Mission:
To improve the prospects and enrich the lives of the people of Arizona and the world through education, research, creative expression, and community and business partnerships.

Description:
The University of Arizona in Tucson, including branch campuses in Sierra Vista and downtown Phoenix, is a land-grant, doctoral research university. Its research and development expenditures place it among the nation’s top public universities and it is a member of the Association of American Universities. It offers a broad array of programs leading to degrees from baccalaureate through the doctorate. It has a total student body enrollment of over 42,000 full-time and part-time students. As a land-grant university, it maintains programs in production agriculture, mining, and engineering and serves the State through its cooperative extension services, technology transfer, economic development assistance, distributed education, and cultural programming. The University provides distinguished undergraduate, graduate, and professional education; excels in basic and applied research and creative achievement; and promotes the integration of these activities and outcomes into advancement of Arizona's economy.

Program Summary

Mission:
To maximize the delivery of academically sound instruction in a coordinated manner with the University's academic colleges, schools, departments, and centers.

Description:
This program coordinates the delivery of instruction throughout the University. Its other responsibilities include oversight of: academic support programs; transfer articulation; advising; major-exploration programs for undecided and transitional students; and the University's interdisciplinary degree programs.

<table>
<thead>
<tr>
<th>Goal</th>
<th>To increase productivity, efficiency, and effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2014 Actual</td>
<td>FY 2015 Estimate</td>
</tr>
<tr>
<td>Graduating seniors who rate their overall experience as good or excellent (percent)</td>
<td>94.0</td>
</tr>
<tr>
<td>Full-time undergraduate students enrolled per semester in three or more primary courses with ranked faculty (percentage)</td>
<td>76</td>
</tr>
<tr>
<td>Total number of degrees granted</td>
<td>7,814</td>
</tr>
<tr>
<td>Bachelors degrees granted</td>
<td>5,742</td>
</tr>
<tr>
<td>Masters degrees granted</td>
<td>1,402</td>
</tr>
<tr>
<td>First Professional degrees granted</td>
<td>414</td>
</tr>
</tbody>
</table>

Program Summary

Mission:
To provide effective and transparent promotion and support for the research and graduate-education efforts of University of Arizona faculty and staff and to encourage practices that minimize risks to our investigator-scholars, to human and animal research subjects, and to the University.

Description:
The University of Arizona through its organized research unit provides critical world-class research and discovery, intensive and relevant graduate education, and connects its activities with the community's needs especially as we aspire to become one of the ten best public research universities. The University’s organized research unit also fosters technology transfer and connection to the business community, with a particular emphasis on promoting a thriving economy and high quality of life for Arizona. The organized research unit also serves as the administrative home for most of the University’s public museums.

<table>
<thead>
<tr>
<th>Goal</th>
<th>To increase external funding for organized research programs relative to peer institutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2014 Actual</td>
<td>FY 2015 Estimate</td>
</tr>
<tr>
<td>Total Research &amp; Development Expenditures in thousands</td>
<td>429,046</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal</th>
<th>To form a bridge connecting the University with the private sector and expand its engagement with regional, national, and international business communities, and build philanthropic support for the University and its partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2014 Actual</td>
<td>FY 2015 Estimate</td>
</tr>
<tr>
<td>New Companies Started</td>
<td>11</td>
</tr>
</tbody>
</table>
Mission:
To make knowledge generated at the University of Arizona more accessible and more relevant to Arizona’s citizens, to the nation at large and to the global community, and to inspire in each of these connections the parallel desires to learn and to create beneficial change, both in partnership with the University of Arizona.

Description:
Global Initiatives and the College of Agriculture and Life Sciences through their extensive Cooperative Extension programs and Experiment Stations facilitate the efforts of University of Arizona faculty in integrating their teaching, research, and service missions, and in translating and advancing those efforts to broader audiences. Our outreach efforts facilitate programs and services that meet the academic access, economic, and regional development needs for communities throughout Arizona—a major tenet of the land grant mission. In addition to offering youth and senior programs, incubating programs and facilitating UA credit courses and continuing education, outreach collaborates with academic initiatives and student success and academic departments to aid and promote collaborations with partners around the world.

**Goal 1**
To leverage the strengths of international affairs programs and the efforts of our faculty by strategically enhancing efforts abroad in target geographies most relevant to the University.

**Goal 2**
To facilitate and assure the University’s mandate of service, partnership, and the sharing of knowledge which most clearly expresses the distinguishing nature of land grant universities.

**Goal 3**
To support alternative delivery modes of education for Arizona.

### Performance Measures

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2014</th>
<th>FY 2015</th>
<th>FY 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of students in Study Abroad and Exchange programs</td>
<td>1,187</td>
<td>1,222</td>
<td>1,259</td>
</tr>
<tr>
<td>Number of undergraduate international students</td>
<td>1,807</td>
<td>1,880</td>
<td>1,960</td>
</tr>
<tr>
<td>Number of graduate international students</td>
<td>1,494</td>
<td>1,600</td>
<td>1,700</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2014</th>
<th>FY 2015</th>
<th>FY 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of people served by Cooperative Extension (in thousands)</td>
<td>585,110</td>
<td>600,000</td>
<td>650,000</td>
</tr>
<tr>
<td>Number of volunteer hours generated in Agriculture</td>
<td>215,332</td>
<td>225,000</td>
<td>250,000</td>
</tr>
</tbody>
</table>

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**UAA 5.0**

**Program Summary**

STUDENT SERVICES

Angela Baldasare, Assistant Provost

University Analytics & Institutional Research  (520) 626-2885

A.R.S. § 15-1601

**Mission:**
To recruit and retain a diverse and talented student body; to assist students in their efforts to achieve access, academic success, and efficient degree completion in conformance with prevailing regulation; to promote student development in a safe environment in which diversity is valued and embedded in daily operations; and to provide opportunities for personal and educational enrichment through the development of student, faculty, staff, and community partnerships.

**Description:**
This program includes enrollment services and other student related programs and services designed to promote student success, by supporting students’ personal, intellectual, cultural, and social development outside the context of the formal instructional program. Programming extends to the entire campus community to meet disability needs and to provide opportunities for personal and educational enrichment through the development of student, faculty, staff, and community partnerships.

**Goal 1**
To support and enhance a contemporary learning environment with tools that permit innovation in all learning spaces and assist students in bridging the relationship between research and teaching.

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**UAA 4.0**

**Program Summary**

ACADEMIC SUPPORT

Angela Baldasare, Assistant Provost

University Analytics & Institutional Research  (520) 626-2885

A.R.S. § 15-1601

**Mission:**
To support and enhance a contemporary learning environment with tools that permit innovation in all learning spaces and assist students in bridging the relationship between research and teaching.

**Description:**
The units that comprise Academic Support represent all of the ways the University supports its academic mission.

**Goal 1**
To enhance the academic quality and effectiveness of the institution through planning and budgeting, program review, personnel review, and data collection and analysis.

**Goal 2**
To acquire and/or provide access to information resources and services appropriate to research university users via the most cost-effective means.

**Goal 3**
To support alternative delivery modes of education for Arizona.

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**UAA 3.0**

**Program Summary**

PUBLIC SERVICE

Angela Baldasare, Assistant Provost

University Analytics & Institutional Research  (520) 626-2885

A.R.S. § 15-1601

**Mission:**
To leverage the strengths of international affairs programs and the efforts of our faculty by strategically enhancing efforts abroad in target geographies most relevant to the University.

**Goal 1**
To acquire and/or provide access to information resources and services appropriate to research university users via the most cost-effective means.

**Goal 2**
To support alternative delivery modes of education for Arizona.

---
--- | --- | --- | --- |
Quality of freshman class based on: High school grade point average | 3.4 | 3.4 | 3.4 |
Quality of freshman class based on: SAT scores | 1114 | 1113 | 1114 |

Goal 2 To decrease, through education, media campaigns, and other programs, the use of alcohol and other drugs that put students at risk of accidents, violence, injuries, and unsafe sexual practices.

--- | --- | --- | --- |
Students reporting binge drinking in last year (survey done biannually) (percent) | 38 | 37 | 36 |
Students reporting tobacco use in the last 30 days (percent) | 21 | 20 | 19 |

**Mission:**
To provide the University of Arizona with the support services necessary to enable it to effectively pursue the institutional mission of teaching, research, and outreach.

**Description:**
Institutional support includes central executive-level activities concerned with management and long-range planning for the entire University, and the operation and maintenance of the physical plant. Administrative activities include planning and programming, legal services, fiscal operations, administrative data processing, telecommunications, space management, human resources including employee personnel and records, purchasing, stores, safety, security, printing, transportation services, community and alumni relations, and development and fund-raising.

Goal 1 To enhance community support for the work of the University in the larger community.

Goal 2 To attract and engage a diverse and high quality workforce.

--- | --- | --- | --- |
Endowment Assets (in thousands) | 446,599 | 482,230 | 498,385 |
Annual Giving (in thousands) | 138,711 | 109,408 | 112,690 |

Goal 2 To attract and engage a diverse and high quality workforce.

--- | --- | --- | --- |
Minority employees in administrative, faculty, professional and classified positions (percent) | 28 | 28 | 28.5 |
UA Life & Work Connections contacts per year | 19,305 | 20,500 | 22,000 |

**Mission:**
To provide quality goods and services at the least possible cost to faculty, staff, students and University departments.

**Description:**
Auxiliary units are most closely related to “real world” businesses in that they are expected to be self-supporting and charge fees that are related to the costs of providing goods or services. Major retail and service activities include the U of A Bookstore, Student Union food services, Residence Life student dormitories and family housing, Parking and Transportation parking permits and Sun Tran passes, UA Presents performances, U of A Press publications, and Intercollegiate Athletics events. Internal service departments that provide wholesale services to other departments on campus include Facilities Management’s repair, maintenance, and custodial services; Printing and Publishing Support Services; Telecommunication’s telephone services; and the University Research and Instrumentation Center’s design and fabrication service.

Goal 1 To provide affordable housing and a residential living experience conducive to academic success and social well-being.

Goal 2 To promote health, wellness and safety by providing quality medical, mental health care, and health education to the student community.

Goal 3 To serve students with learning disabilities.

**Mission:**
To educate students and communities in ways that enable their future success in the regional and global economies and to develop new knowledge and new technologies to benefit society.

**Description:**
The College of Agriculture and Life Sciences coordinates undergraduate and professional education for a wide range of career opportunities within six general subject areas: animal systems; environment and natural resources; family, youth, and community; human nutrition; food safety and health; marketing, trade, and economics; and plant systems. Education in the professional knowledge area is combined with foundation courses in the natural and social sciences, communications, and the humanities to develop a well-rounded academic experience offering majors leading to careers associated with the college subject areas. Programs include on-campus
instruction and distance education in cooperation with other institutions. The college awards B.S., M.S., and Ph.D. degrees. Though separate entities by Federal statute, the Arizona Cooperative Extension System and the Arizona Experiment Station are affiliated with and share senior administration with the college.

**Goal 1** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to premier research university.

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<tr>
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</thead>
<tbody>
<tr>
<td>Degrees/FTE faculty (T/TE)</td>
<td>6.1</td>
<td>6.1</td>
<td>6.3</td>
</tr>
<tr>
<td>External funding obtained/FTE Faculty (T/TE)</td>
<td>312,462</td>
<td>316,587</td>
<td>318,743</td>
</tr>
<tr>
<td>SCH/Faculty FTE (T/TE)</td>
<td>496</td>
<td>516</td>
<td>536</td>
</tr>
</tbody>
</table>

**Goal 2** To graduate as many well qualified students as possible.

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Number of Undergraduate Degrees granted (Bachelors)</td>
<td>676</td>
<td>680</td>
<td>680</td>
</tr>
<tr>
<td>Number of Graduate degrees granted (Masters, Specialist, Ph.D)</td>
<td>104</td>
<td>106</td>
<td>108</td>
</tr>
</tbody>
</table>

**Goal 3** To partner with and serve the people of Arizona.

<table>
<thead>
<tr>
<th></th>
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</tbody>
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**Program Summary**

UNIVERSITY OF ARIZONA SOUTH
Angela Baldasare, Assistant Provost
University Analytics & Institutional Research  (520) 626-2885
A.R.S. § 15-1601

Mission:
To provide high quality, accessible educational opportunities to communities throughout Southern Arizona.

Description:
UA South addresses the needs of individual who are place bound or who desire to fulfill their higher education goals in an atmosphere different than the Main Campus. UA South provides quality upper-division and graduate programs designed to fulfill the educational and career goals of its students. UA South offers undergraduate degree programs through “2 + 2” partnerships with Arizona community colleges, primarily Cochise College and Pima Community College. Two Masters Degree programs are available. Programs are offered at several locations in southeast Arizona. Specific community-based classes may be offered at other locations throughout southeastern Arizona. The Faculty at UA South has incorporated distance learning into the curriculum, offering courses via interactive television and through the Internet.

**Goal 1** To increase student FTE and retention.

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Student FTE</td>
<td>579</td>
<td>650</td>
<td>683</td>
</tr>
</tbody>
</table>

**Goal 2** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to premier research university.