

FY 2003-2004 Annual Report



Arizona University System

**Arizona State University
Northern Arizona University
University of Arizona**

**ARIZONA UNIVERSITY SYSTEM
FY 2003-2004
ANNUAL REPORT**

TABLE OF CONTENTS

	Page
Overview	1
Enrollment and Degrees Awarded	3
Academic Programs	4
Sources and Uses of Funds	5
Staffing Levels	6
Arizona Board of Regents Highlights	7
Arizona State University Highlights	8
Northern Arizona University Highlights	9
University of Arizona Highlights	10

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Overview

The Arizona university system, comprised of Arizona State University, Northern Arizona University, and the University of Arizona, continued to serve Arizona's higher education needs during fiscal year 2004 while advancing the programs and national reputations of the universities.

In Fall 2003, nearly 115,500 students enrolled at ASU, NAU, and the UA, an increase of nearly 1,600 students (1.4%) over the previous year.

During 2003-2004, the universities awarded 24,649 degrees, representing a 2.4% increase over the 24,064 degrees awarded in 2002-2003.

ASU, NAU, and the UA offered 364 Bachelor's degree programs, 276 Master's degree programs, 143 Doctorate programs, and 6 professional degree programs. More than 100 certification programs were also offered.

The university system's FY 2004 operating budget totaled \$2.8 billion. This included a state appropriation of \$1.07 billion (\$747.9 million general fund and \$325.1 million tuition); \$788.9 million in gifts, grants, and contracts; and \$987.6 million in auxiliary and other unrestricted funds.

Total FY 2004 expenditures of \$2.5 billion included \$822.0 million for instruction; \$395.6 million for research; \$312.4 million for auxiliary operations; \$272.8 million for institutional support; \$165.3 million for academic support; \$156 million for scholarships; \$81.5 million for student services; \$63.6 million for public service; and \$278.3 million for other uses.

During FY 2004, the university system employed 28,754 faculty and staff members, including 18,246 full-time employees and 10,508 part-time employees. Of this total complement, 4,100 professors and 648 other instructional faculty provided instruction, research, and public service at the universities.

As part of its *Changing Directions* initiative, the Board of Regents reviewed the current state funding model for ASU, NAU, and the UA. The Regents conducted two special study sessions to address this issue and developed recommendations for submission to the Governor and the legislature. The final modifications were included in the universities' FY 2006 State Operating Budget Requests. The modifications to the state funding model emphasize the unique missions of the universities. They also seek to increase access to our universities by increasing the amount of financial aid awarded to needy Arizona students.

As an extension of the Changing Directions initiative, the Board intends to conduct a "Focused Governance" review during FY 2004-2005 to look at how the board can streamline the way Regents carry out their responsibilities. As part of this review, the Regents will assess the Board's committee structure and determine whether it is appropriate to delegate additional responsibilities to the universities.

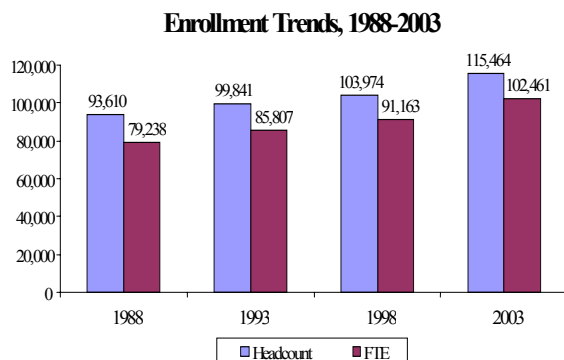
With state funding provided by the University Research Infrastructure Financing Bill (HB 2529) signed by Governor Napolitano in June 2003, ASU, NAU, and the UA began aggressive construction efforts. Over \$440 million in research building projects either broke ground or advanced to final planning stages. These research buildings include the Arizona Biomedical Collaborative (ABC) in downtown Phoenix (ASU and UA); Biodesign Institute at ASU (Building B) and Interdisciplinary Science and Technology Buildings I, II, and III (ASU); Applied Research and Development Building and College of Engineering and Technology Renovation (NAU); and BIO5, Medical Research Building, and Chemistry Expansion (UA).

The Arizona Board of Regents began to examine the organizational structure of the university system to determine if it is appropriately designed to accommodate the expected skyrocketing growth during the next two decades, when student enrollments are projected to increase to 170,000. In June 2004, the Board authorized a Feasibility and Planning Study to review the anticipated growth in student enrollments through the year 2020 and to discuss proposals to redesign the university system to accommodate this growth.

This report contains information regarding student enrollments, degrees awarded, academic programs, system funding sources and uses, staffing levels, and highlights for Arizona's university system.

Enrollment and Degrees Awarded

- In Fall 2003, the universities' headcount enrollment increased by 1,595 students, from 113,869 to 115,464 (1.4%).
- Arizona's universities are expecting tremendous growth in the next two decades. Student enrollments are projected to increase to more than 170,000 students by the year 2020.
- Arizona's Hispanic population, currently 25 percent of the total population, is projected to increase to 50 percent by 2023. The universities will need to provide the necessary services to ensure educational success for and access by the Hispanic community.
- Distance learning will continue to expand to meet the needs of the growing demand for higher education. This medium also allows the universities to reach time- and place-bound students throughout the state.
- Arizona's universities awarded 24,649 degrees in 2003-2004. This represents almost a 2.4% increase over the 24,064 degrees awarded in 2002-2003.



Degrees Awarded by Campus, 2003-2004*					
	Bachelor's	Master's	Doctorate	Prof	Total
ASU	7,046	2,440	355	169	10,010
ASUW	1,422	321	0	0	1,743
ASUE	648	125	0	0	773
UA	5,303	1,486	398	304	7,491
NAU	2,590	1,969	33	40	4,632
Total	17,009	6,341	786	513	24,649

*Degree totals are subject to verification in November 2004.

Fall 2003 Enrollment						
	Headcount ¹			Full-Time Equivalent ¹		
	Undergrad	Graduate	Total	Undergrad	Graduate	Total
ASU Main ²	38,627	10,274	48,901	36,761	7,599	44,360
ASU West ²	5,751	1,354	7,105	5,001	615	5,616
ASU East ²	2,862	689	3,551	2,015	273	2,289
NAU	13,015	5,809	18,824	12,748	3,641	16,389
UA	28,482	8,601	37,083	27,315	6,492	33,807
TOTAL	88,737	26,727	115,464	83,841	18,620	102,461

¹ The term "headcount" refers to the total number of students served (part-time and full-time). The term "FTE" refers to the number of Full-Time Equivalent students. Total FTE is generated by calculating one FTE student for each 15 student credit hours produced in lower-division courses, each 12 student credit hours produced in upper-division courses, and each 10 student credit hours produced in graduate courses.

² ASU Main, ASU West, and ASU East headcounts are reported separately here so that the number of students served by each campus can be shown. Some students attend more than one campus; therefore, this count involves some duplication.

Academic Programs

Hundreds of degree programs were offered at Arizona's universities and their branch campuses.

Arizona State University offered 85 Bachelor's degree programs, 92 Master's degree programs, 51 Doctorate degree programs, 1 Professional degree program, 37 undergraduate certificate programs, 4 post-baccalaureate certificate programs, and 17 graduate certificate programs. Programs were offered through the university's 10 colleges and 2 schools, including the College of Architecture and Environmental Design, W. P. Carey School of Business, College of Education, Ira Fulton School of Engineering, College of Extended Education, Herberger College of Fine Arts, Graduate College, Barrett Honors College, College of Law, College of Liberal Arts and Sciences, College of Nursing, and College of Public Programs.

Arizona State University West offered 29 Bachelor's degree programs, 9 Master's degree programs, 4 undergraduate certificate programs, 3 post-baccalaureate certificate programs, and 1 graduate certificate program through the College of Arts and Sciences, College of Education, College of Human Services, and the School of Management.

Arizona State University East offered 19 Bachelor's degree programs, 8 Master's degree programs, 2 undergraduate certificate programs, and 2 post-baccalaureate certificate programs through East College, the College of Technology and Applied Sciences, and the Morrison School of Agribusiness and Resource Management.

Northern Arizona University offered 95 Bachelor's degree programs, 47 Master's degree programs, 8 Doctorate degree programs, 1 Professional degree program, 30 baccalaureate certificate programs, and 12 Master's certificate programs. Programs were offered through the university's 8 colleges and 3 schools, including the College of Fine Arts, College of Arts and Sciences, College of Business Administration, School of Communication, School of Forestry, College of Education, College of Engineering and Technology, Graduate College, College of Health Professions, School of Hotel and Restaurant Management, and College of Social and Behavioral Sciences.

The **University of Arizona** offered 121 Bachelor's degree programs, 116 Master's degree programs, 84 Doctorate degree programs, and 4 Professional degree programs in 16 colleges and 12 schools. The colleges include The College of Agriculture and Life Sciences, College of Architecture, College of Education, Eller College of Business and Public Administration, College of Engineering, College of Fine Arts, Graduate College, Honors College, College of Humanities, James E. Rogers College of Law, College of Medicine, College of Nursing, College of Pharmacy, Mel and Enid Zuckerman College of Public Health, College of Science, and the College of Social and Behavioral Sciences.

Schools include the Karl Eller Graduate School of Management, Art, Family and Consumer Sciences, Architecture, Information Resources and Library Science, Health Professions, Landscape Architecture, Music and Dance, Natural Resources, Planning, Public Administration and Policy, and Theatre Arts.

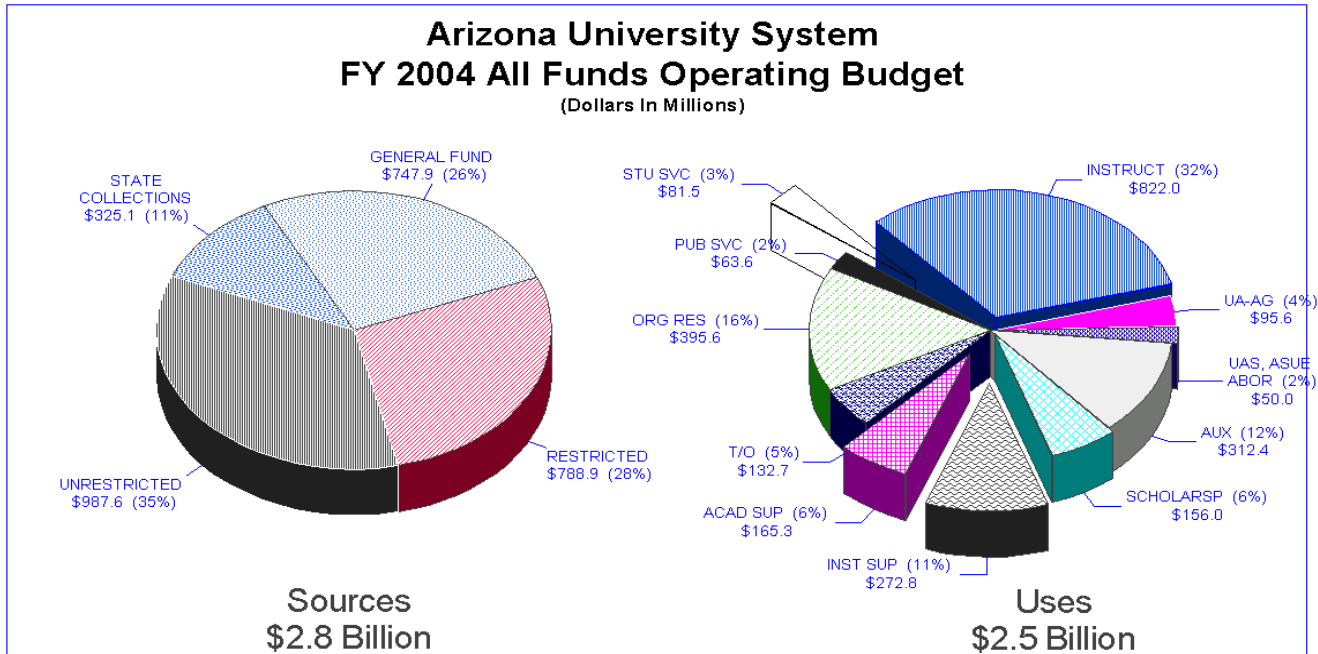
The **University of Arizona South** offered 1 degree program which is unique to UA South and not offered at the main campus—the Bachelor of Applied Science offered through the UA South Division of Science, Technology, and Professional Studies. It also offered 15 Bachelor's degree programs, 4 Master's degree programs, 3 post-baccalaureate certificate programs, and 1 certificate program in instructional technologies, in conjunction with UA main campus.

Each university provides complete academic program information on the internet. Link to the lists of degrees and majors at:

ASU: <http://www.asu.edu/programs/>
ASU West: <http://www.west.asu.edu/acprogs/>
ASU East: <http://www.east.asu.edu/explore/programs/>
NAU: <http://www.nau.edu/catalogs/ugrad03>
UA: <http://www.arizona.edu/admissions/undergrad-degrees.shtml>
UA South: <http://uas.arizona.edu/?page=academics>

Sources and Uses of Funds

Sources and uses of funds for FY 2004 are depicted in the pie charts below:



Tuition rates for 2003-2004 are compared with the rates approved by the Board in March 2004 for the 2004-2005 academic year:

Total Tuition and Mandatory Fees						
	2003-2004		2004-2005			Average % Increase
	ASU / NAU	UA	ASU	NAU	UA	
Undergraduate						
Resident	\$3,593	\$3,593	\$4,062	\$4,072	\$4,087	13.4%
Nonresident	\$12,113	\$12,363	\$12,917	\$12,592	\$13,067	5.4%
Graduate						
Resident	\$3,793	\$3,843	\$5,127	\$4,272	\$4,337	20.2%
Nonresident	\$12,313	\$12,613	\$13,647	\$12,792	\$13,317	6.8%

Staffing Levels

University System Employees, Fall 2003

Universities reported the following employee counts for the university system for Fall 2003:

Total professors	4,100	Total full-time employees	18,246
Other Instructional faculty	648	Total part-time employees	10,508
		Total employees	28,754

University Professors, Fall 2003

	ASU Main	ASU East	ASU West	NAU	UA	Total
Professors	679	22	33	240	793	1,767
Associate Professors	438	29	69	221	529	1,286
Assistant Professors	305	16	44	155	527	1,047
Total	1,422	67	146	616	1,849	4,100

Other Instructional Faculty, Fall 2003

	ASU Main	ASU East	ASU West	NAU	UA	Total
Instructors	42	0	2	65	74	183
Lecturers	163	20	42	30	119	374
Other	84	5	2	0	0	91
Total	289	25	46	95	193	648

All Employees, Fall 2003

	ASU Main	ASU East	ASU West	NAU	UA	Total
Full-time Employees	6,000	231	561	2,236	9,218	18,246
Part-time Employees	4,179	79	256	1,157	4,837	10,508
Total	10,179	310	817	3,393	14,055	28,754
Source: IPEDS, Fall 2003						

Arizona Board of Regents Highlights

State Funding Model - As part of its Changing Directions initiative, the Board of Regents reviewed the current state funding mechanisms for ASU, NAU, and the UA. The Regents conducted two special study sessions to address this issue and developed recommendations for submission to the Governor and the legislature. The final modifications were included in the universities' FY 2006 State Operating Budget Requests.



The modifications to the state funding model emphasize the unique missions of the universities. They also seek to increase access to our universities by increasing the amount of financial aid awarded to needy Arizona students. The modifications include:

- Modify the Financial Aid Funding Formula to double the current state contribution to the Arizona Financial Aid Trust (AFAT) and increase the amount of AFAT funds awarded to needy Arizona students from 50 percent to 75 percent of the total annual contribution.
- Modify the current 22 to 1 Enrollment Growth Formula to change the weightings used to calculate full-time equivalent (FTE) students to differentiate funding among the universities for different degree levels and to recognize designated high-cost programs, such as Engineering and Nursing.
- Include a Performance Funding Formula to recognize the increase in the number of degrees awarded at all degree levels; the increase in the number of degrees awarded in fields designated as high need or in short supply in the state, such as Education, Engineering, and Nursing; the increase in the number of degrees at all levels awarded to needy Arizona residents; the increase in the universities' six-year graduation rates; and the decrease in average years to graduation.
- Provide funding for the Building Renewal Formula. No state funds have been provided to the universities since FY 2001 to maintain an estimated \$3.9 billion inventory of buildings.

University System Redesign – The Arizona Board of Regents authorized a feasibility and planning study and created a work group to review the anticipated growth in student enrollments through the year 2020 and to discuss proposals to redesign the university system to accommodate this growth. Over the next nine to twelve months, the Feasibility and Planning Study Work Group will conduct an assessment of the need for redesigning the university system, collect examples of other states' experiences, and develop evaluation criteria to evaluate proposals. Stakeholder groups have been established to assist

in identifying the issues to be addressed by the study and to provide feedback on proposed recommendations.

Arizona Biomedical Collaborative (ABC) – An Intergovernmental Agreement was finalized with the City of Phoenix for the renovation of former Phoenix Union High School buildings and construction of new facilities for the development of the Arizona Biomedical Collaborative (ABC) at the Phoenix Bioscience Center in downtown Phoenix. ABC was created to facilitate collaborative efforts among the three universities to meet biomedical education and research needs of the state.

Workforce Investment Act Grant – The universities and community colleges were awarded a \$500,000 Workforce Investment Act grant from the Governor's Council for Workforce Policy to begin to increase the number of nursing graduates as required by the Caregiver and Resource Expansion Act, passed by the Arizona Legislature in 2002.

Arizona Regents University (ARU) – ARU is a cooperative effort to link our universities' distance learning programs. Enrollments in distance learning courses continued to increase, from 35,616 in FY 2003 to 40,761 in FY 2004. Likewise, courses offered increased from 1,471 to 1,531. Projects initiated include a tri-university teacher certification program in the areas of math and science. The University of Arizona's on-line Ph.D. Nursing program accepted the second cohort of 20 students this year, and a significant marketing effort was initiated to further expand off-campus participation in the on-line, tri-university Master of Engineering program.

Technology and Research Initiative Fund (TRIF) – During FY 2004, systemwide TRIF initiatives leveraged almost \$65 million in external funding awards; produced 239 invention disclosures, 286 patent applications, 43 patents, 11 start-ups/spin-offs, and 66 signed licenses/options; created 283 partnerships with industry or national laboratories and 207 partnerships with other entities; and stimulated the relocation to Arizona or expansion of 9 companies.

Learner Centered Education (LCE) – The Regents Innovation Fund, a TRIF initiative, funded 16 LCE grants totaling \$500,000 in FY 2004. Preliminary reports indicate that these 16 grants involved 100 faculty modifying 107 courses serving approximately 6,000 students. Since the FY 2002 inception of the LCE initiative, designed to support the Regents' goal of institutionalizing learner-centered education throughout the university system, 54 grants totaling \$1.6 million have been awarded.

Arizona State University Highlights

- In Fall 2003, student enrollment reached 57,543 and is projected to hit almost 60,000 by Fall 2004. Minority enrollment climbed to an all-time high of 22 percent.
- Freshman National Merit Scholars numbered 173 in Fall 2003, placing ASU third in the nation among public universities. ASU's student body includes more than 400 National Merit Scholars, with another 160 expected in Fall 2004.
- Two ASU students made *USA Today's* list of top college academic leaders in February 2004, with Lubna Ahmad named to the first team and Chris Tijerina to the second team. Nine ASU students have won first-team honors, the most of any public university.
- More students than ever before won prestigious national scholarships to study abroad, with 9 winning Fulbright awards and 12 earning National Security Education Program awards, more than any other university in the country.

Infrastructure:

- ASU is in the midst of a major research infrastructure building effort, adding more than 1 million square feet of world-class, Grade A research space, including the Biodesign Institute at ASU Phases I and II, and the Interdisciplinary Science and Technology Buildings 1, 2, and 3.
- ASU consolidated its computer information science and engineering programs at the Brickyard on Mill Avenue, and also acquired the Motorola Research and Development building with its 43,500 square feet of clean-room space, labs, and unique facilities.
- Coor Hall, a state-of-the-art mediated classroom building with academic units and a large computing site, opened in January. In addition, the student union at ASU East, Adelphi Commons II for fraternity housing in Tempe, and ASU West's first residence hall, Las Casas, opened.



Research Funding:

- The U.S. Army awarded ASU a \$43.7 million, five-year grant to establish the Army Flexible Display Center to develop flexible, low-power computer displays that can be carried in the field and refreshed with new data.
- Researchers at the Biodesign Institute have been tapped to lead development of plant-derived medications to prevent HIV/AIDS with a \$7.4 million grant from the National Institutes of Health.
- Nursing Professor Jacqueline McGrath received a \$1.48 million grant from the Health Resources and Services Administration to aid the nursing shortage and enhance neonatal and pediatric nurse practitioner programs.

Partnerships and Programs:

- ASU and the Mayo Clinic reached an agreement to collaborate on a new joint nursing program to increase nursing enrollment capacity and strengthen training.
- The College of Law announced the nation's first advanced legal degree in biotechnology and genomics starting in Fall 2005.
- ASU formed a partnership with the City of Phoenix to develop plans for a 12,000-student downtown campus.
- The W. P. Carey School of Business became the first U.S. school to offer an on-site MBA in China, opening in Shanghai.
- The Office of Pan American Initiatives paved the way for global engagement by forming a partnership and faculty exchange with Monterrey Tech in Mexico.
- ASU and the University of Arizona are partnering to expand medical education in downtown Phoenix with the Phoenix Biomedical Campus of the Arizona University System.
- ASU and the City of Scottsdale are forming a research complex and business center, the ASU Scottsdale Center for New Technology and Innovation.
- More information about ASU is available at <http://www.asu.edu>

Northern Arizona University Highlights



- Asked to rate their overall NAU experience, 96% - 99% of sophomores, graduating seniors, and alumni respond "good" or "excellent."
- Six-year graduation rates for the first-time, full-time cohorts have increased from 43% for the 1994 cohort to 52% for the most recent cohort. Similar increases in graduation rates have also been realized for lower- and upper-division transfer students.
- NAU enrolled 18,824 students in Fall 2003. A decline in Mountain Campus enrollment was balanced by record Spring 2004 enrollment in NAU's Distance Learning programs. DLS programs have been expanded and new partnerships established with Pima Community College and Yavapai College that extend degree programs. Web course enrollments, both on campus and off campus, continued to grow by 23% from Fall 2003 to Fall 2004.
- An NAU associate professor of religious studies was awarded a 2004 Guggenheim Fellowship for his work on how western Christianity was shaped over the centuries.
- NAU's Arizona K-12 Center, in partnership with the state Department of Education, was awarded a \$730,251 "No Child Left Behind" grant over five years to help train teachers of students with limited English proficiency.
- Numerous strides were made in achieving NAU's goal of being the nation's leading university serving Native Americans:
 - Grants of over \$400,000 from the John and Sophie Ottens Foundation support a Diabetes Prevention Program and the Ganado Nursing Program which provides nursing education to Navajo Nation residents.
 - Distance Learning offered 35 degree and certificate programs directly to the reservation.
 - A new tenure-track position was established for a Hopi historian. NAU hired (or promoted) five Native American faculty and staff in FY 2004.
- Federal and state grant and contract awards again increased in FY 2004. Examples of specific awards include:
 - Research grants totaling \$445,000 support NAU's Verde Watershed Research and Education Program.
 - NAU's engineering faculty, along with NAU faculty scientists in biology, geology, and parks and recreation, received a \$145,000 grant from the Nina Mason Pulliam Charitable Trust to support the Fossil Creek study.
 - The Center for Sustainable Environments has been awarded over \$220,000 to support environmental initiatives on campus and in surrounding communities.
 - NAU biochemistry professor received an \$850,000 Small Business Innovative Research Grant from the National Cancer Institute in support of a device that uses a new, faster approach to test potential cancer drugs.
 - Two professors have developed *Writing Like a Chemist* as part of an interdisciplinary effort supported by the National Science Foundation.
 - This summer, NAU broke ground for three new "green" buildings. The new Communication building has been completed in time for Fall 2004 classes.
 - The university's top planning priority, faculty and staff compensation, was funded for FY 2005. Benefits-eligible faculty received raises that range between \$2,000 and \$5,000 per FTE.
 - NAU hosted the 2004 International Conference on the Physics of Semiconductors. The conference brought 1,200 scientists, three-fourths of them from abroad, to explore semiconductor physics, nanotechnology, quantum effects, and optics.
 - The U.S. Olympic Committee has designated Northern Arizona University's High Altitude Training Complex an official Olympic Training Site, only the seventh official site in the United States. At the same time, the Olympic Committee named NAU a site for the Community Olympic Development Program.
 - Athletes who trained at the High Altitude Sports Training Complex earned nearly 50 medals at the 2004 Olympic Games in Athens.
 - *Outside* magazine rated NAU in the top 10 college towns nationally.
 - NAU-Arizona Public Radio won first-place awards in three major journalism competitions. The station received five first-place honors each from the Radio-Television News Directors Association and the Arizona Associated Press Broadcasters Association and one from Public Radio News Directors, Inc.
 - More information about NAU is available at <http://www.nau.edu>

University of Arizona Highlights



- The UA generates approximately 75 percent of the university system research dollars. UA's research activity led to nearly \$463 million in research and development expenditures in FY 2004, which flows directly into the state economy. UA research creates more than 9,500 jobs and generates more than \$20 million in local and state tax revenues and more than \$384 million in sales.
- UA scientists play key roles in exploring our solar system, including Mars, Saturn, and Mercury. Of the world's universities, the UA is playing the largest role in the successful Cassini-Huygens mission to Saturn. Cassini is the biggest, most complex interplanetary spacecraft ever flown and will return data from 12 orbiter experiments until at least 2008. Four UA alumni have gone on to become NASA astronauts.
- *U.S. News & World Report's* 15th annual guide to "America's Best Hospitals" named University Medical Center among the nation's top 50 hospitals for its excellence in an astounding nine areas of specialty medical care, including cancer; heart and heart surgery; neurology and neurosurgery; respiratory disorders; geriatrics; ear, nose, and throat; orthopaedics; kidney disease; and gynecology.
- The UA responded to the dire need for nurses and the state legislature's recommendation that nursing programs double their graduates. The UA College of Nursing, which recently increased admission to its baccalaureate program by 64 percent, created the collaborative, innovative 14-month Accelerated BSN Partnership Program for College Graduates.
- In the last year, UA faculty received almost 10 percent of the International Research Fellowships awarded by the National Science Foundation. The National Science Foundation award summary for fiscal year 2003 places the UA 19th among all universities and 12th among public universities.
- *Hispanic Magazine* ranked UA in the Top 25 colleges for Latinos. The magazine looked for "superior centers of higher learning where Hispanic students are thriving." UA made the Top 25 list for the astronomy ("the most up-to-date equipment in the nation") and photography ("one of the leading photographic collections in the world") programs; retention rates; and social activities such as Greek organizations, athletics,

and cultural events. During the past 10 years, Hispanic enrollment at UA has steadily increased.

- The Eller MBA program at the Eller College of Management ranks 18th among public graduate schools of business and 35th overall in the *U.S. News & World Report America's Best Graduate Schools of 2005* survey. This ranking at 35th is up from 49th last year, and marks the 11th straight year among the top 50. Two disciplines that are key components of the Eller MBA ranked in the *U.S. News & World Report America's Best Graduate Schools of 2005* top 20. The Management Information Sciences department placed 4th for the second year in a row. The Eller/McGuire Entrepreneurship program ranked 13th in the nation, marking the eighth consecutive year of upward movement in this category in both the graduate and collegiate rankings. The Entrepreneurship program has remained in the top 5% across all rankings since its inception.
- UA is the state's only university to belong to a prestigious cadre of some of the top research universities in the United States and Canada—the Association of American Universities (AAU). The AAU is comprised of institutions distinguished by the breadth and depth of their research and graduate education programs. UA was invited to join AAU in 1985 based on the association's judgment that UA's research and education programs had achieved a level of distinction warranting membership.
- Ten of twenty Flinn scholars will join the Fall 2004 freshman class.
- The percentage of mid-career UA students and graduating seniors who found advising when they needed it increased by 11 percent in 2003. The upsurge is directly correlated to the addition of more than 30 advisors to programs such as business, engineering, humanities, and science. The boost in advising staff was made possible through more than \$1 million in tuition revenue earmarked for advising improvements.
- More information about UA is available at <http://www.arizona.edu>

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