**PERFORMANCE DRIVEN**

The Arizona Board of Regents has extended its strategic plan to drive key outcomes for Arizona State University's both updated metrics to increase performance for four enterprise goals: student success, educational attainment, new knowledge creation and Arizona impact. A new resident student funding model and established business plans that fulfill the defined missions of all three universities further the enterprise's statewide goals. The public higher education marketplace is increasingly competitive, prompting Arizona's public universities to become more entrepreneurial as public business models, dedicated to student success. While the current strategic plan requires that university instruction shall be “as nearly free as possible,” political and market forces require the enterprise to be more efficient and sustainable. • Set aggressive 2025 goals and metrics to increase system and institutional performance • Delivered expanded, actionable strategic plan for the enterprise • Established financial, academic, research and community plans for each university that differentiate their missions and tie to statewide enterprise goals • Launched a regulatory reform agenda to reduce bureaucracy and allow greater cost efficiencies to personnel and benefits design • Revamped board business processes to enhance strategic decision-making and fiduciary role

**ACCOUNTABLE**

As a means of higher education in this state, the board is accountable to Arizona citizens and through its public trust. Transparency in the activities and results, therefore, is a core principle that is central both to the enterprise model and the board's reputation as a stated resource in the performance of the state's public higher education system. Baselining coursework to the student experience, our universities must continue to ensure that quality and value are transparently demonstrated to Arizona students, families and policymakers.

- Introduced comprehensive annual operational and financial reviews of each institution
- Revamped audit process to promote transparency
- Established fiscal responsibility for public universities
- Launched extended consultative funding with new strategic plan
- Established informal contact between the state and board

**ENGAGED**

The board has deepened its connection to the community, generating a bipartisan coalition of supporters, and champions of higher education. Arizona's public universities have grown in their “third partnership,” working together to support the goals of the enterprise and to serve the needs of the state. With the board's leadership, externally focused engagement has increased and public awareness has improved regarding the important work of the board and public higher education. The board has also leveraged statewide support for collaborative projects, such as a grassroots initiative that was spearheaded last year to increase educational attainment.

- Enhanced partnerships with community organizations
- Increased legislation support for public universities
- Increased earned media and social media presence
- Provided thought leadership to business agendas and education issues
- Hosted industry roundtables in health care, technology and technology transfer
- Developed and launched president's blog to give community insights into higher education

**STUDENT CENTERED**

Student success is at the heart of the public university enterprise and is now the cornerstone of our board's strategic plan. With student enrollment and diversity at a record high, the board recognizes students as customers and shareholders. Affordability is addressed by increasing the predictability and stability of tuition setting and slowing tuition increases. Through effective use of financial aid, tuition rates will remain competitive with peers while student debt is lower than in many other states. The board has also prioritized institutes in its requests for state appropriations. The new funding model aply represents the publicly-private nature of higher education by ensuring that state monies are dedicated to defray defaults for Arizona-resident students.

- Developed new state funding model to support resident students
- Introduced cost predictability through new tuition guarantees
- Improved fee and billing reform, increasing clarity of student bills
- Led taskforce to assess and enhance student safety
- Established new tuition rates for Arizona high school graduates and members of Arizona tribal nations
- Increased focus on community college transfers and reduced time to graduation
- Attained record diversity in student enrollment
GOVERNING WITH PURPOSE

Recognizing the critical role universities play in developing a workforce for Arizona, the board has repositioned itself to the state’s mantle of authority and thought leader in the area of public higher education. The enterprise framework has been foundational to this work, as well as to the board’s achievements during the past four years that have led to new knowledge creation and enhanced state stewardship with a global impact, including record-breaking results in terms of undergraduate diploma issued and research grants, as well as improvements in key metrics such as student retention and graduation rates.

ON THE HORIZON

From business leaders to policymakers to students and families, continuous public and ongoing public support is paramount as the board works to achieve its ambitious 2025 goals. Policy reform must continue to distinguish public university governance from the traditional state agency model and encourage investment in both people and research. Key to long-term success are efforts to solidify the resident-student funding impact from statewide Proposition 107; encourage research infrastructure; increase state-based financial aid; and improve K-12 outcomes. The board recognizes that better connecting the public universities to Arizona’s entire public education system will culminate in achieving greater educational attainment and meeting workforce needs.

This board made considerable strides in the past four years to reposition the state’s public university enterprise for greater access and long-term competitiveness. With the board’s leadership, Arizona’s three public universities will meet the challenges before them, as they always have.

ARIZONA BOARD OF REGENTS
2525 N. Central Ave., (Suite 230) Phoenix, AZ 85004-4594
www.azregents.edu | (602) 288-7100

GOVERNING WITH PURPOSE

THE ENTERPRISE APPROACH:

Today’s public higher education marketplace is changing with more options for students and technology broadening access to education. Arizona’s public universities are rising to the challenge by adapting to the changing needs of students, becoming more entrepreneurial and efficient in delivering a quality education at a competitive cost. Foundational to steering the public universities toward a sustainable and competitive future is the very manner in which these institutions are managed.

During the past four years, the Arizona Board of Regents forged a new approach to leading these universities by governing them as an enterprise. The board’s streamlined fiduciary enterprise approach is distinct in its focus on mission differentiation, 100% performance, long-term competitiveness, transparency, quality and clearly defined leadership with university presidents operating as chief executive officers of their universities.