THE UNIVERSITY OF ARIZONA
Strategic Planning and Budget Advisory Committee
Faculty Center
1216 E Mabel PO Box 210456
621-1342 (Fax: 621-8844)
facultycenter@email.arizona.edu
Minutes
Wednesday, October 3, 2018
8:15-9:45 a.m. Old Main Boardroom


Absent: J. Florian, J. Goldberg, G. Goldman, S. Keim, D. Liverman, M. Miller, JP Roczniak, A Schulz, K. Whisman

Call to Order
Co-Chair Zeng called the meeting to order at 8:19 a.m.

Approval of the Minutes of September 19, 2018
The minutes of September 19, 2018 were approved with one abstention. A suggestion was made to provide more comprehensive minutes to provide a better understanding of the discussion details at the meetings. The chairs committed to providing more in-depth minutes when appropriate.

Senior Leadership Updates
Steve Moore reviewed the emerging enrollment marketing strategy. He also discussed results of a recent brand equity study. The block A is tightly linked to the University of Arizona, but the meaning of the A is somewhat unclear. Creating a stronger brand identity is an important next step. This process will be supported by better defining our values. Moore will be partnering with Jessica Summers on defining values as part of the strategic planning process.

Moore also discussed the need to partner with members of the UA community to ensure that our materials are culturally relative and sensitive. He will be establishing a diverse council to provide guidance and advice.

Discussion - Enrollment and Retention: Results and Next Steps
SPBAC received updates and engaged in discussion on enrollment and retention trends for undergraduates, graduates, and international students.
Arizona Online
Vin Del Casino reported Arizona Online enrollment has doubled since 2014 with an expected enrollment of 4,000 students by January 2019. Fifty-one percent are undergraduates/first generation students, with 50% in-state residency. The goal is to have 12,000 online students enrolled by the year 2025, and the UA is currently at 25% of its goal.

Undergraduate Students
Del Casino reported first year undergraduate enrollment is up by approximately 400 students, while retention has dropped from approximately 83.1% to 81.2%. Our retention rates are uneven, with more students of color leaving us. Research regarding the factors leading students to leave us points to the need to attend to a sense of belonging.

Net tuition is either flat or down as a result of increases in financial aid.

Four- and six-year graduation rates are improving.

**FOUR-YEAR GRADUATION RATE FOR ALL UNDERGRADUATES**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>47.4</td>
<td>47.9</td>
<td>49.3</td>
</tr>
</tbody>
</table>

**SIX-YEAR GRADUATION RATE FOR ALL**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>59.9</td>
<td>63.5</td>
<td>64.6</td>
</tr>
</tbody>
</table>

We are a leader in enrolling Pell-eligible student among our American Association of University peers. Only UC-Davis and UCLA have more Pell-eligible students than the UA.

As we consider our enrollment strategy, we must consider that there are 38 million adult learners, while the pipeline of 18-year-olds is in decline.

Graduate Students
Meg Lota Brown provided an overview of graduate student enrollment and retention trends. She shared that graduate enrollment is up 116% since 2012 and we have seen a 54% increase in underrepresented minority enrollment during this time.

The UA is #1 in the U.S. in Native American PhD students.

The UA is #7 in the U.S. in Hispanic PhD students.

International graduate students were up 3% in 2017 and 7% in 2018.
Our Ph.D. completion rates mirror our peers: 53% after six years.

**International Students**
Brent White reported that our preliminary census indicates that international enrollment is slightly up in undergraduate students and slightly down in graduate students. The College of Law is somewhat notable in that 25% of its enrollment is international.

We are seeing steep declines in Chinese student enrollment. Enrollment from student in Korea and Mexico is down as well.

White has made a case for more financial aid for international students as a recruitment strategy. The UA has traditionally devoted $300,000 a year for international recruitment, but is now treating international students like other nonresidents.

**Micro-campuses**
The UA has a goal of 10,000 students on its micro-campuses. Reaching this goal will be a challenge given pipelines and politics. For example, only 50% of Chinese students are even eligible to attend high school. Further, 40% of U.S. colleges and universities saw declines in enrollment in 2017 and this is prompting them to increase their international recruitment efforts.

Strategies for increasing international enrollment include market specialization, regional specialization, streamlining the application process, and increasing scholarships.

Once international students arrive, we must make a more concerted effort to make them feel valued and welcome. A physical UA Global Center has the potential to serve as a welcoming community space.

**Adjournment**
The meeting was adjourned at 9:53 a.m.

Recorded by Jane Cherry