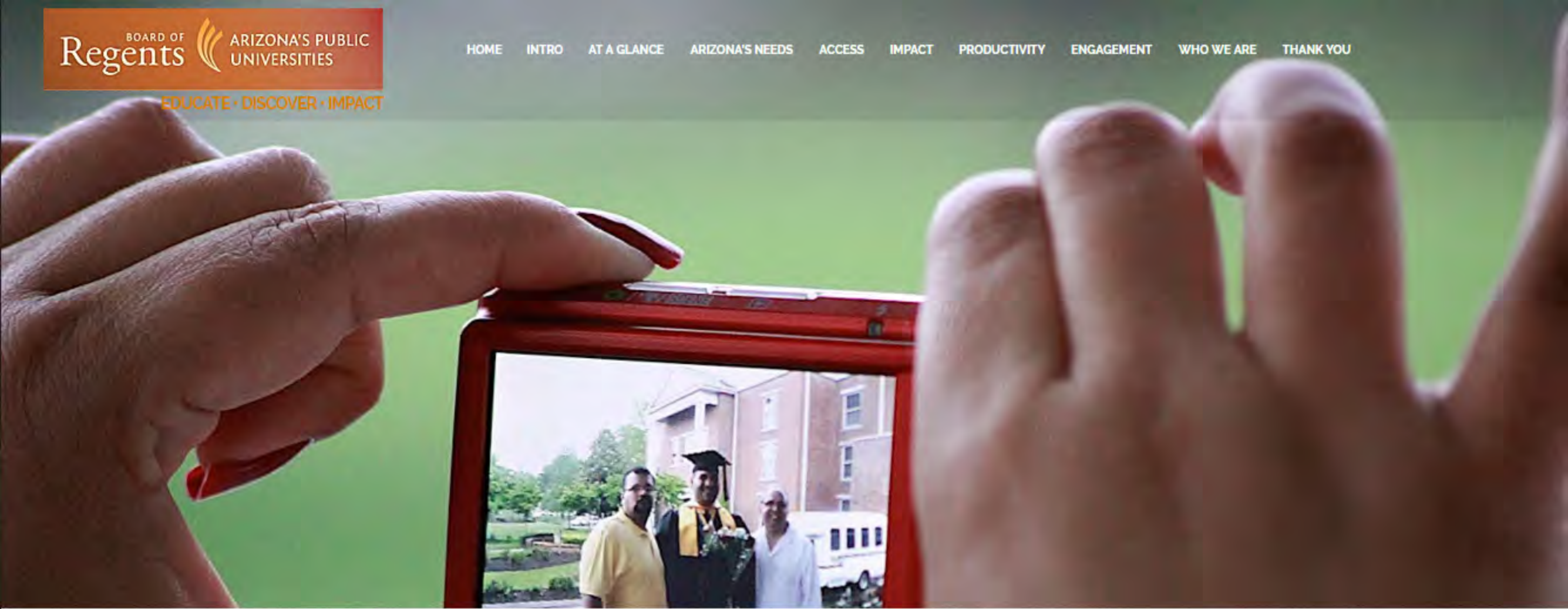
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# INCREASING GRADUATION RATES

The board aims to increase our system-wide 6-year graduation rate to 71.5 percent by 2025.

In 2015, a total of 27,281 bachelor's degrees and 11,020 graduate degrees were awarded, and fall enrollment numbers climbed to 163,183 students.

All three of our universities are making significant strides to increase graduation rates through innovative retention initiatives, educational delivery models, student services and outreach programs. In fact, today, Arizona State University awards approximately 60 percent more degrees than it did just a decade ago, while doubling its number of Hispanic/Latino and African-American students in that same 10-year period.

The Arizona Board of Regents has set aggressive college completion goals for our universities with the aim to increase our system-wide graduation rate – **one of our key metrics** – to 71.5 percent by 2025. Increasing the college-going rate in Arizona is an important part of this mission. Looking ahead to 2025, the board aims to increase our public university undergraduate enrollment by 34 percent.

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# ENHANCED COLLEGE READINESS

The most recent Arizona High School Report Card shows an increase in university enrollment and improvement in college readiness among Arizona's resident students.

The **2014-15 Arizona High School Report Card** shows that the Arizona university system recorded a 9.4 percent increase in the number of Arizona high school graduates who enrolled in the fall semester immediately following their senior year. It also shows that the percentage of Arizona students admitted to our universities without academic deficiencies has increased from 80 percent in 2011 to 84 percent in 2014.

Designed for and distributed to Arizona's high schools, the Arizona High School Report Card is prepared annually by the board to both measure and strengthen student success as well as advance educational attainment within Arizona. The report card is a way for the board to help local schools ensure they are producing graduates who are ready for a postsecondary education.

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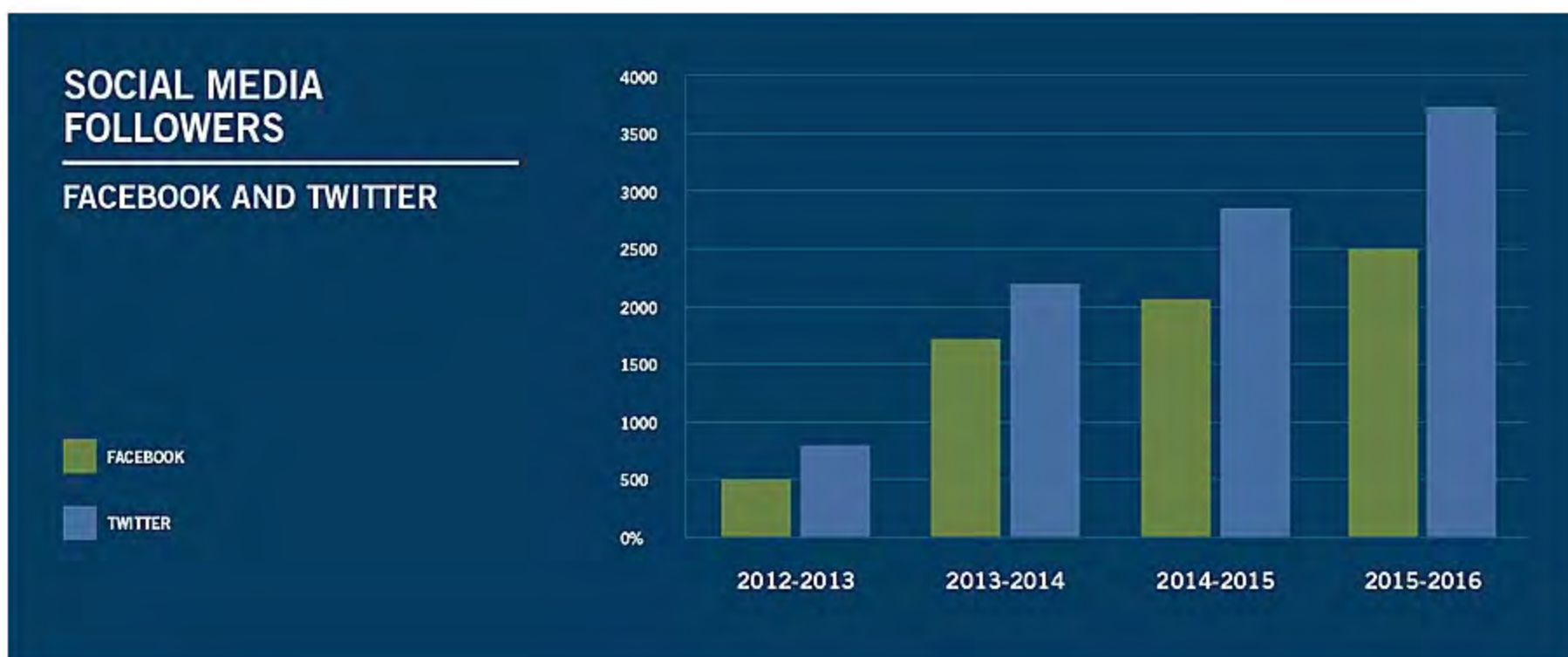
# TELLING OUR STORY

The board's public engagement of issues surrounding higher education in Arizona continues to expand.

Through a growing social media presence and multiple platforms, including news releases and blogs, the Arizona Board of Regents has turned up the volume on its public communications while increasing the number of opportunities to engage with business and philanthropic groups statewide through panel discussions and keynote speeches and remarks. Speaking regularly with reporters, members of the board and ABOR staff also visited with the editorial boards at the Arizona Republic and Arizona Daily Star.

This year, the board gained nearly 1,000 followers on Twitter and reached close to 9,000 people on Facebook through important posts regarding university rankings, tuition, the 2017 budget proposal, the board's new funding model and the educational attainment initiative.

The board's call to action to support \$32 million in university funding – **#fundazstudents** – was very successful and shared by statewide chambers, community and business leaders, and advocacy groups. Expect More Arizona shared the update with their followers on Facebook, resulting in 1,300 likes, 400 shares, 340 actions taken and 1,340 communications sent to legislators from people living in their districts.



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# WEBSITE REDESIGN

New features include access to dashboards and multimedia, links to university news sites and a blog by President Klein.

Our website got an update this year in an effort to make it more efficient, user-friendly and responsive to the increasing diversity of information communicated to our stakeholders. Some added features of the new website include a **dashboards page**, in which users can interact with data to see projected outcomes for higher education in Arizona; a **blog** by President Klein; more videos, including interviews with regents; embedded social media; featured news content from our three universities; and an Impact Arizona section focused on achieving key outcomes for the state.

Since its November 2015 launch, the Arizona Board of Regents website has received more than 200,000 visitors to its pages.

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# INTERACTIVE DASHBOARDS

Several major informatics initiatives were launched this year to enhance decision-making, drive goal attainment, and communicate opportunities and challenges in the higher education landscape.

Among these initiatives is the launch of new dashboards to improve data reporting and create a foundation for predictive analytics at the system level. Helping to enhance the board and public's understanding of university operations and outcomes, the new dashboards support the 2025 metrics and show significant improvements in data visualization and multi-platform functionality. The potential of business intelligence reporting, in general, and the new dashboards, in particular, is the ability to dive deeper into the wealth of data produced by universities in order to glean insights into such areas as the student pipeline, university finance and the national competitiveness of Arizona's public universities.

The dashboards support comparisons of goals, actuals and projections on a number of metrics – freshman retention, undergraduate enrollment, community college transfers, research and development, and high-demand degrees, to name a few – giving the board context and insight into the advancement Arizona's public universities as well as facilitating national comparisons. Over time, the improved data reporting promises to provide the board with greater understanding of the national higher education landscape and the enterprise's place within it.

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