Macro Trends & Best Practices in Higher Education Strategic Planning

Committee Meeting

Brought to you by: Paul Friga, PhD, - AGB, and UNC Chapel Hill

December 1, 2022
Paul Friga’s Background

Paul N. Friga, Ph.D., Clinical Associate Professor of Strategy – UNC Kenan-Flagler
AGB Practice Area Leader: Transformation of Public Higher Education

About (visit his website for articles, blogs, and videos on strategy)
Paul is one of the foremost higher education thought leaders and strategists. With 20 years of experience as a professor, researcher and consultant at UNC CH and Indiana University, Paul understands how public education really works and how it should change. His former experience as a consultant with PwC (earned CPA and CMA designations as ) and McKinsey (including projects in public higher education) round out additional relevant experience. He has also served as a Trustee at Saint Francis University and the Board Chair at Saints Francis and Clare Church in Greenwood, Indiana. He has an MBA and Ph.D. from UNC Chapel Hill.

For the past 10 years, Paul has been researching best practices strategic resource allocation in higher education, presenting at international conferences, and co-founded ABC Insights, a premier higher education benchmarking consortium that was acquired by HelioCampus. Over the past 24 months, Paul has authored 22 articles in the Chronicle of Higher Education and InsideHigherEd on strategies for change in higher education for surviving the COVID crisis and positioning universities for the long-term (over 500K views/downloads). He has also conducted many strategic planning projects and board retreats for universities, not-for-profit entities (including the Marines), and corporations (including The Biltmore Estate). He has written two best-selling books on team problem-solving (The McKinsey Mind and The McKinsey Engagement) and is an award-winning teacher of strategy and consulting for undergrads, MBAs, and Executives. He created a year-long board workshop series for AGB.
Agenda

1. Macro Trends in a New Era of Higher Education
2. Best Practices for Strategic Planning
3. Team Exercise
Macro Trends in a New Era of Higher Education
Understanding the Higher Ed Macro Environment

<table>
<thead>
<tr>
<th>SOCIAL/DEMOGRAPHIC</th>
<th>Applied to Higher Ed</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Traditional tuition increases of 3+% unsustainable - $1.6T of student debt</td>
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<td>• 12 consecutive years of enrollment decline on a national basis and steeper declines forecasted</td>
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<td>• Adult students increasingly interested in higher ed</td>
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<table>
<thead>
<tr>
<th>TECHNOLOGICAL</th>
<th>Applied to Higher Ed</th>
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<tbody>
<tr>
<td>• Online education methodologies widely available</td>
<td></td>
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<tr>
<td>• Increasing analytics capabilities for decision-making</td>
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<tr>
<td>• Benchmarking data and platforms growing significantly</td>
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<thead>
<tr>
<th>ECONOMIC</th>
<th>Applied to Higher Ed</th>
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<tr>
<td>• Poor quality of earnings – 3 years of negative ratings by Moody’s and S&amp;P for higher ed (recently stable)</td>
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<tr>
<td>• Recovering from recessionary conditions and potential recession (state support for higher ed at risk)</td>
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<tr>
<td>• Over 1,200 colleges either at or approaching “not financially viable” status (DOE Financial Composite Scores)</td>
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<table>
<thead>
<tr>
<th>ENVIRONMENTAL/GEOGRAPHIC</th>
<th>Applied to Higher Ed</th>
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<tbody>
<tr>
<td>• More supply of brick-and-mortar colleges than student demand</td>
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<tr>
<td>• Pressure for more sustainable energy use</td>
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<tr>
<td>• Growth in international higher ed competitors</td>
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<thead>
<tr>
<th>POLITICAL/LEGAL/GOVERNMENTAL</th>
<th>Applied to Higher Ed</th>
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<tr>
<td>• Openness to more inter-institution collaboration/mergers/alliances</td>
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<td>• New control of the House may lead to changes in higher education support</td>
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<tr>
<td>• Increasing financial support/demand for underserved segment education</td>
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Source: Dr. Paul N. Friga; AGB/Rick Beyer; Craig S. Fleisher, “Strategic and Competitive Analysis: Methods and Techniques for Analyzing Business Competition”
Declining high school graduates and fighting for enrollments are big issues
The impact of declining enrollments varies across the country (changes from 2021 to 2022)

- Montana, Arizona, Utah, Colorado, South Carolina, West Virginia, Washington D.C., and New Hampshire all saw an increase in their enrollments.

- Michigan saw the greatest decline in enrollments overall with a 16% decline.

Source: “Survey of the higher education landscape”, National Student Clearinghouse Research Center, Estimated Enrollment Change by State Spring 2022
Graduation rates continue to be low

Graduation Rates by Institution Type

Source: “Survey of the higher education landscape”, National Student Clearinghouse Research Center, 2022
Public trust in higher education has significantly eroded

Source: https://www.newamerica.org/education-policy/reports/varying-degrees-2022/
Best Practices for Strategic Planning
The starting point is the content of strategy

- Who are we?
- What do we offer that is unique?
- Where are we headed, exactly?

**Position**
*Mission, Values & Vision*

- What is critical for success?
- What activities must we do (BHAGs)?
- What should we not do?

**Priorities**
*Key Actions*

- How do we measure success?
- What controls should we implement?
- How is our return vs. competitors’?

**Performance**
*Success Metrics*

- How much do we have to spend?
- How should we allocate resources?
- What budget process should we use?

**Payments**
*Budget*

*Source: Dr. Paul N Friga, From Theory to Action, The Story of One Strategy*
It is helpful to create core strategy statements

**Mission Statement**
Statement which specifies a firm’s purpose or “reason for being” and the primary objective toward which the firm’s programs & plans should be aimed. Statement specifying the firm’s key constituents and how the firm will serve them. It must be clear and understood. It “makes you proud.”

**Vision Statement**
Statement describing what the firm strives to be at some future time. It should be specific and motivating. It “makes you excited.”

**Values**
It is what we believe in, our guiding principles, and how we interact. It “makes you belong.”

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**The T-Shirt Theory**
(Strategy on one page)

- **Mission**
- **Vision**
- **Values**
- **Priorities**
- **Objectives**
- **Initiatives/Strategies**
Example: University XYZ (Hypothetical Small Public Institution) - Strategy

Proposed Strategy Statements

**Mission**

Creating leaders to impact society

**Vision**

Become the university that students call home

**Values**

Student Focused Equity & Diversity Accountability

Proposed Priorities

**Priority 1**

Create a compelling vision around student success, personalized education, and athletics

**Priority 2**

Grow research in high-impact disciplines

**Priority 3**

Expand external partnerships

Source: Dr. Paul N Friga
# Example: University XYZ (Hypothetical Small Public Institution) – Multi-Year Implementation Plan

<table>
<thead>
<tr>
<th>Priority 1: Create a compelling vision around student success, personalized education, and athletics</th>
<th>Priority 2: Grow research in high-impact disciplines</th>
<th>Priority 3: Expand external partnerships</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1.1:</strong> Launch New Strategic Vision</td>
<td><strong>Objective 2.1:</strong> Develop Academic Plan</td>
<td><strong>Objective 3.1:</strong> Develop Modern Pedagogies and Offerings</td>
</tr>
<tr>
<td><strong>Objective 1.2:</strong> Conduct Program Review to Reallocate Resources</td>
<td><strong>Objective 2.2:</strong> Research &amp; Innovation</td>
<td><strong>Objective 3.2:</strong> Strengthen Relationships with Employers, Alumni, and Partners</td>
</tr>
<tr>
<td><strong>Objective 1.3:</strong> Expand Athletic Programs</td>
<td><strong>Objective 2.3:</strong> Create Nursing School</td>
<td><strong>Objective 3.3:</strong> Launch Now Online Program with Community Colleges Nationwide</td>
</tr>
</tbody>
</table>

### Strategy 1 (Y1)
- Assist all divisions and colleges in university-wide strategic refresh effort
- Examine student enrollments, demand, and fit with faculty
- Benchmark athletic programs and student success against peers
- Prioritize research areas and redesign faculty incentives accordingly
- Launch research institutes and grant writing office
- Solicit input from stakeholders and finalize acquisition target strategic scoring matrix
- Conduct market analysis of target student populations, demand, and competitive offerings
- Expand partnerships with employers interested in diverse student graduates
- Build business plan for expansion of degree completion programs and target markets

### Strategy 2 (Y2)
- Develop multi-year strategic performance dashboard
- Eliminate lowest performing programs and invest in high market demand areas
- Invest in athletics department, coaches, and new sports
- Hire additional research faculty
- Create equity fund and incubation facilities
- Identify acquisition targets and conduct due diligence on top-scoring candidates
- Invest in current and new digital offerings; promote inclusive pedagogical techniques
- Grow key alumni engagement; invest in analytics and staff to prepare for comprehensive campaign
- Create seamless transfer routes with community colleges in our state and beyond

### Strategy 3 (Y3)
- Share division and college level results on an annual basis
- Communicate reputation for retention, graduation, and post-employment success
- Leverage athletic programs to target prospective students nationwide
- Create endowment to support research and launch academic journal
- Expand commercialization and tech transfer capabilities
- Develop robust integration plan, complete acquisition, and hire key leaders
- Launch new micro-credential, certificates, and non-degree executive education offerings
- Invest in incubator and SBD offices
- Launch national advertising campaign to expand program

### Underlying Values

<table>
<thead>
<tr>
<th>Student Focused</th>
<th>Equity &amp; Diversity</th>
<th>Accountability</th>
</tr>
</thead>
</table>

Source: Dr. Paul N Friga

© AGB 2022
Multi-year budgeting of investments and returns are necessary for tracking strategies

Total Investment = $6,060,000

**Imperative 1: Create**
- FY2022: Investment: $160,000, Revenue: $150,000

**Imperative 2: Grow**
- FY2023: Investment: $3,500,000, Revenue: $1,550,000

**Imperative 3: Expand**
- FY2024: Investment: $2,400,000, Revenue: $3,700,000

Source: Dr. Paul N Friga
A performance dashboard can help the board track the progress of a strategic plan

**Students**
- Enrollment
  - Low
  - Med
  - High
- % Graduate
  - Low
  - Med
  - High
- Graduation rate
  - Low
  - Med
  - High
- Student to faculty ratio
  - Low
  - Med
  - High

**Academics**
- New majors
  - Low
  - Med
  - High
- New masters programs
  - Low
  - Med
  - High
- New workforce certificates
  - Low
  - Med
  - High
- % Students Online
  - Low
  - Med
  - High

**Campus**
- New buildings
  - Low
  - Med
  - High
- Residential upgrades
  - Low
  - Med
  - High
- New sq. ft. added
  - Low
  - Med
  - High

**Financials**
- Endowment
  - Low
  - Med
  - High
- Campaign funding
  - Low
  - Med
  - High
- Faculty/staff salaries
  - Low
  - Med
  - High
- Alumni donations
  - Low
  - Med
  - High

Source: Dr. Paul N Friga
Change Management: Balancing Long-Term & Short-Term

**Step 1: Create a Sense of Urgency**
- Analyze potential future threats (competitors, changing student demographics, technology, market demand, resources, etc.)
- Assess potential opportunities (course offerings, trends in higher education, etc.)
- Open dialogue to stakeholders to express concerns and priorities
- Seek support from key stakeholders

**Step 2: Build a Guiding Coalition**
- Identify a team of key stakeholders to assist in implementing the new vision
- Create a coalition that meets regularly and works as a team
- Diversify the coalition with members from all functions and levels

**Step 3: Form a Strategic Vision**
- Create or refine your mission, vision, and value statements
- Generate excitement for the mission, vision, and value statements
- Ensure that all stakeholders can understand and articulate the mission, vision, and values clearly
- Create a strategy to execute the mission and strive for the vision

Source: Dr. John Kotter, Dr. Paul N Friga
Example – UNC College of Arts & Science Strategy

<table>
<thead>
<tr>
<th>Mission</th>
<th>Proposed Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Think. Communicate. Collaborate. Create. ...For meaningful lives.</td>
<td>1. Develop a modern, innovative, inclusive, and global <strong>curriculum</strong></td>
</tr>
<tr>
<td>Vision</td>
<td>2. Expand high-impact and interdisciplinary <strong>research</strong></td>
</tr>
<tr>
<td>Values</td>
<td>3. Tell the <strong>story</strong> of the College of Arts &amp; Sciences</td>
</tr>
</tbody>
</table>

Reimagining the arts & sciences for the public good

Source: Dr. Paul N Friga
Implementation Planning: Objectives, Metrics and Initiatives/Strategies

• **Priority** – thing we do to live our mission and achieve our vision; first of mind; more important than other things; could be noun or verb statement

  o **Objective** – thing aimed for or sought after; achieving the objective will indicate progress toward our priority (**Note that each objective has metrics/outcomes that measure the progress and targets which are the target within that metric.**)

  • **Initiative/Strategy** – project or action that is carefully defined and designed to achieve your objective (will ultimately have owners who lead and report out on progress)
## Priority 1: Develop a modern, innovative, inclusive, and global curriculum

**Objectives and Initiatives/Strategies**

### A Reinvent General Education

1. Develop a planning process and timeline for curriculum development and campus-wide review/approval
2. Identify key guiding principles based on current literature, national models of excellence, and key stakeholder input
3. Evaluate and prioritize knowledge areas and student outcomes for potential inclusion in the curriculum
4. Consult with a wide range of user groups on inclusiveness, implementation, and feasibility (e.g., students, faculty, advisors, registrar)
5. Develop an annual general education assessment plan for each included component
6. Provide the curriculum blueprint for review and critique by major campus review groups and implement new curriculum by fall 2019
7. Assess the functioning of the curriculum after one complete academic cycle

### B Reimagine the Humanities Ph.D.

1. Create new, innovative graduate courses that integrate an introduction to the discipline and its methods with professional development activities and an exploration of public engagement;
2. Explore alternative formats to the monograph-based humanities dissertation (e.g., digital, interdisciplinary collaboration/team-based, etc.)

### C Expand and develop instructional methods based on evidence-based inquiry

1. Maintain student focus
2. Increase instructor professional development about student learning
3. Leverage and integrate new technologies
4. Secure appropriate spaces
5. Introduce new ways of measuring student learning
6. Utilize predictive analytics

### D Generate interdisciplinary, experiential, and global learning opportunities

1. Increase public and private partnerships for student learning
2. Expand credit and non-credit bearing global learning opportunities for all students
3. Provide interdisciplinary courses in hybrid (in-person-online) and other formats

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Source: Dr. Paul N Friga
## Priority 2: Expand high-impact and interdisciplinary research

### Objectives and Initiatives/Strategies

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Strengthen basic and applied research portfolio</td>
</tr>
<tr>
<td></td>
<td>1. Identify top priority research expansion areas based upon department and center input</td>
</tr>
<tr>
<td></td>
<td>2. Leverage new strategic resource pools for key high-impact research</td>
</tr>
<tr>
<td>B</td>
<td>Harness interdisciplinary talent for addressing global issues</td>
</tr>
<tr>
<td></td>
<td>1. Encourage opportunities/new structures that go beyond single departments for research</td>
</tr>
<tr>
<td></td>
<td>2. Measure and reward interdisciplinary grants, projects and major partnerships</td>
</tr>
<tr>
<td>C</td>
<td>Build adaptive research facilities</td>
</tr>
<tr>
<td></td>
<td>1. Build new APS/Tech development building for translational research</td>
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<tr>
<td></td>
<td>2. Renovate Wilson Hall to improve animal model research and support flexible laboratories for biology.</td>
</tr>
<tr>
<td></td>
<td>3. Renovate Phillips Hall as a home for CoSMS Institute</td>
</tr>
<tr>
<td></td>
<td>4. Encourage and expand makerspaces, including app development space for students</td>
</tr>
<tr>
<td>D</td>
<td>Increase commercialization of research</td>
</tr>
<tr>
<td></td>
<td>1. Notice and celebrate our successes</td>
</tr>
<tr>
<td></td>
<td>2. Build incubator space</td>
</tr>
<tr>
<td></td>
<td>3. Create college-level incentive for translating research</td>
</tr>
<tr>
<td></td>
<td>4. Build better database of &quot;expertise&quot;, &quot;facilities&quot;, and &quot;capabilities&quot; to connect with entrepreneurial networks</td>
</tr>
</tbody>
</table>
## Priority 3: Tell the story of the College of Arts & Sciences

### Objectives and Initiatives/Strategies

<table>
<thead>
<tr>
<th>A</th>
<th>Raise the national profile of the College of Arts &amp; Sciences</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Promote innovative College research and teaching</td>
</tr>
<tr>
<td>2.</td>
<td>Identify key graduate programs to raise the profile of to improve U.S. News ranking</td>
</tr>
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<table>
<thead>
<tr>
<th>B</th>
<th>Create awareness at the local and State level of the role of the College as research entity, economic driver, and source of innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Promote awareness of companies, start-ups, patents, products, nonprofits created by College faculty, alumni, students</td>
</tr>
<tr>
<td>2.</td>
<td>Raise profiles of College institutes and centers working on &quot;big problems&quot;—environment, energy, water, racial/religious intolerance, social justice, and others</td>
</tr>
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<table>
<thead>
<tr>
<th>C</th>
<th>Instill a culture of strategic planning and thinking that creates and shares the story of the College</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Complete College and Department level strategic planning</td>
</tr>
<tr>
<td>2.</td>
<td>Raise awareness among faculty—and the greater UNC-Chapel Hill campus community as a whole —of strategies and research and teaching innovations and outcomes</td>
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<tr>
<td>3.</td>
<td>Create more effective external communications channels to collect and promote College successes</td>
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<tr>
<th>D</th>
<th>Raise $600M + for the college as part of the University’s capital campaign</th>
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<tbody>
<tr>
<td>1.</td>
<td>Refine College campaign priorities</td>
</tr>
<tr>
<td>2.</td>
<td>Engage volunteers and advisory boards</td>
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<tr>
<td>3.</td>
<td>Prepare and launch mini-campaigns to highlight and secure support for key priorities</td>
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</tbody>
</table>

Source: Dr. Paul N Friga
Metrics need to be tracked and reported out regularly – Example: UNC College of Arts & Sciences

<table>
<thead>
<tr>
<th>Element</th>
<th>Description</th>
<th>Metrics</th>
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<tbody>
<tr>
<td>Mission</td>
<td>Think. Communicate. Collaborate. Create. For meaningful lives</td>
<td>Student satisfaction (net promotor)</td>
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<tr>
<td></td>
<td></td>
<td>Faculty satisfaction (net promotor)</td>
</tr>
<tr>
<td>Vision</td>
<td>Reimagining the arts &amp; sciences for the public good</td>
<td>External review assessment of performance/alignment</td>
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<tr>
<td></td>
<td></td>
<td>Annual faculty and staff survey</td>
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<tr>
<td>Priority 1</td>
<td>Develop a modern, innovative, inclusive, and global curriculum</td>
<td>Learning outcomes</td>
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<tr>
<td></td>
<td></td>
<td>% adoption of modern teaching</td>
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<td>% initiatives completed</td>
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<td>% students with global credit bearing experience</td>
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<td></td>
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<td>% students with internship/work experience</td>
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<td></td>
<td></td>
<td>% students with directed research</td>
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<tr>
<td></td>
<td></td>
<td>% securing full time jobs/graduate school</td>
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<tr>
<td></td>
<td></td>
<td># cross listed/interdisciplinary courses</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% of students in cross listed/interdisciplinary courses</td>
</tr>
<tr>
<td>Priority 2</td>
<td>Expand high-impact and interdisciplinary research</td>
<td>$ total research grants awarded</td>
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<tr>
<td></td>
<td></td>
<td>% faculty applying for grants</td>
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<tr>
<td></td>
<td></td>
<td># of new buildings</td>
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<td>% faculty in joint grants</td>
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<td># publications</td>
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<td># patents</td>
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<td># licenses</td>
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<td># start-ups</td>
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<td># IPOs</td>
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<td># STTRs/SBIRs</td>
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<tr>
<td>Priority 3</td>
<td>Tell the story of the College of Arts &amp; Sciences</td>
<td>Rankings – national and international (e.g. US News, Kiplinger, etc.)</td>
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<tr>
<td></td>
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<td>$ raised from donors</td>
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<tr>
<td></td>
<td></td>
<td>$ raised from corporate partners (for research and operations)</td>
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<tr>
<td></td>
<td></td>
<td>% of strategic objectives and initiatives completed</td>
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</table>

Source: Dr. Paul N Friga
The goal of alignment is connect the strategies both vertically and horizontally.
Start at the top with the enterprise level mission and priorities

*Case Example: UNC Higher Education System*

UNC’s Mission: It encompasses the 17 diverse constituent institutions and other educational, research, and public service organizations. Each shares in the overall mission of the University. That mission is to discover, create, transmit, and apply knowledge to address the needs of individuals and society.

- **ACCESS**
  The UNC system must continue its proud heritage of access and student diversity.

- **AFFORDABILITY AND EFFICIENCY**
  Ensure a UNC education is within the financial means of all in the state.

- **STUDENT SUCCESS**
  Increase degree attainment and ensure value and relevance for students.

- **ECONOMIC IMPACT AND COMMUNITY ENGAGEMENT**
  Deepening partnerships that strengthen local communities and the state’s economy.

- **EXCELLENT AND DIVERSE INSTITUTIONS**
  Help institutions achieve excellence within individual missions.
Then key objectives are set for all 17 campuses

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### ACCESS
- Increase Low-Income Enrollment
- Increase Completions by Low-Income Students
- Increase Rural Enrollment
- Increase Completions by Rural Students
- Improve Transition from K-12 to College

### STUDENT SUCCESS
- Commit to Affordable Tuition
- Increase Operational and Financial Flexibility

### ECONOMIC IMPACT & COMMUNITY ENGAGEMENT
- Increase Critical Workforce Credentials
- Increase Research Productivity
- Increase Investment in Strengthening North Carolina Communities

### AFFORDABILITY & EFFICIENCY
- Increase 5-Year Graduation Rate
- Increase Undergraduate Degree Efficiency
- Close Achievement Gaps
- Implement a Survey of Current Students and Alumni

### EXCELLENT & DIVERSE INSTITUTIONS
- Identify Academic ‘Areas of Distinction’
- Focus on Human Capital
And then each campus sets its own specific goals and initiatives
A Framework for Strategic Priorities Over the Next Decade

- Who are we?
  - What do we offer that is unique?
  - Where are we headed, exactly?

- Sources of revenue growth?
  - Administrative spend control?
  - Academic program review and faculty productivity?

- What degrees?
  - What non-degrees?
  - Which customers and delivery options?

Source: Dr. Paul Friga, Time for a Strategy Refresh for Your University (Trusteeship Magazine, 2021)
One of the best examples of unique positioning

Arizona State University (ASU) has become the foundational model for the New American University, a new paradigm for the public research university that transforms higher education. ASU is committed to excellence, access and impact in everything that it does.

No.1 university for innovation (ahead of Stanford and MIT)
Top 1 percent of the world’s most prestigious universities
Times Higher Education
A top producer of Fulbright U.S. students
The Institute for International Education
A top “Best College Value” in public higher education
Kiplinger Personal Finance
Top public university of choice for international students
The Institute for International Education

Mission & Goals

Demonstrate leadership in academic excellence and accessibility

- Maintain the fundamental principle of accessibility to all students qualified to study at a research university.
- Maintain university accessibility to reach Arizona’s socioeconomic diversity, with undivided outcomes for success.
- Improve freshman persistence to greater than 90 percent.
- Enhance university graduation rate to greater than 85 percent and more than 30,000 graduates.
- Enhance quality while reducing the cost of a degree.
- Email 100,000 online and distance education degree-seeking students.
- Enhance measured student development and individual student learning to national leadership levels.
- Engage all campuses at all levels.

Establish national standing in academic quality and impact of colleges and schools in every field

- Maintain national standing in academic quality for each college and school (top 5 percent).
- Maintain national standing in the learning value added to our graduates in each college and school.
- Become the leading university academically (faculty, discovery, research, creativity) in at least one department or school within each college and school.

Establish ASU as a leading global center for interdisciplinary research, discovery and development by 2025

- Become the leading American center for discovery and scholarship in the competitive sciences and comprehensive arts and sciences.
- Enhance research competitiveness to more than $1,000 million in annual research expenditures.
- Transform regional economic competitiveness through research and discovery and value-added programs.
- Become a leading American center for innovation and entrepreneurship at all levels.

Enhance our local impact and social embeddedness

- Strengthen Arizona’s interactive network of teaching, learning and discovery resources to reflect the scope of ASU’s comprehensive knowledge enterprises.
- Co-develop solutions to the critical social, technical, cultural and environmental issues facing 21st-century Arizona.
- Meet the needs of 21st-century learners through the universal learner initiative by increasing individual success through personalized learning pathways and promoting adaptability to all accelerated social-technical changes.

Eight design aspirations guide ASU’s ongoing evolution as a New American University. ASU integrates these institutional objectives in innovative ways to demonstrate excellence, access and impact.

Enable Student Success
ASU is committed to the success of each unique student.
Focus Intellectual Disciplines
ASU creates knowledge by transforming academic disciplines.
Be Socially Embedded
ASU connects with communities through mutually beneficial partnerships.
Engage Globally
ASU engages with people and issues locally, nationally and internationally.

Learn more: president.asu.edu
Twitter: @asupresidentoffice

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Team Work Time
Resources – Contact Paul Friga if you don’t have access to any of these and we can send you a copy

• Paul’s related AGB Blogs…
  • Why Multiyear Financial Forecasting Is So Important in Higher Education
  • Don’t Forget Long-Term Strategy
  • Why Every University Should Continue to Optimize Post-Pandemic Administrative Spending
  • It’s Time to Increase the ROI of Your Academic Spend
  • How to Invest Your Federal Rescue Plan Funds
  • It’s Time to Transform Your University
  • It is Time to Get Strategic About Enrollments

• Plus – Paul Friga’s [website](#) with more articles, podcasts and videos