DIRECTOR’S UPDATE
WORKING ON THE BOARD’S PROMISE

John Arnold
Executive Director

June 10, 2021
LOOKING BACK ON 2021

• Attainment
• Value Proposition
• Arizona Values
• General Education Reforms
• University Differentiation
• Student Basic Needs
• Online Education Expansion
• New Economy Initiative
• Arizona Promise Program

• Regents’ Programs
• Land Trust Reform
• Innovation Alliance
• Sunset Audit
• Phoenix Biomedical Campus
• Court Cases Resolution
• Ballot Referral on Tuition
• Presidential Transition
RANKINGS

ARIZONA STATE UNIVERSITY

- #1 in Innovation
  US News & World Report

- #1 in Global Impact
  Times Higher Education (U.S.)

- #16 in Undergraduate Teaching
  US News & World Report (U.S.)

NORTHERN ARIZONA UNIVERSITY

- #9 in Awarding Bachelor’s Degrees to Native Americans
  Diverse Issues in Higher Education

- Top 100 for Research (without medical school)
  National Science Foundation

- #9 Best College Town
  USA Today

UNIVERSITY OF ARIZONA

- #1 in Astronomy Research
  National Science Foundation (Publics)

- #2 in Water Resources
  Shanghai Ranking of World Universities

- #1 in Management Information Systems
  US News & World Report (Publics)
COMPARATIVE STATES
TOTAL STATE POPULATION, 2019 (CENSUS)

- Arizona: 7,278,717
- Colorado: 5,758,736
- Tennessee: 6,829,174
- Utah: 3,205,958
- Washington: 7,614,893
- WICHE+ Median: 3,205,958
STATE SUPPORT FOR PUBLIC HIGHER EDUCATION PER CAPITA, 2020 (GRAPEVINE)

Arizona: $138
Colorado: $192
Tennessee: $322
Utah: $383
Washington: $292
WICHE+ Median: $299
US: $293
TOTAL STATE ENROLLMENT, ALL 4-YEAR PUBLIC INSTITUTIONS, 2019 (IPEDS, 12 MONTH ENROLLMENT)

- Arizona: 225,199
- Colorado: 340,216
- Tennessee: 154,647
- Utah: 185,738
- Washington: 394,790
- WICHE+ Median: 141,693
TOTAL ENROLLMENT PER CAPITA, ALL 4-YEAR PUBLIC INSTITUTIONS, 2019 (IPEDS)

<table>
<thead>
<tr>
<th>State</th>
<th>Total Enrollment Per Capita</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arizona</td>
<td>0.031</td>
</tr>
<tr>
<td>Tennessee</td>
<td>0.023</td>
</tr>
<tr>
<td>Utah</td>
<td>0.058</td>
</tr>
<tr>
<td>Washington</td>
<td>0.052</td>
</tr>
<tr>
<td>WICHE+ Median</td>
<td>0.042</td>
</tr>
<tr>
<td>US</td>
<td>0.034</td>
</tr>
</tbody>
</table>
TOTAL ENROLLMENT GROWTH, ALL 4-YEAR PUBLIC INSTITUTIONS, 2015 TO 2019 (IPEDS)

- Arizona: 25.7%
- Colorado: 1.1%
- Tennessee: -2.1%
- Utah: 4.4%
- Washington: -0.6%
- WICHE+ Median: -0.6%
- US: 1.5%
BACHELOR’S DEGREES AWARDED, ALL 4-YEAR PUBLIC INSTITUTIONS, 2019 (IPEDS)

Arizona: 33,258
Colorado: 28,796
Tennessee: 22,388
Utah: 17,697
Washington: 28,308
WICHE+ Median: 17,697
TOTAL DEGREES AWARDED PER CAPITA, ALL 4-YEAR PUBLIC INSTITUTIONS, 2019 (IPEDS)
BACHELOR’S DEGREES AWARDED GROWTH, ALL 4-YEAR PUBLIC INSTITUTIONS, 2015 TO 2019 (IPEDS)

Arizona: 25.2%
Colorado: 11.3%
Tennessee: 7.2%
Utah: 12.3%
Washington: 11.9%
WICHE+ Median: 9.7%
US: 10.7%

UNDERGRADUATE ENROLLMENT GROWTH, ALL 4-YEAR PUBLIC INSTITUTIONS, 2015 TO 2019 (IPEDS)

Arizona: 26.1%
Colorado: 0.2%
Tennessee: -2.6%
Utah: 5.0%
Washington: -1.3%
WICHE+ Median: -1.3%
US: 1.2%
GRADUATE DEGREES AWARDED, ALL 4-YEAR PUBLIC INSTITUTIONS, 2019 (IPEDS)

- Arizona: 12,668
- Colorado: 11,249
- Tennessee: 7,613
- Utah: 4,988
- Washington: 8,743
- WICHE+ Median: 4,988
### Graduate Degrees Awarded Growth, All 4-Year Public Institutions, 2015 to 2019 (IPEDS)

<table>
<thead>
<tr>
<th>State</th>
<th>Growth Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arizona</td>
<td>26.4%</td>
</tr>
<tr>
<td>Colorado</td>
<td>19.3%</td>
</tr>
<tr>
<td>Tennessee</td>
<td>2.9%</td>
</tr>
<tr>
<td>Utah</td>
<td>14.4%</td>
</tr>
<tr>
<td>Washington</td>
<td>12.7%</td>
</tr>
<tr>
<td>WICHE+ Median</td>
<td>6.8%</td>
</tr>
<tr>
<td>US</td>
<td>8.3%</td>
</tr>
</tbody>
</table>

### Graduate Enrollment Growth, All 4-Year Public Institutions, 2015 to 2019 (IPEDS)

<table>
<thead>
<tr>
<th>State</th>
<th>Growth Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arizona</td>
<td>24.3%</td>
</tr>
<tr>
<td>Colorado</td>
<td>6.0%</td>
</tr>
<tr>
<td>Tennessee</td>
<td>0.4%</td>
</tr>
<tr>
<td>Utah</td>
<td>-2.1%</td>
</tr>
<tr>
<td>Washington</td>
<td>8.6%</td>
</tr>
<tr>
<td>WICHE+ Median</td>
<td>1.0%</td>
</tr>
<tr>
<td>US</td>
<td>2.5%</td>
</tr>
</tbody>
</table>
FRESHMAN RETENTION RATE, ALL 4-YEAR PUBLIC INSTITUTIONS, FALL 2019 (IPEDS)

<table>
<thead>
<tr>
<th>State</th>
<th>Retention Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arizona</td>
<td>83.8%</td>
</tr>
<tr>
<td>Colorado</td>
<td>78.8%</td>
</tr>
<tr>
<td>Tennessee</td>
<td>76.8%</td>
</tr>
<tr>
<td>Utah</td>
<td>73.7%</td>
</tr>
<tr>
<td>Washington</td>
<td>83.4%</td>
</tr>
<tr>
<td>WICHE+ Median</td>
<td>78.8%</td>
</tr>
<tr>
<td>US</td>
<td>81.5%</td>
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</tbody>
</table>
FRESHMAN RETENTION RATE DIFFERENCE, ALL 4-YEAR PUBLIC INSTITUTIONS, FALL 2015 TO FALL 2019 (IPEDS)

<table>
<thead>
<tr>
<th>State</th>
<th>Retention Rate Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arizona</td>
<td>2.818</td>
</tr>
<tr>
<td>Colorado</td>
<td>3.999</td>
</tr>
<tr>
<td>Tennessee</td>
<td>1.188</td>
</tr>
<tr>
<td>Utah</td>
<td>3.977</td>
</tr>
<tr>
<td>Washington</td>
<td>4.530</td>
</tr>
<tr>
<td>WICHE+ Median</td>
<td>1.188</td>
</tr>
<tr>
<td>US</td>
<td>1.079</td>
</tr>
</tbody>
</table>
6-YEAR GRADUATION RATE, ALL 4-YEAR PUBLIC INSTITUTIONS, 2019 (IPEDS)

<table>
<thead>
<tr>
<th>State</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arizona</td>
<td>57.8%</td>
</tr>
<tr>
<td>Colorado</td>
<td>51.3%</td>
</tr>
<tr>
<td>Tennessee</td>
<td>53.0%</td>
</tr>
<tr>
<td>Utah</td>
<td>47.3%</td>
</tr>
<tr>
<td>Washington</td>
<td>54.7%</td>
</tr>
<tr>
<td>WICHE+ Median</td>
<td>53.0%</td>
</tr>
<tr>
<td>US</td>
<td>57.8%</td>
</tr>
</tbody>
</table>
### 6-Year Graduation Rate Difference, All 4-Year Public Institutions, 2015 to 2019 (IPEDS)

<table>
<thead>
<tr>
<th></th>
<th>Arizona</th>
<th>Colorado</th>
<th>Tennessee</th>
<th>Utah</th>
<th>Washington</th>
<th>WICHE+ Median</th>
<th>US</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate</td>
<td>-2.433</td>
<td>-3.595</td>
<td>4.138</td>
<td>3.901</td>
<td>-1.945</td>
<td>4.138</td>
<td>0.027</td>
</tr>
</tbody>
</table>

**Note:** The data represents the 6-year graduation rate difference for selected states and the US average.
TOTAL RESEARCH AND DEVELOPMENT ACTIVITY, IN BILLIONS, 2019 (HERD)

- Arizona: $1.43
- Colorado: $1.62
- Tennessee: $1.34
- Utah: $0.93
- Washington: $1.83
- WICHE+ Median: $0.87
RESEARCH AND DEVELOPMENT ACTIVITY PER CAPITA, 2019 (HERD)

- Arizona: $197
- Colorado: $282
- Tennessee: $196
- Utah: $289
- Washington: $241
- WICHE+ Median: $213
- US: $255

Arizona, Colorado, Tennessee, Utah, Washington, WICHE+ Median, and the US are listed from highest to lowest.
RESEARCH AND DEVELOPMENT ACTIVITY GROWTH, 2015 TO 2019 (HERD)

Arizona: 30.4%
Colorado: 27.3%
Tennessee: 24.2%
Utah: 26.2%
Washington: 18.2%
WICHE+ Median: 21.3%
US: 21.8%
## WHERE ARIZONA RANKS

<table>
<thead>
<tr>
<th>Category</th>
<th>WICHE+ (19 States)</th>
<th>U.S. (50 States)</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Support per Capita</td>
<td>19</td>
<td>49</td>
</tr>
<tr>
<td>Total Enrollment per Capita</td>
<td>12</td>
<td>28</td>
</tr>
<tr>
<td>Enrollment Growth</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Total Degrees per Capita</td>
<td>8</td>
<td>18</td>
</tr>
<tr>
<td>Bachelor Degrees Growth</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Freshman Retention Rate</td>
<td>4</td>
<td>9</td>
</tr>
<tr>
<td>Freshman Retention Rate Difference</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>Six-Year Graduation Rate</td>
<td>7</td>
<td>13</td>
</tr>
<tr>
<td>Six-Year Graduation Rate Difference</td>
<td>17</td>
<td>47</td>
</tr>
<tr>
<td>Research and Development per Capita</td>
<td>13</td>
<td>34</td>
</tr>
</tbody>
</table>
LOOKING FORWARD

External Partners
- Value Proposition
- Legislature
- FAFSA

Academics
- General Education
- Goals & Metrics
- Affiliates
- Online Education

Finance/Research
- Risk Management
- Capital Process
- State Land Trust
- TRIF
ATTAINMENT

• Removing barriers in the pipeline
• Survey work
• Improving data
• FAFSA
• Developing partners