

ANNUAL REPORT

FISCAL YEAR 2020



ARIZONA BOARD OF
REGENTS
ASU ♦ NAU ♦ UA



ABOUT THIS REPORT

The Arizona Board of Regents Fiscal Year 2020 Annual Report filed in accordance with A.R.S. §15-1629 features news and accomplishments by the board and universities. Priorities for the board this year include: ensuring access to the universities during a global pandemic with no tuition increases for in-state students; conducting research that benefits the state and society, including COVID-19 research; and increasing educational attainment to meet the workforce needs of the New Economy. Data reflected throughout the report represents the most current available.

ABOUT THE ARIZONA BOARD OF REGENTS

The Arizona Board of Regents is committed to ensuring access for qualified residents of Arizona to undergraduate and graduate institutions; promoting the discovery, application, and dissemination of new knowledge; extending the benefits of university activities to Arizona's citizens outside the university; and maximizing the benefits derived from the state's investment in education.

MEMBERS

Larry Penley, Chair
Lyndel Manson, Chair Elect
Karrin Taylor Robson, Secretary
Ron Shoopman, Treasurer
Bill Ridenour
Fred DuVal
Kathryn Hackett King
Anthony Rusk, Student Regent
Nikhil Dave, Student Regent
Gov. Doug Ducey, Ex-Officio
Superintendent Kathy Hoffman, Ex-Officio

ABOR EXECUTIVE DIRECTOR

John Arnold



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INTRODUCTION

Arizona is home to three innovative, world-class, public universities that offer exceptional opportunities for learning, discovery, research and public service for Arizona residents and the global community. These universities – Arizona State University, Northern Arizona University and the University of Arizona – are economic powerhouses and represent a crucial base industry in the state. Similar to other base industries in Arizona, such as aerospace, manufacturing and mining, public higher education is crucial to our state’s economic vitality and growth.

As prescribed by the Arizona Constitution, the Arizona Board of Regents is the independent governing authority for our state’s public university enterprise. The board provides strategic direction for the university system and is committed to ensuring Arizonans have access to a high-quality public university education at a competitive cost.

Serving the public good and providing lasting value, the Arizona Board of Regents and public university enterprise provide solutions to grand challenges in the state. This year, the board and universities have been at the forefront of addressing one of the greatest challenges of our time – COVID-19 – providing critical support and resources to support the state in the extraordinary fight against the global public health crisis.

This year’s annual report shares the many important outcomes of the board’s strategic plan, but begins with an overview of the many vital contributions and actions of the board and universities during this unprecedented era of the COVID-19 health crisis.

In this time of unprecedented challenge, the resilience of the Sun Devil, Wildcat and Lumberjack spirit has shined and we are proud to share this year’s many accomplishments amid the challenges. On behalf of Arizona, the board will continue to work to address challenges and work diligently to expand affordable access to Arizona’s world-class public university system.



Larry E. Penley
Chair



John Arnold
Executive Director





RESILIENT

During fearful and troubled times, the late Mr. Rogers famously urged that people remember to “Look for the helpers. You will always find people who are helping.”

So it is with the COVID-19 pandemic that has gripped our state and beyond. Arizona’s public universities have answered the call to help our state. When it became clear that medical and personal protective equipment (PPE) were in short supply for doctors and nurses, ASU created a supply chain that distributed thousands of pieces to hospitals and health care facilities.

When the Navajo Nation and other tribal communities suffered disproportionately due to COVID-19, NAU worked with them to install Wi-Fi at critical locations and provided a team of epidemiologists and volunteers to help contain the outbreak.

And when there emerged an urgent need for more physicians and expanded testing, UArizona cleared qualifying, fourth-year medical students to graduate early, and developed an antibody test that would be made available to 250,000 healthcare workers and first responders statewide.

These are but examples. There are countless others of Arizona universities and their students and faculty members rising to what is the shared challenge of our time. Because this is what our public university enterprise is about: solving problems; adapting in the face of crisis; public service; collaboration; and action for the betterment of our community.

When we leave this traumatic chapter of our lives behind, Arizona will emerge stronger and more unified for what we have faced together. ASU, NAU and UArizona will be there – leading our economic recovery, fostering innovation and helping to solve the challenges of our state. Resilient - for the future of Arizona.



DIFFICULT DECISIONS BY BOARD ADDRESS COVID-19 CHALLENGES

During an unprecedented era presented by the COVID-19 pandemic, the board took several actions to ensure Arizona’s public universities are positioned to weather the challenges of the pandemic. With health and wellness of students, faculty, staff and visitors as its highest priority, the board is guided by local, state and federal health agencies as it works to minimize risk and provide direction to the universities.

COVID-19 RESPONSE PLANNING PRINCIPLES

The board adopted COVID-19 response planning principles to provide a blueprint for universities to follow in the months ahead, focusing on the health and safety of students, employees and members of university communities.

Board principles are derived from guidelines developed by the Centers for Disease Control and Prevention and focus on minimizing health risks for students and members of the university communities as well as maintaining academic excellence and the student experience.

Photo by: Jacob Chinn, UA



Photo by: Jim Brophy, Venu Gopinath Nukavrapu, Asa Culver, ASU

ZERO TUITION INCREASE FOR RESIDENT STUDENTS

Resident students at Arizona's public universities saw no increase to tuition rates after the board approved 2020-21 tuition proposals. Resident tuition was kept at last year's levels to ensure higher education at Arizona's public universities remains accessible for students during economic challenges brought about from the COVID-19 pandemic.

Tuition predictability for students remains a priority for the board and universities. ASU continued their commitment to hold tuition increases to 3 percent or less for resident students in future years while NAU and UArizona continue tuition guarantees that provide students with predictable rates.

COMPENSATION SUSPENDED

The board approved a request from university presidents and ABOR's executive director asking the board to suspend previously scheduled compensation increases for presidents as well as decisions regarding achieving at-risk compensation for the presidents and executive director as they manage challenges and issues related to the COVID-19 pandemic.

The measure suspends assigning new at-risk compensation goals as well as approving decisions by the presidents to lead and participate in university reduction-in-pay initiatives or approved furlough programs. At-risk compensation goals assigned to the presidents by the board reflect the board's strategic imperatives, including increasing educational attainment in Arizona, generating solutions to societal challenges, enhancing efficiency and affordability and enhancing the quality of students' experiences.

NEW PAY REDUCTION POLICY

Providing an option for university presidents and the board's executive director to respond to severe university-wide budget constraints, the board approved a pay reduction program. The program provides flexibility to reduce pay in response to substantial reductions in state appropriations, natural or physical disasters, terrorism or public health emergencies.

Under the new policy, a university president who wishes to implement or amend a pay reduction program must first provide a description of the program or amendment to the board chair and the executive director of the board. If ABOR's executive director plans to implement or amend a program, the executive director must submit the program or amendment to the board chair.

ARIZONA'S PUBLIC UNIVERSITIES STEP UP TO PROVIDE CRITICAL RESOURCES AND SUPPLIES IN THE FIGHT AGAINST COVID-19



ARIZONA STATE UNIVERSITY

ASU LAUNCHES DIGITAL EDUCATION PLATFORM – ASU FOR YOU

ASU launched ASU for You, a digital education platform that provides content for all learners, including tools for educators and parents. The initiative is part of ASU's ongoing commitment to continued learning and meeting changing needs during this crisis. Most content on ASU for You is free.

The site helps educators, families who choose home schooling, and families working to keep their children learning online during the pandemic. The platform provides tools from ASU Prep Digital and assets from the Inspark Teaching Network and the Mary Lou Fulton Teachers College. ASU for You includes Virtual Field Trips, giving people a way to experience new places without ever leaving home. Items of interest on the site include "Ask a Biologist," "Ask an Anthropologist," and "The NASA Psyche Mission Innovation Toolkit."

ASU DEVELOPS STATE'S FIRST SALIVA-BASED COVID-19 TEST

In an effort to make COVID-19 diagnostic testing easier and more readily available to Arizonans, researchers at ASU developed the state's first saliva-based test. "This new saliva-based test will be a real game-changer for those individuals who want to know whether or not they have an active COVID-19 infection," said ASU Biodesign Institute Executive Director Joshua LaBaer, who leads ASU COVID-19 research efforts. "As we return to the workplace, schools and other daily activities, testing early and often is going to be the best way to help us prevent the spread of COVID-19."

RESEARCH ADDRESSES CRITICAL NEEDS

Just a week after the first U.S. case of the new coronavirus was confirmed in Washington state, ASU researchers Brenda Hogue, Bert Jacobs and Qiang "Shawn" Chen rapidly mobilized efforts to begin research toward developing a coronavirus vaccine. ASU scientists Brenda Hogue and Paul Westerhoff developed ways to use heat treatment and UV light to rapidly sterilize and reuse critical supplies of personal protective equipment. ASU's 3D printing capabilities have also been ramping up and developing prototypes of supplies that are in critical demand for medical personnel and first responders, including face shields and testing kit components.

To read more, go to eoss.asu.edu/health/announcements/coronavirus.



NORTHERN ARIZONA UNIVERSITY

NAU RESPONDS TO PUBLIC HEALTH NEEDS IN RURAL AND UNDERSERVED COMMUNITIES

NAU deployed many of its nursing and physician assistant students to help bolster community health capacity in rural and underserved communities in responding to COVID-19. NAU students provided much needed support for public health needs across Arizona. Additionally, a team of NAU researchers worked in collaboration with the Coconino County Health Department, along with several of NAU's Master of Public Health students, on the front lines of data entry, management and analysis to develop models that predict the spread of COVID-19 throughout Coconino County and Northern Arizona.

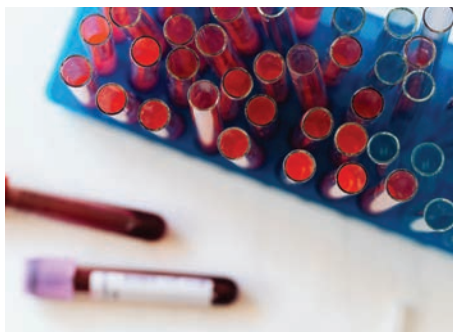
PROFESSOR PRODUCES HAND SANITIZER FOR NAVAJO NATION

A lab at NAU used its resources to produce hand sanitizer to donate to the Navajo Nation. Chemistry professor Jani Ingram and several student researchers focused on making hand sanitizer, which had been in short supply when the pandemic began. In one afternoon, the team made about 80 gallons of hand sanitizer.

FEWSION™ TECHNOLOGY HELPS GOVERNMENTS, COMMUNITIES PLAN

The FEWSION™ Project, led by Ben Ruddel, associate professor in the School of Informatics, Computing and Cyber Systems, is a multi-institution project that brings together engineers and data scientists to map the food, energy and water supply chains for every community in the United States. These maps are available for public use through the FEW-View website, allowing people to understand how the supply chains are affected by external forces, such as natural disasters or public health crises. As the COVID-19 pandemic persists, the technology developed by FEWSION has the potential to help local communities and governments better plan for the impact it will have on their communities.

To read more, go to nau.edu/coronavirus/.



UNIVERSITY OF ARIZONA

PARTNERING WITH THE STATE TO PRODUCE THOUSANDS OF ANTIBODY TESTS

UArizona and the state of Arizona partnered together to test thousands of individuals for COVID-19. Through sites in all of the state's counties, health care workers and first responders were able to find out if they had antibodies to the virus.

The state of Arizona provided \$3.5 million to test 250,000 first responders and health care workers. The COVID-19 antibody tests build upon the work of UArizona Health Sciences researchers Deepta Bhattacharya, associate professor in the College of Medicine – Tucson's Department of Immunobiology, and Dr. Janko Nikolich-Zugich, chair of the Department of Immunobiology.

ENSURING INTERNET ACCESS FOR RURAL ARIZONA STUDENTS

Leveraging the university's 26 Cooperative Extension Offices throughout the state — at least one in every county and seven offices on Native nations — UArizona worked to develop a plan to provide all Arizona higher education students with electronic access sufficient to support remote learning. This supports many Native American and rural students who do not have access to dependable internet connections in their communities and cannot access online education during the current crisis.

ADDRESSING THE SHORTAGE OF PERSONAL PROTECTIVE EQUIPMENT

Engineering and health sciences researchers teamed up to address the shortage of personal protective equipment in Tucson health care facilities. Amid the COVID-19 pandemic, hospitals across the world ran short on personal protective equipment, including N95 respirators – masks that, unlike surgical masks, fit tightly around the face and are capable of filtering out 95 percent of airborne particles. In response to the shortage, a group of UArizona researchers worked to design, 3D print and test masks for health care workers at Banner – University Medical Center. Additionally, a group of students in the UArizona School of Theatre, Film & Television addressed the shortage of masks for health care workers in the wake of the COVID-19 pandemic.

To read more, go to covid19.arizona.edu/.

AT A GLANCE

- Gov. Doug Ducey appointed **Regent Kathryn Hackett King** to an eight-year term on the Arizona Board of Regents in March 2020. Regent King is an employment and labor attorney who focuses on labor and employment law and litigation.
- Gov. Ducey reappointed **Regent Karrin Taylor Robson**, who was appointed in June of 2017, to a full term on the board. Regent Taylor Robson is the founder and president of Arizona Strategies, a land-use strategy company headquartered in Phoenix.
- Regents Jay Heiler** and **Ram Krishna** concluded their eight-year terms on the board. Regent Krishna and Regent Heiler both worked to ensure Arizona's public universities were positioned for success for students and Arizona's future economy.
- Student Regent Anthony Rusk** began his term July 1, 2019 after Gov. Doug Ducey appointed him to the board. He has served as policy director and Freshmen Class Council president for the Associated Students of the University of Arizona.

ECONOMIC IMPACT

84,355

Total Jobs

67,803 direct
16,552 indirect/induced

\$4.6B

Total Wages

\$3.8B direct
\$0.8B indirect/induced

\$11.1B

Total Economic Output

\$8.5B direct
\$2.6B indirect/induced

\$451.7M

Total Taxes

\$180.8M direct
\$270.8M indirect/induced

*FY 2017 data

RECORD ENROLLMENT AND DEGREES

195,672

Record total enrollment at Arizona's public universities

12,668

Record number of graduate degrees conferred by Arizona's public universities

33,217

Record number of bachelor's degrees earned by graduates of Arizona's public universities

\$863.8M

Institutional gift aid awarded to 114,091 students from the universities

THE VALUE OF A DEGREE

78%

Percentage difference in median wages between individuals with a **bachelor's degree** (\$51,179) and peers with a high school diploma (\$28,821)

128%

Percentage difference in median wages between individuals with a **graduate degree** (\$65,573) and peers with a high school diploma (\$28,821)

\$18.6 BILLION

Wages earned by nearly **300,000 graduates** of Arizona's public universities

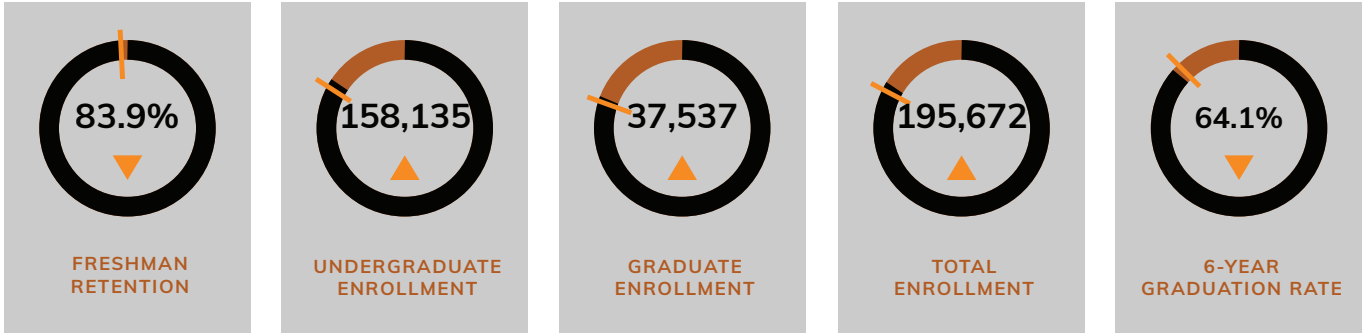
IMPACT



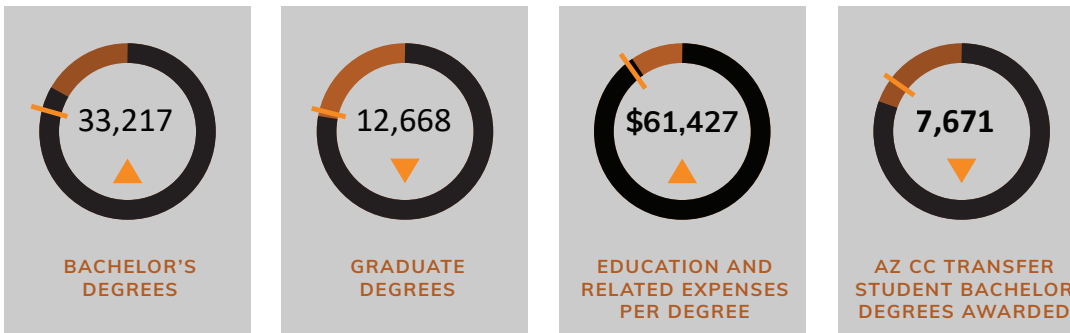
METRICS

Arizona’s public universities provide opportunities for learning, discovery, research, public service and economic development. Critical goals outlined in ABOR’s 2025 Impact Arizona strategic plan include improving access for students, promoting student success and contributing to the state. Increases in enrollment, graduation rates, student retention, research, inventions and more boost educational attainment and impact Arizona’s economy and quality of life. The following graphics indicate progress against goals for the board’s strategic plan metrics.

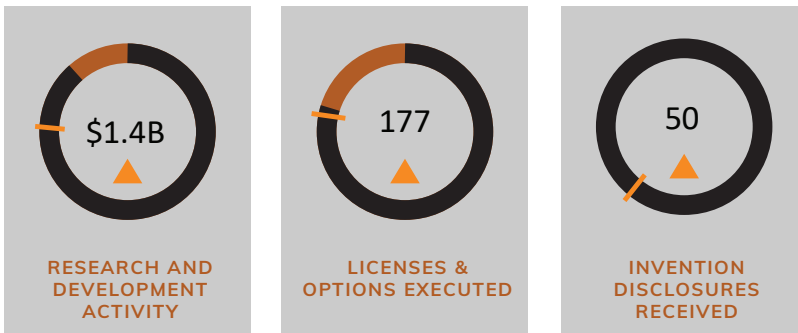
EDUCATE



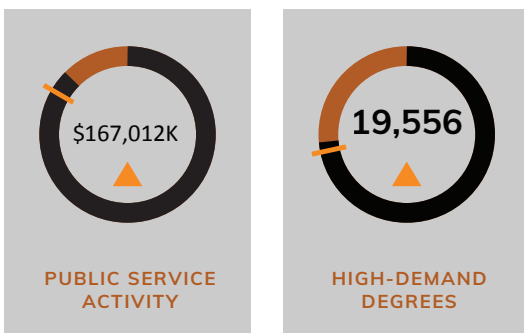
ACHIEVE



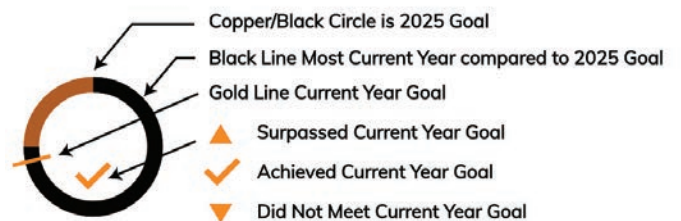
DISCOVER



IMPACT



KEY



BOARD'S NEW METRICS DELIVER "PROMISE" TO INCREASE EDUCATIONAL ATTAINMENT AND SEEK SOLUTIONS TO SOCIETAL CHALLENGES

With a focus on student success and accountability, the board approved updated strategic metrics and an ongoing commitment to the state through a new "promise" to Arizona: to increase postsecondary access and attainment for Arizona students; to seek solutions to societal challenges and to do both while increasing quality, affordability and efficiency.

"I'm encouraged by our new strategic metrics that are designed to not only inform the board on the success of our universities, but to dig deeper into students' experiences to advance their satisfaction and success," said ABOR Chair Larry E. Penley. "Equally, because the universities are so intrinsically tied to the economy of our state, I am confident these metrics help the board and universities deliver vital outcomes for Arizona, including the development of a strong workforce positioned to succeed in the New Economy."

New metrics are designed around four pillars: increasing attainment; generating solutions; enhancing efficiency and affordability; and enhancing quality of students' experiences. New three- to five-year strategic forecasts are included with the new metric framework and will provide the board with information about each university's future scale and direction. The board intends to adopt measurable metric goals for each university in fall of 2020.

THE BOARD'S PROMISE TO ARIZONA:

increase postsecondary access and attainment for Arizona students; to seek solutions to societal challenges and to do both while increasing quality, affordability and efficiency.



Photo by: Gregor Orbino, UA



Photo by: Josh Biggs, NAU

BOARD'S COVID-19 PLANNING PRINCIPLES PROVIDE GUIDANCE FOR UNIVERSITIES

In response to the COVID-19 pandemic, the board adopted planning principles to provide guidance for universities to follow during the pandemic. Principles are derived from Centers for Disease Control and Prevention guidelines and focus on the health and safety of students, employees and members of university communities.

Principles outline criteria for university COVID-19 planning efforts to: promote the health and safety of students, faculty, and staff; address the continuity of courses of study and other essential operations; provide timely communications with key constituencies, on- and off-campus; address special considerations such as clinical programs, research programs, health and counseling services, student basic needs, meal plans and residential housing; address implications for student services and intercollegiate athletics; and evaluate and address the short- and long-term financial implications.

Board-approved guidelines call for each university's planning response to the COVID-19 pandemic to address specific measures including:

- **Testing or screening of students, faculty and staff;**
- **Contact tracing;**
- **Promoting behaviors that reduce the potential for spread of the virus;**
- **Distancing and reduced density in classrooms, work areas and public areas;**
- **Addressing risk in residence halls and food service areas;**
- **Protocols for responding to students or employees who may have come into contact with an infected individual;**
- **Protocols for responding to students or employees who test positive for the virus or who experience symptoms consistent with the virus;**
- **Preparing student health resources and facilities for both the physical and mental impacts of COVID-19;**
- **Education and direction for employees and students on issues related to public health (e.g., social distancing, hand washing, hand sanitizer use, wearing masks and signage promoting healthy behavior);**
- **Education and direction for employees and students on university health services, counseling support services and disability resources;**
- **Addressing facilities issues, including enhanced sanitation.**

BOARD APPROVES VAPING POLICY

With rising and alarming trends of vaping-related illness and death in the United States, the board took action to address the public health hazard and implemented policies that prohibit the use of tobacco and vaping on university campuses.

Spearheaded by Regent Fred DuVal, revisions create uniform and comprehensive board-level policies that prohibit smoking, the use and sale of tobacco products, and the use and sale of smokeless tobacco products in or on all university property unless an express exception is provided by a university president for certain leased property or pursuant to university policy. This includes a prohibition against the use of electronic smoking devices.

"I BELIEVE THIS CRISIS WARRANTS A UNIFORM AND COMPREHENSIVE BOARD-LEVEL POLICY PROHIBITING NOT ONLY THE USE BUT ALSO THE SALE OF TOBACCO AND VAPING PRODUCTS ON UNIVERSITY PROPERTY."

- REGENT FRED DUVAL

INCREASING EDUCATIONAL ATTAINMENT CRUCIAL FOR INDIVIDUALS AND ARIZONA

Increasing educational attainment is a key priority for the board to benefit individuals and for the future of Arizona's workforce. Arizona's public universities' efforts to increase educational attainment are evident in the achievements in key measures of student success, including freshmen retention and graduation rates. Freshmen retention was 83.9 percent during the 2019-20 academic year, short of the board's goal of 84.4 percent and up from the previous year at 81.5 percent. The six-year graduation rate during 2019-20 was 64.1 percent, just shy of the board's goal of 64.7 percent and an increase from the previous year at 63.3 percent.

Benefits of earning an advanced education - higher wages, lower unemployment and better quality of life - are well documented, yet the state lags the nation in terms of the number of Arizonans who go on to earn a college degree. As Arizona's economy recovers from the COVID-19 pandemic, it is critical to prepare the state for the future in the New Economy when factors such as automation, artificial intelligence and workforce shortages due to a demographic trough will affect Arizona's workforce and economy.

COST SAVINGS MEASURES INCREASE EFFICIENCY

Measures taken by Arizona's public universities to contain costs each year contribute to the overall efficiency of the university system and are reported in the annual Cost Containment Report. The report highlights concrete steps Arizona's universities have taken to identify and pursue cost-saving opportunities, as well as the associated cost savings.

For example, ASU negotiated a new contract for chilled water for the Downtown Phoenix campus and renegotiated the Southwest Gas contract, resulting in a \$1 million savings. Energy conservation efforts at the Downtown Phoenix campus netted a \$175,000 savings. At NAU, refinancing of outstanding debt created new savings: two system revenue bonds were issued in FY20 to refinance outstanding debt that will yield net present value savings of \$18.7 million over the original term of the debt. The University of Arizona leveraged current technologies to maintain cost efficiency including the implementation of Cloud Computing, yielding an estimated \$3 million in hardware refresh savings.



Photo by: Jarod Opperman, ASU

ARIZONA PUBLIC UNIVERSITY ENTERPRISE AN ECONOMIC POWERHOUSE AND BASE INDUSTRY

With \$11.1 billion total impact, 84,355 total jobs, \$4.6 billion in total wages and as a leading employer, Arizona’s public universities are significant economic engines for the state. Year over year, Arizona’s public universities continue to be important economic drivers – educating the state’s workforce, creating jobs and driving the state forward. The universities are also major employers in Arizona and spark significant business development, both of which contribute to the expansion of the state’s tax base.

As the state looks forward to a post COVID-19 economic recovery, Arizona’s public universities are critical to leading our state to economic recovery, stability and to ensuring a vital economy and workforce for the future.

In comparing Arizona’s major industries, the Arizona public university enterprise and graduates rank:

<p>TOP 5 for number of jobs (367,800)</p>	<p>TOP 5 for highest annual wage (\$60,800)</p>	<p>TOP 2 for overall economic impact</p>
<p>ARIZONA’S PUBLIC UNIVERSITIES SPUR BUSINESS DEVELOPMENT</p> <ul style="list-style-type: none"> • The university system contributes significantly to the Arizona economy by aiding the state’s ability to recruit high value-added businesses. • Zoom’s expansion to Arizona near ASU is expected to generate 530 jobs, \$29.7M in wages, \$67.3M in economic output and \$2.3M in tax revenues from this business development. • Every 1,000 jobs that are created in Arizona that can be attributed to the state’s universities creates an additional 1,100 jobs. 	<p>ARIZONA’S PUBLIC UNIVERSITIES CREATE JOBS</p> <ul style="list-style-type: none"> • Including student employment, the university enterprise is the top employer in the state. • Arizona’s three public universities employ a total of 36,725 people (excluding student workers) statewide. These employees earned a combined \$2.6B in wages and benefits. • University student spending on items such as housing, utilities, groceries, retail goods, etc. generated 19,743 jobs with \$758.2M in wages. 	<p>UNIVERSITY GRADUATES DRIVE ECONOMY</p> <ul style="list-style-type: none"> • Nearly 300,000 graduates from Arizona’s public universities worked in the state. • These alumni represent about 10 percent of the state’s total employment and work in nearly every industry sector throughout Arizona. • The 300,000 graduates produce about \$39.8B in direct economic output. This economic activity supports an additional 281,300 indirect and induced jobs throughout Arizona.

NEW ECONOMY INITIATIVE ADVANCES ARIZONA

The board approved a [new model](#) for its state budget request that focused on enhancing Arizona’s competitiveness. Workforce development is a cornerstone of the “New Economy Initiative: Enhancing Arizona’s Competitiveness,” a business plan which defines a strategy of how to grow Arizona’s next generation of talent and lead Arizona’s competitiveness.

“These New Economy forces include transformation of the kind work that we do; the kinds of technology-driven businesses that will dominate the economy; the demographic challenges to available labor that lie ahead; and the risks of job loss, especially outside the urban core.

The proposal addresses the education and training that the state will need to maintain its prosperity. It also enhances the capability of the state to support the development of research that leads to New Economy businesses, and it incentivizes student attainment in high school and college with financial aid. Now is the time to capitalize on the state’s momentum,” ABOR Chair Penley said.

Broadly endorsed by Arizona mayors and business organizations, the initiative slowed in the wake of the COVID-19 pandemic. However, the board anticipates advancing the initiative as an innovative solution to driving Arizona’s economic growth and competitiveness.

“THE BOARD IS COMMITTED TO SERVING THE STATE OF ARIZONA IN THE FACE OF SIGNIFICANT NEW ECONOMY FORCES THAT WILL TRANSFORM OUR ECONOMY.”

**- ABOR CHAIR
LARRY E. PENLEY**



Photo by: Steven Toya, NAU

EDUCATE



BOARD APPROVES ZERO TUITION INCREASE FOR ARIZONA RESIDENT STUDENTS

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Tuition predictability for students remains a priority for the board and universities. ASU continued their commitment to hold tuition increases to 3 percent or less for resident students in future years while NAU and UArizona continue tuition guarantees that provide students with predictable rates.

The board and universities have worked to keep Arizona’s public universities among the most affordable in the nation and despite rising costs associated with the pandemic will continue to do so for students’ success, the future of Arizona and to build the workforce of tomorrow.

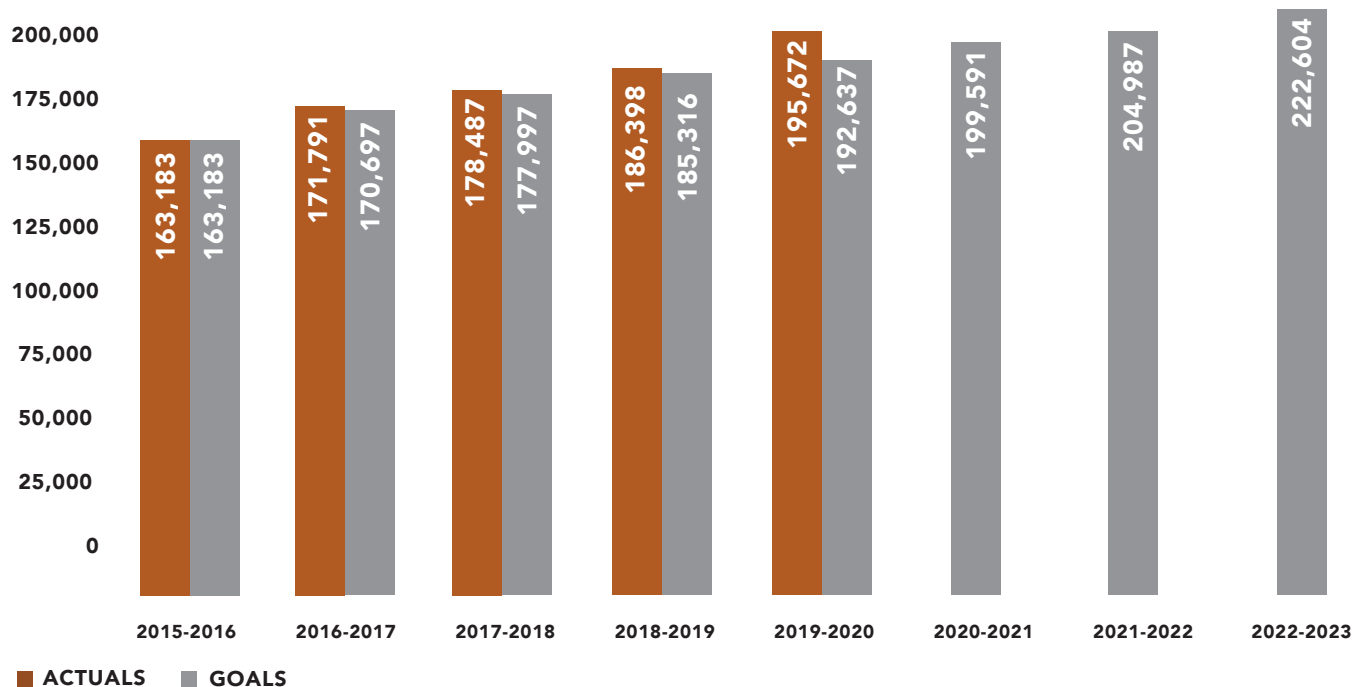
ENROLLMENT CONTINUES TO INCREASE AT ARIZONA’S PUBLIC UNIVERSITIES

Enrollment increased at Arizona’s public universities during fiscal year 2020 with notable growth in the number of students taking online programs. During the fall of fiscal year 2020, total student enrollment at Arizona’s public universities was 195,672, a 4.7 percent increase over the prior year with most of the growth in online programs.

Since fiscal year 2016, online degree program enrollment has more than doubled, increasing by 112 percent at Arizona’s public universities. Online degree program students now comprise 27.3 percent of total enrollment with the majority of students taking at least one online class - 114,251 students or 58.4 percent of total enrollment.

Most students enrolled at the universities are residents of the state. These 104,494 resident students are joined by 91,178 non-resident students.

TOTAL ENROLLMENT



COMMUNITY COLLEGE PATHWAYS PROGRAMS PROVIDE SEAMLESS TRANSFERS FOR STUDENTS TO UNIVERSITIES

Arizona’s public universities provide seamless pathways for students transferring from community colleges to the universities. Students can transfer to the universities through hundreds of these partnership programs.

As part of its strategic plan, the Arizona Board of Regents measures growth in undergraduate degrees that are awarded in four years to Arizona community college transfer students. In 2018-19, 7,671 transfer students earned bachelor’s degrees, short of the board’s strategic goal of 8,136.

During the 2018-19 academic year, 10,355 students transferred from Arizona’s community colleges to ASU, NAU or UArizona. Among new university freshmen, 17.6 percent came to college with Arizona community college credits.

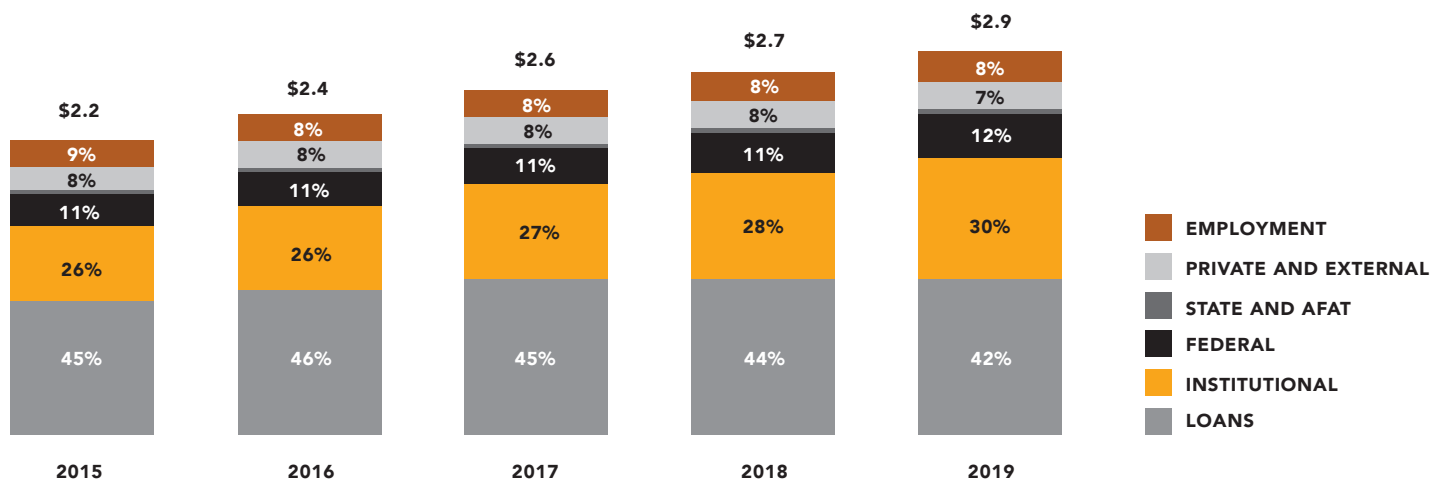
FINANCIAL AID ENABLES ACCESS FOR STUDENTS TO ATTEND UNIVERSITIES

Financial aid is essential for students at Arizona’s public universities. Financial aid programs help ensure that a university education remains financially accessible to all academically eligible Arizona students.

Key findings from the Arizona Board of Regents 2019 Financial Aid Report include:

- While more students are relying on financial aid, default rates for Arizona public university students are below average nationally and remain the lowest among all Arizona higher education institutions.
- Debt upon graduation for students in Arizona with financial aid loans remains low compared to other public universities. Concerted efforts by the board and the universities have led to real savings for students and increased tuition predictability and transparency.
- Since 2015, systemwide financial aid from all sources has increased 30 percent from \$2.20 billion to \$2.87 billion, outpacing enrollment growth of 20 percent over the same time period.
- Forty-two percent of ASU, 43 percent of NAU and 51 percent of UArizona undergraduate students graduated with no debt.
- In 2019, Arizona’s public universities collectively provided \$863.3 million in institutional gift aid. Since 2015, total institutional gift aid has increased \$302.3 million or 53.9 percent.

FINANCIAL AID AWARDS BY SOURCE (IN BILLIONS)



FRESHMEN RETENTION INDICATES ACADEMIC SUCCESS

Freshmen retention during the 2019-20 academic year was 83.9 percent overall, short of the board’s 84.4 percent goal and an increase from the 2018-19 academic year when 81.5 percent of freshmen were retained at the universities.

The board measures freshmen retention as part of its strategic metrics as students who return for their sophomore year have a higher probability of graduating, contributing to their overall academic success. Arizona public universities offer enhanced student services during key transition points throughout students’ freshman year, including programs such as peer mentoring; online tools for degree requirements and potential careers; first-generation student support; programs to prepare for college; tutoring; and more.

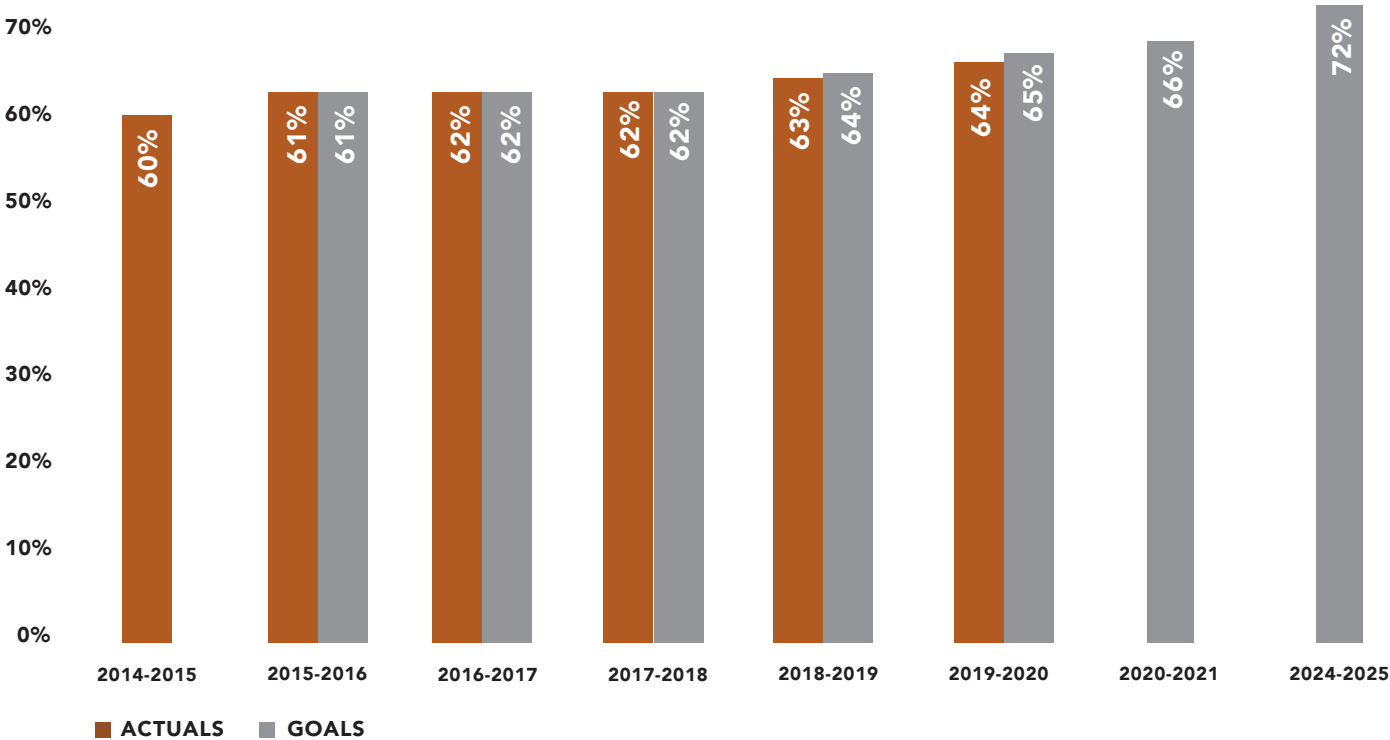
SIX-YEAR GRADUATION RATE STEADILY INCREASING

Arizona public universities six-year graduation rate is 64.1 percent, representing a steady rise over time and just shy of the strategic metric goal of 64.7 percent as the board and universities continuously work to improve student retention and graduation rates.

The six-year graduation rate is a federally required metric and reflects improved productivity through degrees awarded while ensuring undergraduate students graduate in a reasonable time frame.

Graduating from college is one of the best investments an individual can make, especially now when jobs increasingly require education past high school. Board data indicates the benefits of earning a degree over a lifetime are considerable including better quality of life for university graduates with Arizona median wages of \$65,573 for an individual with a graduate degree, \$51,197 for a bachelor’s degree and \$28,821 for a high school diploma.

6-YEAR GRADUATION RATE



STATEWIDE TRI-UNIVERSITY TOUR HELPS FAMILIES NAVIGATE ADMISSIONS, FINANCIAL AID PROCESSES

Arizona’s three public universities again collaborated this year to provide parents and students with sessions across the state that equip participants with tools and resources necessary to navigate college. The [Tri-University Tour](#) stopped at locations across the state and shared important information about navigating the college admissions process, scholarships and financial aid. To encourage various communities in Arizona in the college admission process, ASU, NAU and the UArizona developed the Tri-University Tour to help participants gain a better understanding of Arizona’s public universities and make informed decisions about their future.

ALL-ARIZONA ACADEMIC TEAM AWARD RECIPIENTS HEAD TO ARIZONA’S PUBLIC UNIVERSITIES

Ninety-five of Arizona’s highest achieving community college students were honored at the 2020 All-Arizona Academic Recognition Ceremony in February. All-Arizona Academic Team members were selected for their demonstration of academic excellence and intellectual rigor combined with leadership and service that extends their education beyond the classroom to benefit society. Every recipient, who must maintain a GPA of 3.5 or higher, was awarded a two-year tuition scholarship to the student’s choice of one of Arizona’s three public universities.



A collaboration between Arizona’s public universities, the Arizona Board of Regents and the state’s community colleges, celebrating the successes of All-Arizona Academic Team members began in 1995. The partnership was met with great success, and the board increased support for the program by providing resident scholarships to all members of the team in 1997. The tuition scholarship program has benefitted more than 1,500 students throughout its history.

WICHE PROGRAMS HELP ARIZONA STUDENTS SUCCEED

Arizona students continue to benefit from the [Western Interstate Commission for Higher Education \(WICHE\)](#) exchange programs. In fiscal year 2019 Arizona students who studied out of state saved \$18 million through WICHE programs. Arizona is the largest supporting state in WICHE’s Professional Student Exchange Program (PSEP). During the 2019-20 academic year, 166 students saved more than \$4 million through reduced tuition costs for healthcare studies not offered by public institutions in Arizona, and 77 percent of Arizona’s PSEP graduates returned home to practice. Students are contractually required to return and practice their profession in Arizona or reimburse the funds paid on their behalf. Arizona’s educational institutions and local economies benefit from PSEP as well. In 2019-20, 142 PSEP students enrolled in public and private programs in Arizona, and the institutions received \$2.8 million in support fees from other WICHE states to reduce students’ tuition costs.

Arizona also received 335 WICHE Western Regional Graduate Program (WRGP) students during the 2019-20 academic year. Additionally, Arizona received 7,880 WICHE Western Undergraduate Exchange (WUE) students at community colleges and universities. These students paid 150 percent of resident tuition. High-demand careers launched through WICHE programs for Arizona residents include dentists, optometrists, osteopathic physicians, podiatrists and veterinarians.

Ensuring the continuation of WICHE as a tool to provide affordable access to higher education is critical for students’ benefit and for the good of the state.

ACHIEVE



Photo by: Steven Toya, NAU

RANKINGS RECOGNIZE ARIZONA PUBLIC UNIVERSITIES EXCELLENCE

Arizona’s public universities are known for excellence and innovation. National and worldwide rankings recognize the universities’ accomplishments and leadership among institutions of higher learning as the following honors illustrate:

ARIZONA STATE UNIVERSITY

#1 Named No. 1 among the “Most Innovative Schools” since 2016 by U.S. News & World Report

#1 No. 1 in the U.S and top 5 in the world for global impact in research, outreach and stewardship, Times Higher Education

TOP 10 Among the top 10 “Best Buy” public universities by Fiske Guide to Colleges

NORTHERN ARIZONA UNIVERSITY

#9 No. 9 best college town in the nation by USA Today

4.3% Top 4.3 percent of academic rankings worldwide by the Center for World University Rankings

#2 Ranked No. 2 in the nation for awarding master’s degrees to Native Americans by Diverse Issues in Higher Education

UNIVERSITY OF ARIZONA

 Hispanic Serving institution by the U.S. Department of Education

#2 No. 2 globally in water resources (No. 1 in the U.S.) by Shanghai Academic Ranking’s Global Ranking of Academic Subjects

#11 No. 11 for best online bachelor’s programs by U.S. News & World Report



Photo by: ASU

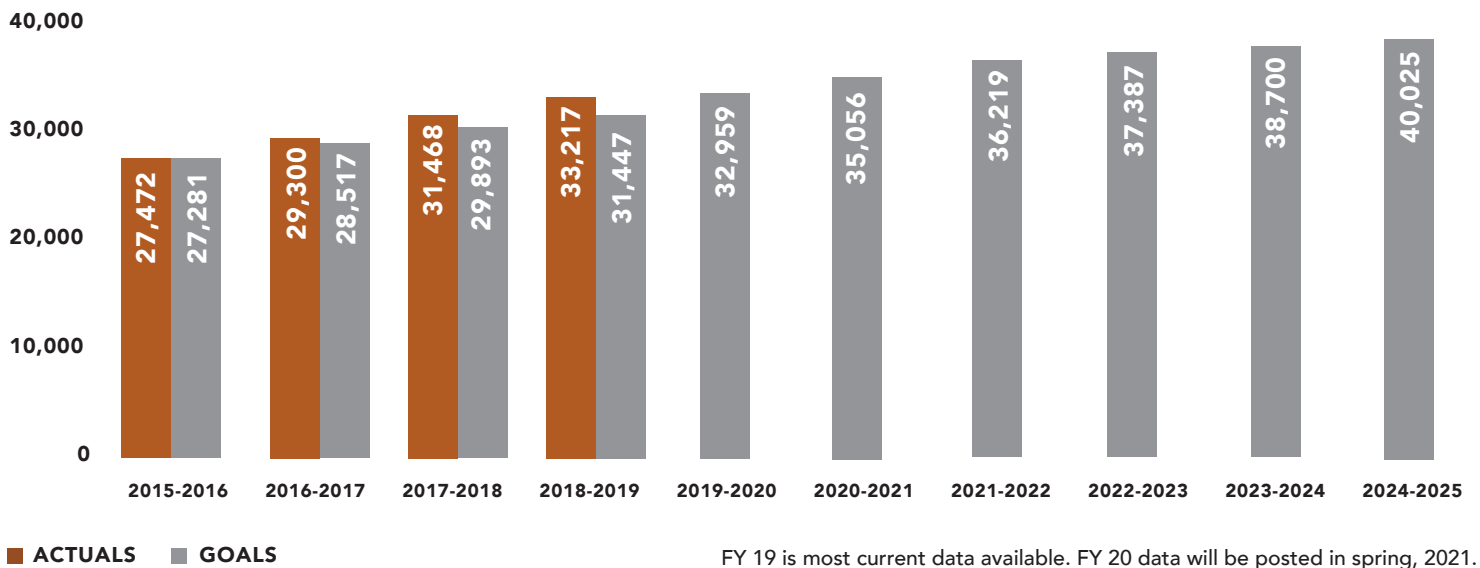
BACHELOR'S DEGREES AWARDED REACH HISTORIC HIGH

Arizona's public universities awarded more bachelor's degrees to students in 2019, representing historic growth overall and in STEM and other high-demand fields. Graduates from Arizona's public universities earned 33,217 bachelor's degrees, an increase of 5.6 percent from last year.

All three of the universities significantly increased bachelor's degrees in key STEM fields, together producing 8,757 bachelor's degrees in 2019, a 15.5 percent year-over-year increase and a 62 percent increase over the last five years. The universities are also doing their part to fulfill the state and nation's need for health-care workers with substantially more bachelor's degrees awarded in health fields in 2019 than at any time in their history – conferring 2,655 degrees, an increase of 3.3 percent year-over-year and a 63.6 percent increase since 2014.

Bachelor's degrees awarded in business continued to increase with 6,410 degrees awarded in 2019, representing growth of 5.3 percent over last year and a 45.5 percent increase since 2014. By contrast, bachelor's degrees in education have slowly declined by 2.4 percent over the last five years with the universities awarding 1,529 bachelor's degrees in 2019.

TOTAL BACHELOR'S DEGREES AWARDED



FY 19 is most current data available. FY 20 data will be posted in spring, 2021.

BACHELOR'S DEGREES AWARDED

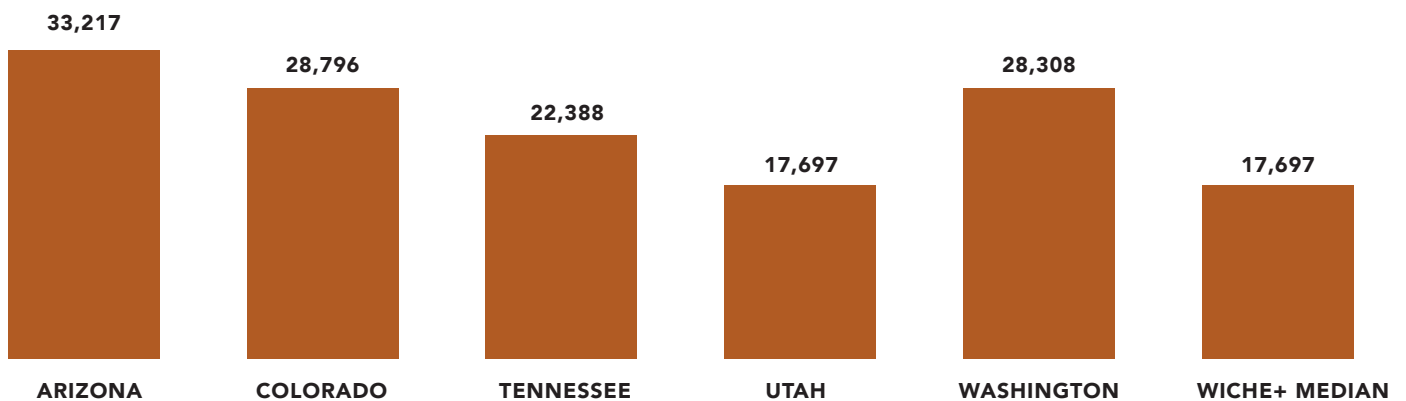


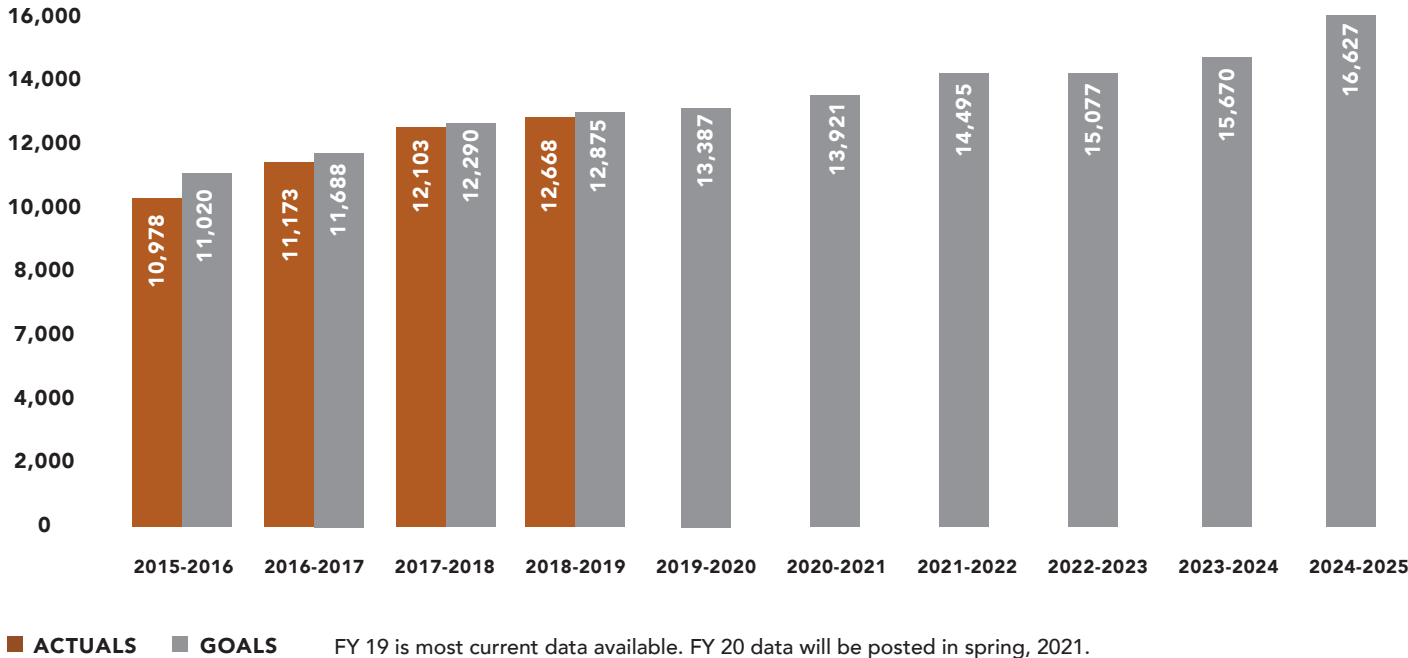


Photo by: Ogilvy, ASU

UNIVERSITIES AWARD RECORD NUMBER OF GRADUATE DEGREES

Arizona’s public universities conferred 12,668 graduate degrees in 2019 – a record number of master’s and doctoral degrees awarded. The universities awarded 10,497 master’s degrees with the greatest numbers in the fields of education, business management, engineering, health professions and public administration. The universities also conferred 2,171 doctoral degrees with the greatest numbers in the fields of health, legal professions, engineering, education and physical sciences.

GRADUATE DEGREES

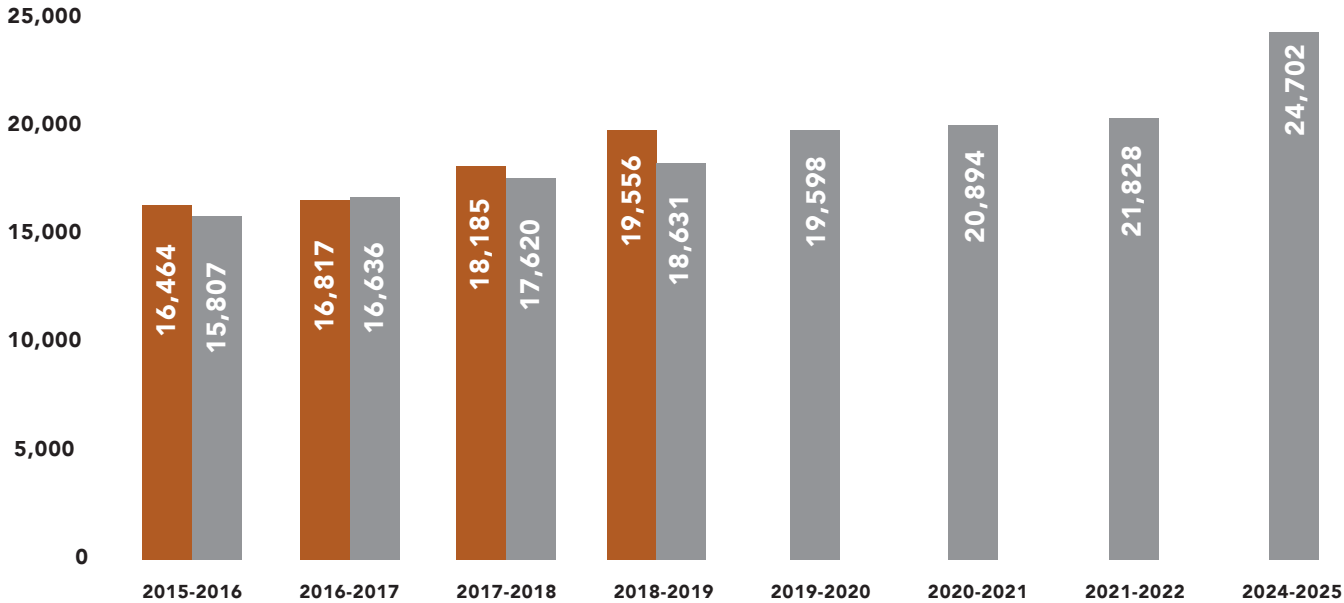


GRADUATES AWARDED MORE DEGREES IN FIELDS MEETING ARIZONA WORKFORCE NEEDS

Increasing the number of high-demand degrees earned by graduates in fields such as education, health, science, technology, engineering and math is critical to fulfilling Arizona’s workforce needs now and in the future.

During the 2018-19 academic year, 19,556 degrees were earned by graduates in high-demand fields, surpassing the board’s strategic goal of 18,631. This is an increase of 7.5 percent over the previous year when 18,185 degrees were awarded, representing another increase over the board’s goal of 17,620 degrees.

HIGH DEMAND DEGREES



■ ACTUALS ■ GOALS FY 19 is most current data available. FY 20 data will be posted in spring, 2021.



Photo by: Paul Omara, UArizona

ACADEMIC PROGRAMS OFFER HUNDREDS OF CHOICES FOR STUDENTS

Arizona’s public universities offer students a wide range of degree options ranging from aerospace engineering to industrial design sciences and nursing to elementary education. Among degrees offered at the universities are 483 bachelor’s degrees, 442 master’s degrees and 232 doctoral degrees.

Academic programs offered in 2019-20 at the universities:

- ASU offered 204 bachelor’s degree programs, 215 master’s degree programs, 105 doctoral degree programs, 124 baccalaureate certificate programs and 104 graduate certificate programs. Programs are offered at the Downtown Phoenix campus, Tempe campus, Polytechnic campus, West campus, Lake Havasu and multiple locations throughout Arizona.
- NAU offered 94 bachelor’s degree programs, 62 master’s degree programs, 17 doctoral degree programs, 44 baccalaureate certificate programs and 34 graduate certificate programs. In addition to the Flagstaff Campus, NAU operates more than 20 sites, which offer a range of undergraduate and graduate programs to meet community needs.
- UArizona offered 185 bachelor’s degree programs, 165 master’s degree programs, 110 doctoral degree programs, four first professional programs, three specialist programs, 100 graduate certificates and 20 undergraduate certificates.

UNIVERSITIES MAINTAIN BALANCED BUDGETS

Total fiscal year 2020 revenues for the Arizona public university system were \$5.8 billion, an increase of about \$360 million or about 6.6 percent over the fiscal 2019 budget.

Each university maintains a balanced budget with tuition and fee revenues and state general fund appropriations comprising the largest share of the universities’ operating budgets at about 56 percent. Fiscal year 2020 state general fund appropriations total \$778.5 million for the system, an increase of \$53 million or 7.3 percent.

Annual budgets presented to the board by the universities provide a comprehensive overview of each institution’s fiscal position and inform the board’s decisions regarding tuition and fees through information including revenue projections, enrollment assumptions, planned strategic investments and key performance and financial data.

Five-year trends of each university’s net position provide a long-range view of the university’s fiscal health while days cash on hand informs the board of the university’s reserve funds on hand and credit risk.

FY 2020 ANNUAL BUDGET \$5.8 BILLION

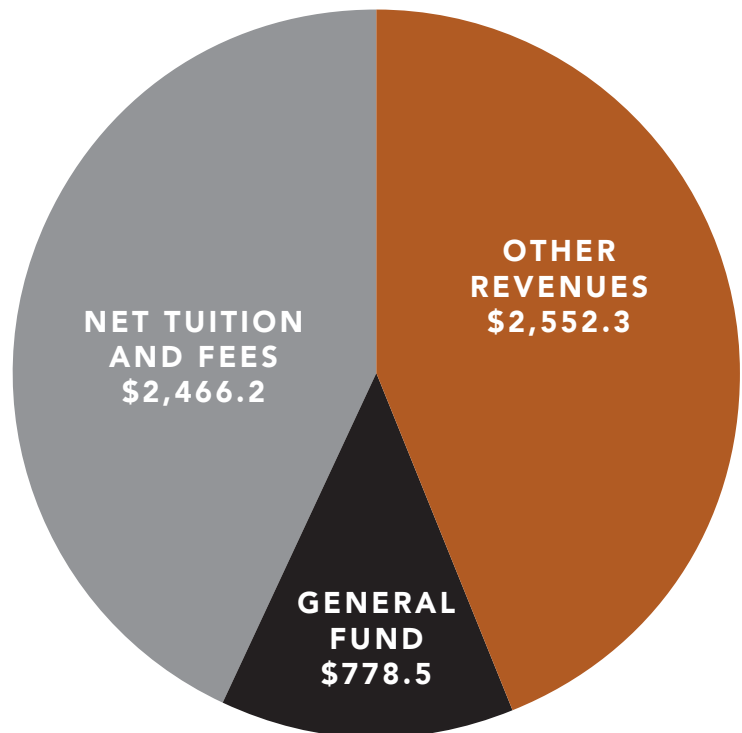




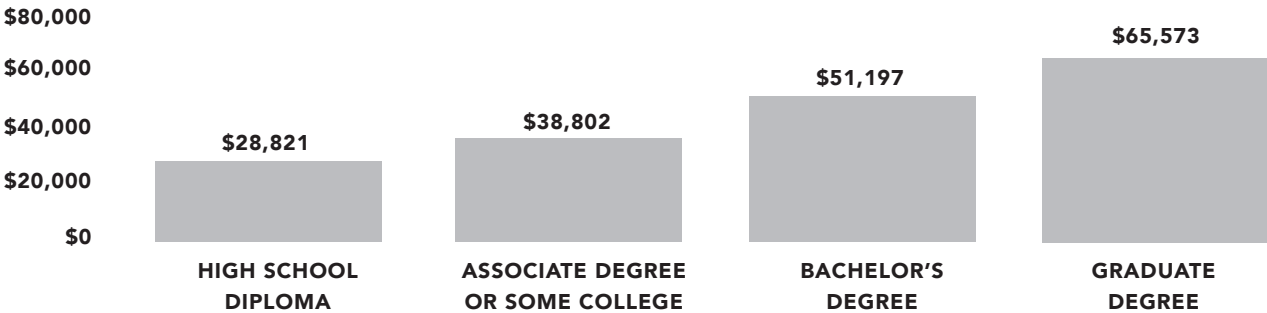
Photo by: FJ Gaylor, ASU

WAGES OF GRADUATES DEMONSTRATE RETURN ON DEGREE INVESTMENT

A college degree is one of the most important investments an individual or the state can make. Arizonans with a bachelor’s degree earn a median wage that is more than \$22,000 higher than those with a high school diploma, according to [Arizona Board of Regents data](#).

Arizonans with an undergraduate degree earn a median wage of \$51,197. Their wages are \$22,376 higher than their peers with a high school diploma alone and \$15,395 more than individuals with an associate degree or some college.

2017 MEDIAN WAGES IN ARIZONA BY EDUCATIONAL ATTAINMENT



2017 is most current data available. 2018 and 2019 data will be available in fall, 2020.



Photo by: Jarod Opperman, ASU

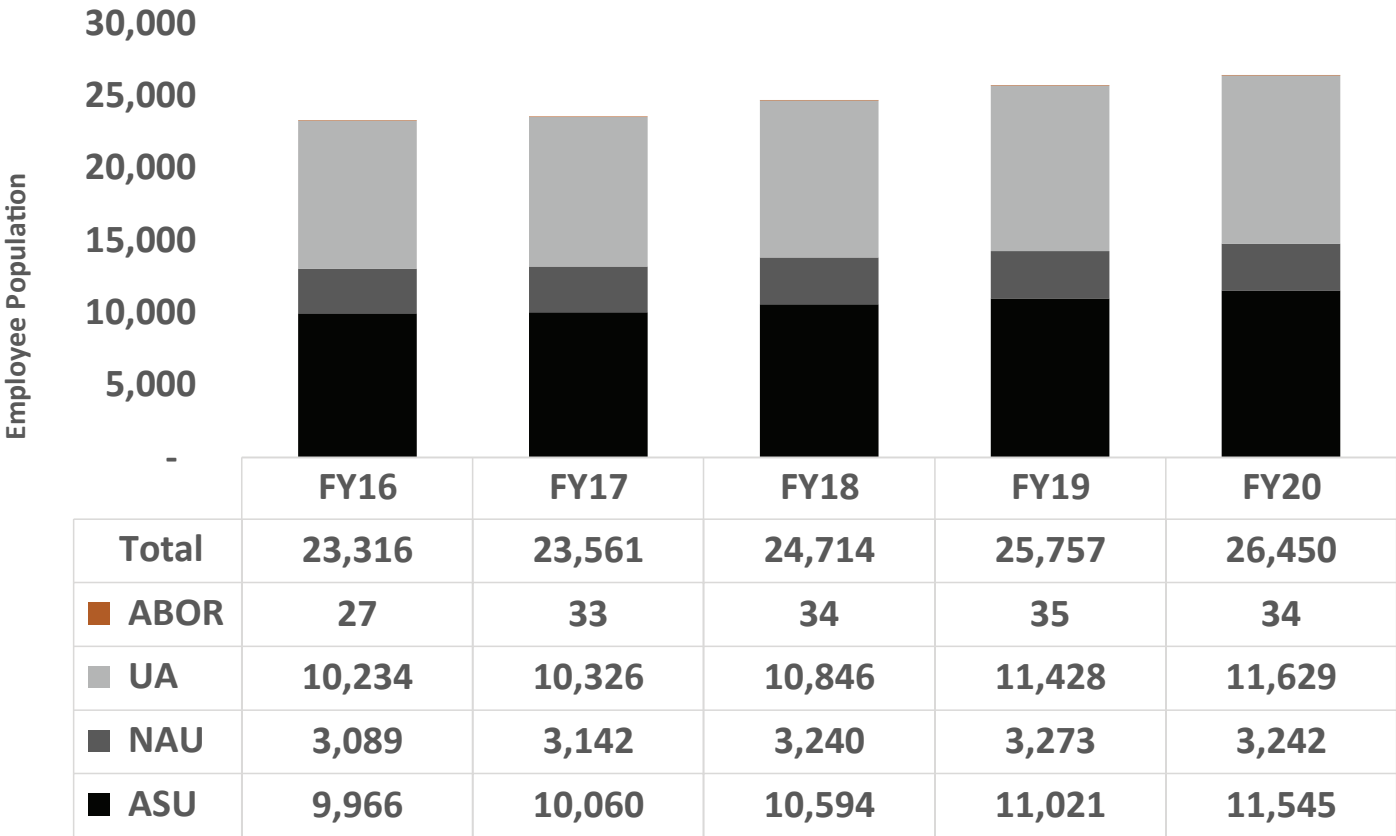
FACULTY AND STAFF DRIVE STUDENT SUCCESS

Talented faculty and staff are necessary to achieve the goals presented in the Arizona Board of Regents Impact Arizona strategic plan. University employees drive student educational success and learning, and build on research activities to benefit Arizona.

The total number of benefits-eligible employees during fiscal year 2020 was approximately 26,500 at Arizona’s public universities, increasing 13.4 percent between fiscal years 2016 and 2020. The increase in staff corresponds with student enrollment growth, which increased 13.4 percent during those years.

**UNIVERSITY EMPLOYEES
DRIVE STUDENT
EDUCATIONAL SUCCESS
AND LEARNING, AND BUILD
ON RESEARCH ACTIVITIES
TO BENEFIT ARIZONA.**

ARIZONA UNIVERSITY SYSTEM EMPLOYEE POPULATION¹



¹ Only Benefits - Eligible Included


ARIZONA TEACHERS ACADEMY

In its third year, enrollment in the Arizona Teachers Academy has grown exponentially. Due to the \$15 million general fund appropriation, there are more than 2,700 students receiving funding and over 800 students completing a program. With the new state funding, participation in the academy grew to include post-baccalaureate certificate programs at Maricopa Community Colleges' Rio Salado College and Scottsdale Community College, and Pima Community College. The certificate programs offered by the community colleges provide an opportunity for students to participate online or in person to earn their teaching certification in 17 programs.

The entire \$15 million general fund appropriation was spent with \$14,550,000 going to the institutions for their programs and \$450,000 used for marketing and administrative expenses.


Outcomes of the marketing and awareness campaign to promote the Academy, which included radio, print, digital ads and more, earned excellent returns, including 18.6 million impressions through paid media and nearly 13,000 visits to the academy website.

An owned video campaign by ABOR, "Teachers Matter," celebrated teachers as heroes, showcasing local luminaries (Governor Doug Ducey, former Arizona Diamondback Luis Gonzales, Olympic Gold Medalist Misty Hyman and Phoenix Police Chief Jeri Williams among others) discussing the teachers who made a difference in their lives. These videos garnered more than 20,000 impressions and views.



**You Handle College.
We'll Handle Tuition.**

Become a teacher and we'll provide tuition coverage, plus you'll have a job waiting.



arizonateachersacademy.com

CAPITAL PROJECTS SUPPORT STUDENTS, ADVANCE RESEARCH

New capital projects approved by the board enable student success and enhance research at the universities, benefitting science, society and the state's economy. Capital projects approved during the past year include: ASU - Herald Examiner Building improvements; pedestrian bridge over University Drive; NAU - Multi-Discipline STEM Academic/Research Building, Student Athlete High Performance Center; and UArizona - Andrew Weil Center for Integrative Medicine, Chemistry Building renovation.

DISCOVER

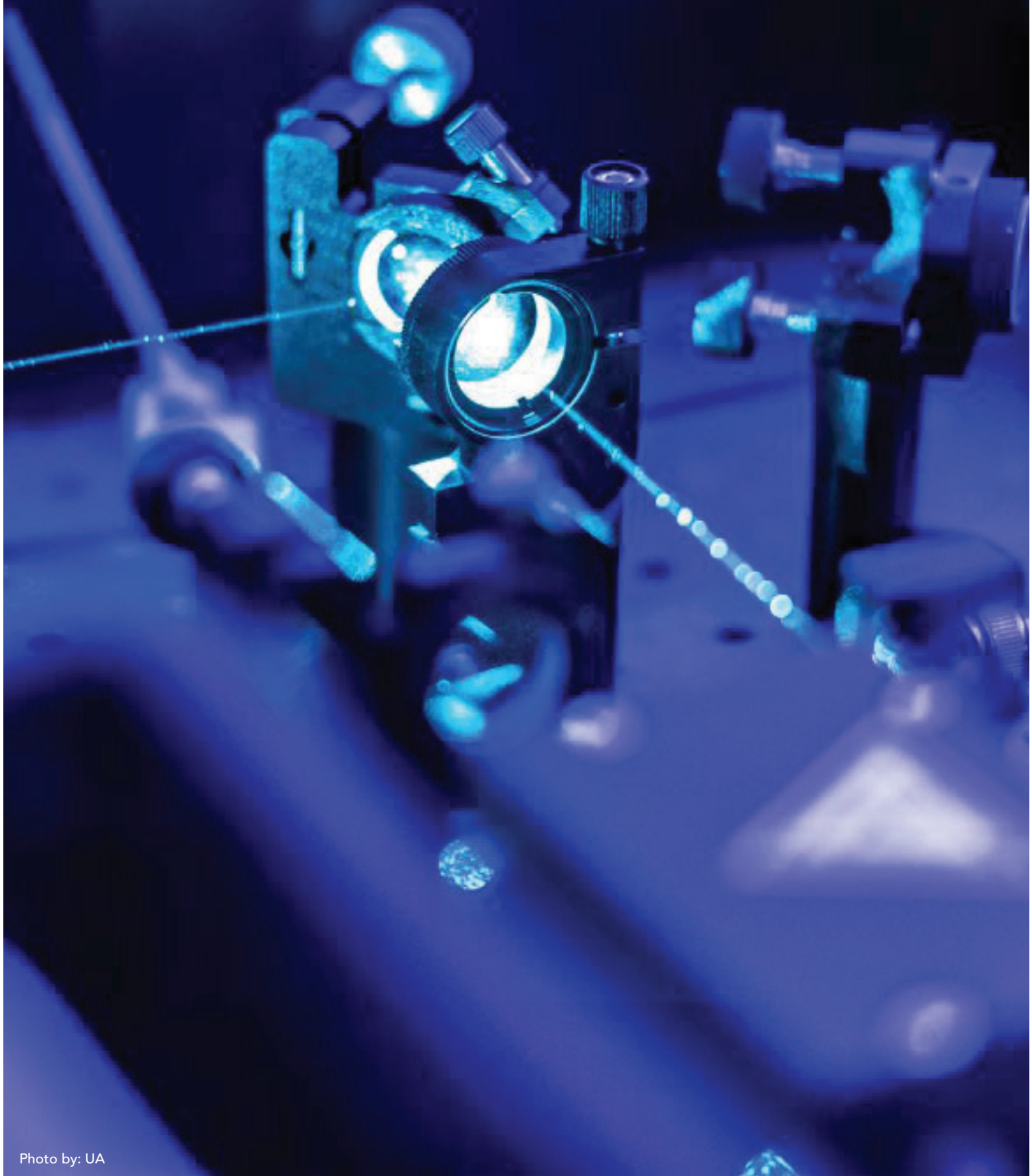


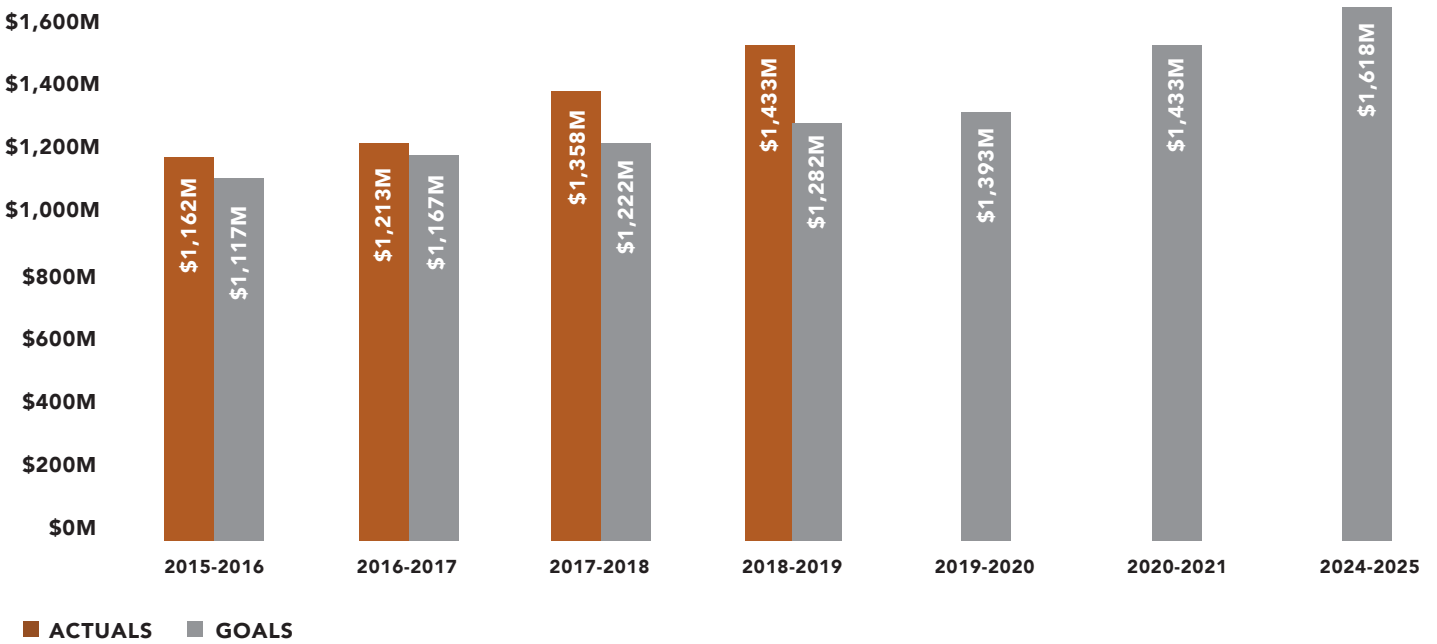
Photo by: UA

UNIVERSITY RESEARCH BENEFITS SOCIETY, STATE

From breakthroughs in COVID-19 testing to pathogen research and health-care innovations, the universities' research enterprise leads to new spin-off companies and inventions, supports next-generation scientists and provides real-time solutions during a pandemic. Groundbreaking research conducted at the universities contributes to Arizona's economy and benefits society through new discoveries and scientific advances.

Total research expenditures for ASU, NAU and the UArizona continue to increase with more than \$1.4 billion in 2018-19, an increase of 5.5 percent from the previous year and surpassing the board's strategic goal of \$1.3 billion.

RESEARCH AND DEVELOPMENT ACTIVITY



FY 19 is most current data available. FY 20 data will be posted in spring, 2021.



Photo by: Dan Boone, Ryan Belnap, NAU

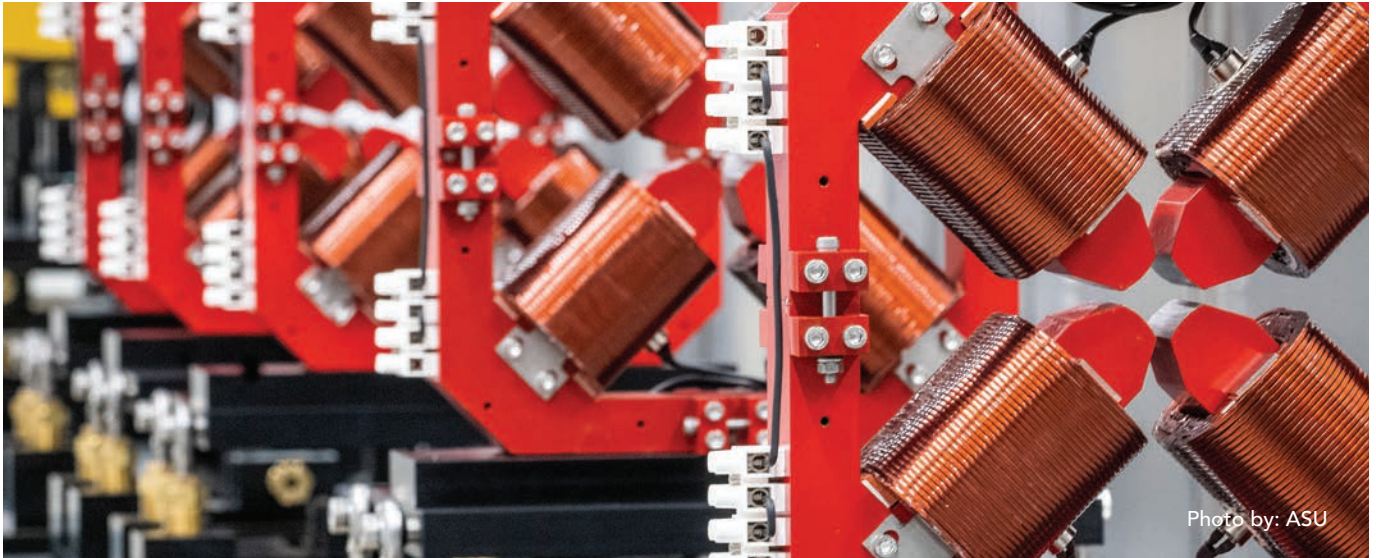


Photo by: ASU

THE TECHNOLOGY AND RESEARCH INITIATIVE FUND ADVANCES ARIZONA

Arizona's public universities received approximately \$81.4 million in Technology and Research Initiative Fund (TRIF) revenue in fiscal year 2020. The universities leveraged that investment to attract outside research funding, resulting in \$465.7 million return on investment through TRIF-related research. Total TRIF revenue received to date since the inception of the program in June 2001 is over \$1.2 billion.

Projects funded through TRIF strengthen research at the universities and enhance Arizona's workforce development. Research accomplished through TRIF is focused on key areas that address challenges facing society today and in the future such as health, national security systems, optical sciences and energy solutions. TRIF dollars also support Regents Innovation Fund grants that are instrumental in supporting university research and contribute to collaborative research efforts among the universities to devise solutions to Arizona's challenging problems.

An independent analysis published in April of 2020 by the Milken Institute analyzes TRIF's significant impact on Arizona's public universities and the innovation economy in the state. Commissioned by the Flinn Foundation, "[Examining Arizona's Technology and Research Initiative Fund](#)" stresses TRIF's importance to Arizona's continued success, citing it as a major reason for the growth of the biosciences in the state.

Examples of TRIF supported research in fiscal year 2020 include:

- Developing Arizona's first saliva-based COVID-19 test.
- Using nanomaterials to purify drinking water, industrial wastewater, contaminated soils and sludge from municipal wastewater treatment plants.
- Determining the most effective combination of cancer-fighting drugs to fight melanoma.

TRIF funds are from Proposition 301 that was extended in 2018. Prop. 301 increased the state's sales tax to be dedicated to K-12, community colleges and Arizona's public universities.

**IN FISCAL YEAR 2019-2020,
TRIF RECEIVED APPROXIMATELY
\$81.4 MILLION IN STATE FUNDS.**

**THE UNIVERSITIES LEVERAGED
THAT INVESTMENT TO
ATTRACT AN ADDITIONAL
\$465.7 MILLION IN OUTSIDE
FUNDING, RESULTING IN
\$547.1 MILLION IN TRIF-
RELATED RESEARCH.**



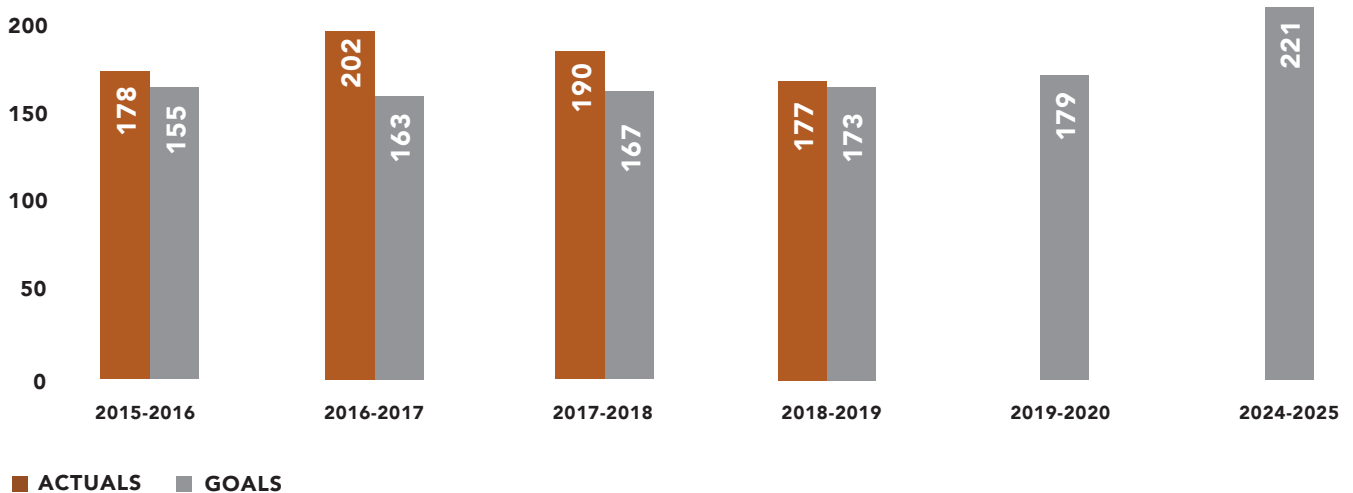
Photo by: FJ Gaylor, UA

UNIVERSITIES LICENSES, OPTIONS, INVENTIONS BENEFIT SOCIETY, CREATE NEW JOBS

ASU and the UArizona executed 177 licenses and options in 2018-19, surpassing the board's strategic goal of 173. NAU received 50 inventions disclosures for potential patents, 19 more than the enterprise goal of 31.

Arizona's public universities license technology developed at the institutions to a variety of organizations and individuals for eventual commercialization, translating discoveries and solutions to the marketplace to benefit society locally and around the world. Increasing the number of invention disclosures from Arizona's public universities increases patents issued, leading to new products, companies and jobs.

LICENSES AND OPTIONS EXECUTED

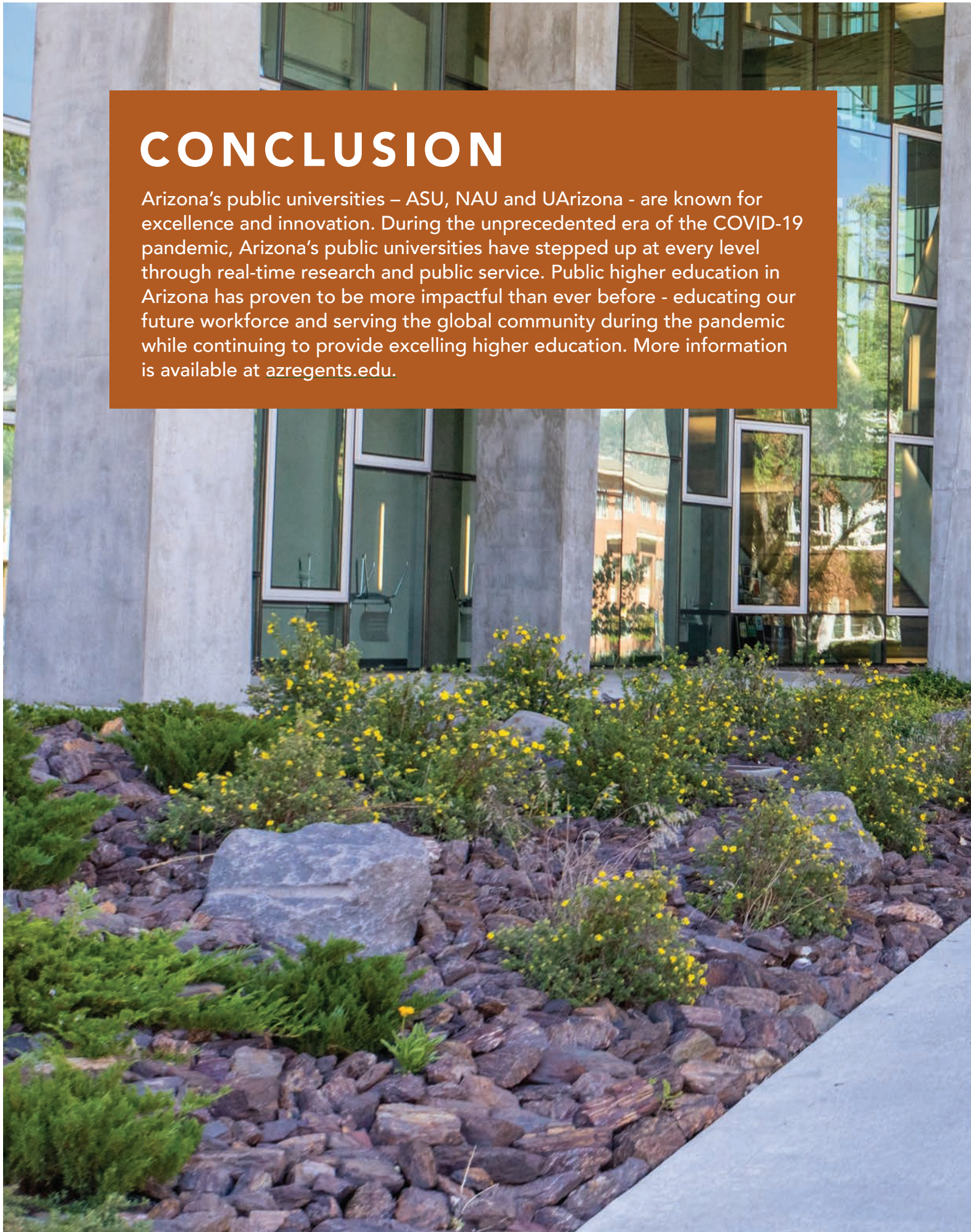


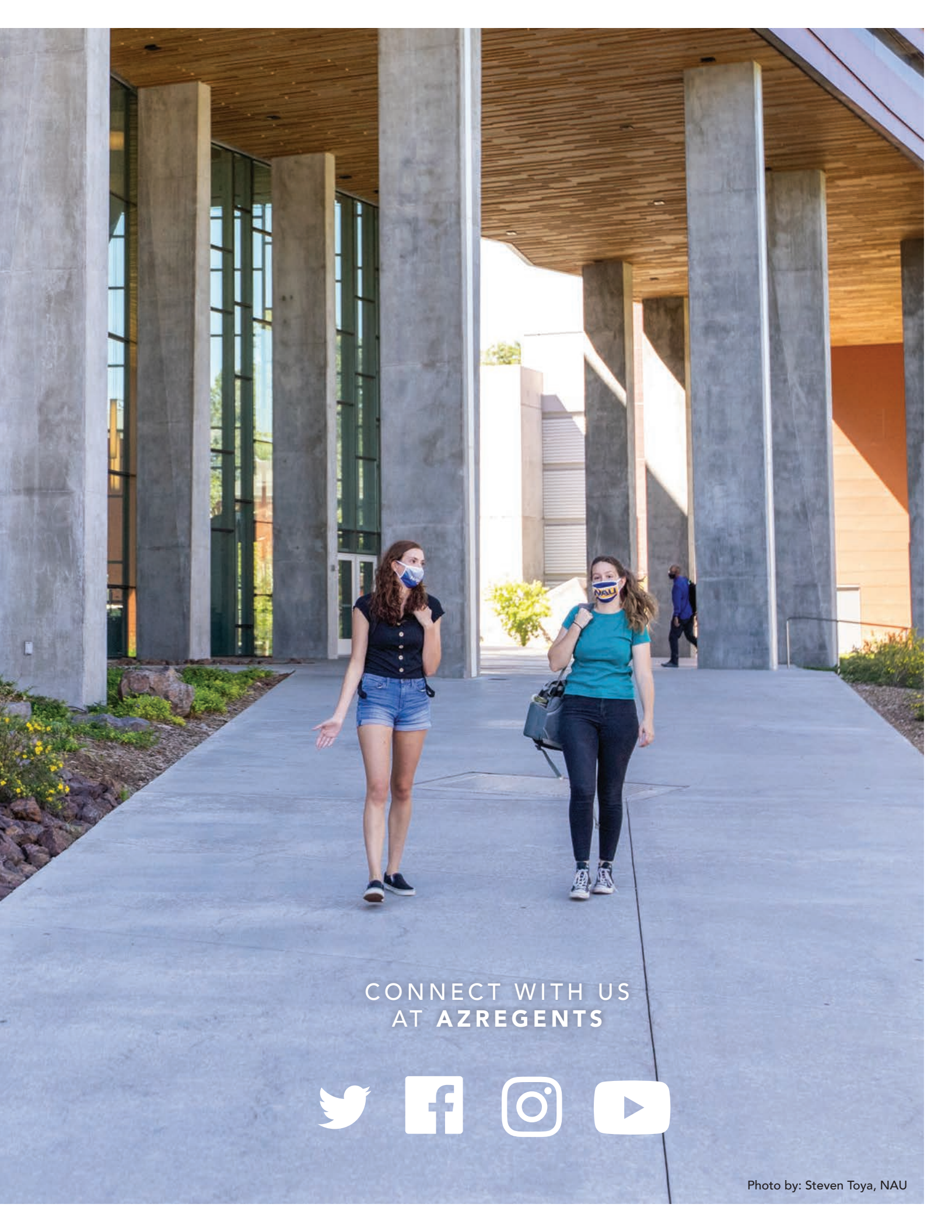
FY 19 is most current data available. FY 20 data will be posted in spring, 2021.



CONCLUSION

Arizona's public universities – ASU, NAU and UArizona - are known for excellence and innovation. During the unprecedented era of the COVID-19 pandemic, Arizona's public universities have stepped up at every level through real-time research and public service. Public higher education in Arizona has proven to be more impactful than ever before - educating our future workforce and serving the global community during the pandemic while continuing to provide excellent higher education. More information is available at azregents.edu.





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