



***Commission on Planning for
Public Higher Education
Enrollment Growth in Arizona***

1993

Recommendations to the Arizona Board of Regents

PUBLIC HIGHER EDUCATION ENROLLMENT GROWTH COMMISSION

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**COMMISSION ON PLANNING FOR PUBLIC
HIGHER EDUCATION ENROLLMENT GROWTH IN ARIZONA**

RECOMMENDATIONS TO THE ARIZONA BOARD OF REGENTS

PREFACE

Arizona citizens have long recognized the importance of education to their quality of life and to the economic vitality of the state. In planning for the future, Arizona community colleges and public and private universities share responsibilities with elected officials for making decisions that will enable the state's institutions of higher education to prepare an educated and skilled workforce and to conduct the high quality research that is essential for Arizona to compete in today's global economy.

BACKGROUND

In 1990 the Arizona Board of Regents formally initiated the process of planning for enrollment growth to the year 2010. The Board commissioned a nationally recognized independent consultant to develop a model on which to project enrollment demand. The resulting predictions for additional university students over the next two decades ranged from slightly less than 40,000 to almost 80,000 headcount students. All parties realize that the final numbers may vary because of such factors as the state of the economy in the future, the numbers of high school graduates, and the success of minority recruitment and retention programs. For present purposes, the figures settled on as "most likely" are 55,000 additional students for Arizona's four-year institutions and 95,000 additional students for Arizona's community colleges. However, it should be mentioned that several groups, including the Community College Task Force on Enrollment Growth Planning, believe that the predictions are conservative.

In preparing for decision-making, the Board also conducted studies of the capacities of the present universities and identified a variety of strategies for meeting future enrollment growth. The university presidents proposed to the Board of Regents that the traditional main campus headcount enrollments be capped at 39,000 for ASU, 16,000 for NAU, and 35,000 for UofA. Supporting reasons included:

- A general consensus that the size of the main campuses affects their missions and the quality of education, particularly for undergraduates.
- The current state funding formula does not provide adequate financial support for additional students.

- The universities are approaching their revenue bond borrowing capacities, which limits the ability to finance additional facilities.

While approving the presidents' request for capping, the Board reiterated its intent to provide access for all eligible Arizona residents to baccalaureate degree programs and emphasized the importance of continued efforts to enhance diversity on each campus.

The Board discussed possible strategies for meeting enrollment growth both in rural and urban areas. It was particularly interested in bringing a broader spectrum of educational services to rural communities so as to make them more attractive places for people to live and for businesses to locate. Rural areas are presently served by two-year community colleges and by some off-campus and 2+2 education centers; however, baccalaureate and master's level education will need to expand to meet the projected enrollment demands. The Board suggested that:

- Community colleges and universities develop more partnerships and 2+2 programs, thereby making university level education more widely available throughout Arizona.
- Telecommunication delivery systems be further developed to bring courses and programs to locations where higher education has previously not been practical nor economically feasible.

In urban areas, about half of the projected demand is in the older, working student age group. The Board suggested that:

- Telecommunication can be helpful in urban areas by delivering education to off-campus centers, the student's workplace, or even the student's home.
- Greater use should be made of main campuses and off-campus centers in the evenings and weekends.
- Two new, relatively small campuses should be built to accommodate the needs of additional students seeking a traditional college experience. The potential for a revised mission for ASU West should also be examined. (See "Recommendations" at the end of this report for further details.)

In the summer of 1992, the Board of Regents adopted a preliminary Decision Summary document outlining the actions and thoughts mentioned above. In recognition of the need to include the larger Arizona community in the planning process, the Board established a Commission on Public Higher Education Enrollment Growth Planning. Commission members include representatives from the executive and legislative branches of government, community colleges, K-12, private higher education, business, students, faculty, and the Board of Regents. The Commission's charge was to review and make recommendations on the preliminary Decision Summary report of the Board's strategies for meeting higher education enrollment growth in the four-year sector over the next two decades.

Through monthly meetings, the Commission reviewed the Regent's Decision Summary document and heard presentations and conducted discussions with students, community representatives, the three universities, a private post-secondary representative, the Arizona Community College Board, and the Maricopa and Pima County Community College districts and a consultant on higher education.

PRELIMINARY RECOMMENDATIONS OF THE COMMUNITY COLLEGE ENROLLMENT GROWTH TASK FORCE

Working in tandem with the Commission has been a task force appointed by the community colleges and charged with:

- Preparing enrollment growth estimates for Arizona's community colleges through the year 2010,
- Developing alternative strategies to accommodate anticipated growth,
- Preparing a report detailing the projections and recommendations developed by the task force.

A preliminary report (to be finalized in the summer of 1993) was presented to the Commission on Public Higher Education Enrollment Growth Planning. It contained three recommendations critical to the work of the Commission:

- As a matter of public policy, space must be made to accept into state supported baccalaureate programs those students who have attended Arizona community colleges for their lower division work, and have done well. Students who have graduated from a

transfer curriculum at an Arizona Community College should be guaranteed admission to an Arizona Public University campus as an upper-division student.

- The current statewide articulation process needs to be extended to ensure that credits acquired by students completing an Arizona Community College transfer program will apply toward a baccalaureate degree, and work done at the community college will not have to be repeated at the university.
- Admission policies should ensure that Community College transfer students receive equitable treatment with native university students in competing for admission to majors at the university.

The Community College Task Force also made the following statement on State Aid for Community college facilities and operations:

Expansion of community college participation in the education of students ultimately seeking baccalaureate degrees is a cost-effective strategy for the State. It must not, however, be considered to be a cost-free alternative. In recent years the State's participation in the expenses of community college facilities and operations has been deteriorating when considered as a percentage of total costs. This erosion of State participation is placing an excessive load on the local tax base and on the students. Student tuition and fees exceed State aid in the two urban districts now. Community colleges will not be able to accommodate the enrollment increases projected by both the Commission and the Task Force without a systematic increase in State funding for both operations and capital expansion.

RECOMMENDATIONS FROM THE COMMISSION TO THE ARIZONA BOARD OF REGENTS

The Commission endorses the preliminary report of the Task Force on Community College Enrollment Growth Planning and recommends that the Board carefully review the final report when it is completed in the summer of 1993. The Commission believes it would be helpful to the state and its post-secondary education systems to have a report which examines the four-year independent sector demand, capacity and interest in meeting future enrollment increases.

Recommendations

1. Implement in a timely fashion (See Table I) the following cost effective strategies:
 - Cap the main campus enrollments at 39,000 for ASU, 16,000 for NAU, and 35,000 for UofA.
 - Expand the evening and weekend course offerings for ASU and UofA main campuses and explore the feasibility of fully implementing evening and weekend course offerings for NAU.
 - Expand off-campus centers and/or distance education programs.
 - Expand telecommunications education delivery systems for all three universities.
 - Expand consortium (2+2) programs in rural areas in conjunction with NAU and the community colleges.
 - Continue to investigate cooperative efforts in urban areas by ASU and UofA in conjunction with the community colleges.
2. Minority students should have equal access to all programs and campuses. Student recruitment and graduation rates should reflect a goal of parity for all qualified students.
3. Continue to support the development of the Sierra Vista Center under the sponsorship of the University of Arizona. This off-campus Center may eventually become a branch campus subject to the Regents policy guidelines for such a designation. The Board of Regents Decision Summary suggested that the Center might be shifted from the UofA to NAU. However, testimony by Sierra Vista community leaders strongly supports the existing arrangement, which the Commission recommends. Sierra Vista may provide a positive example of the role that the private sector can play in planning for future public higher education enrollment growth.
4. Begin immediately and proceed simultaneously to plan for two additional campuses (See Table I). One should be in the east valley of Maricopa County and the other in Pima County, each with a mission to provide undergraduate education and some related master's degree programs. Workloads of the faculty of these institutions should reflect an emphasis upon instruction. Each of these campuses should develop appropriate supportive student service programs. In this recommendation, the Commission is endorsing the Board's preference for smaller institutions, a focus on undergraduate education, and cost effective operations.

The Commission believes that the best way to proceed with planning and initial governance for the new campuses is that they should be developed by ASU and by the UofA, respectively. As each campus individually begins to mature, the longer term issues of governance and affiliation to the major universities should be evaluated at appropriate intervals by the Arizona Board of Regents.

Testimony before the Commission indicates that Arizona State University believes that in Maricopa County, ASU West and the new east valley campus, should be integral parts of ASU. The University of Arizona believes that the new campus in Pima County should be developed under UofA guidance, but should eventually operate as an independent institution.

5. At this time, do not change the mission of ASU-West, but allow it to grow to its anticipated 10,000 headcount students. Testimony by west side Maricopa County community leaders strongly supports ASU-West remaining part of ASU. The Commission recommends continuance of that relationship with evaluation at appropriate intervals. Planning should take place in coordination with community colleges to determine the feasibility of expanding ASU-West's mission to include offering lower division classes and programs to reflect projected demand.

The costs and funding mechanisms for implementing the strategies recommended above are being examined by a sub-committee of the Commission, which will report separately to the Board. It is critical that funding plans be developed that focus upon the educational benefits to the public, the economic development benefits to business and the state, and the importance of Arizona being creative and willing to pioneer new ways of delivering and funding education. In the absence of additional funding to implement these enrollment growth strategies, there will be a serious shortfall of capacity to enroll new students in Arizona's universities. However, the Commission recommends that funding for enrollment growth should not be at the expense of existing campuses.

**TABLE I - HEADCOUNT ENROLLMENT STRATEGIES
1993 - 2010**

Year:	<u>2000</u>	<u>2005</u>	<u>2010</u>
MAIN CAMPUSES:			
U/A-Evening	3,000	3,000	3,000
NAU	1,500	1,500	1,500
ASU-Evening	<u>2,000</u>	<u>3,400</u>	<u>3,400</u>
	6,500	7,900	7,900
EXTENDED EDUCATION:			
ASU-Off Campus	2,400	4,100	7,600
NAU	<u>300</u>	<u>300</u>	<u>300</u>
	2,700	4,400	7,900
CONSORTIUM CAMPUSES:			
U/A	1,800	3,000	4,000
NAU	<u>2,400</u>	<u>3,000</u>	<u>3,000</u>
	4,200	6,000	7,000
TELECOMMUNICATIONS:			
U/A	1,000	1,750	2,250
ASU	2,600	4,500	6,000
NAU	<u>4,200</u>	<u>8,200</u>	<u>8,200</u>
	7,800	14,450	16,450
PROPOSED 4-YEAR CAMPUSES:			
ASU-East (Williams)	5,000	7,500	10,000 ¹
ASU-West	5,600	5,600	5,600
U/A (Pima)	<u>0</u>	<u>5,000</u>	<u>10,000</u>
	10,600	18,100	25,600
TOTALS:	<u>31,800</u>	<u>50,850</u>	<u>64,850</u>

¹ASU-East campus from scratch would be 5,000 in year 2005 and 10,000 in year 2010.