

# Changing Directions

"Changing Directions allows the universities to transform themselves and achieve the next level of excellence. Prosperity for our citizens, thriving communities and a vibrant economy are the rewards we will reap."



**Jack Jewett**  
*Past President*  
**Arizona Board of Regents**

"As ASU evolves, it is key that we offer comprehensive educational opportunities that match the needs, demands, social structure and dynamics of our metropolitan area. ASU is well-positioned for this with our current structure. Each of our campuses will evolve with their own identities as part of one university."

**Michael Crow**  
*President, Arizona State University*

"NAU's mission differentiation will allow us to seek excellence in a strengthened combination of teaching, research and public service. NAU will offer a complete university experience with a focus on undergraduate education."

**John Haeger**  
*President, Northern Arizona University*

"The direction we are exploring for the University of Arizona is 'Focused Excellence,' which means UA will have programs of consistently high academic distinction. It also means we fulfill our essential responsibilities of teaching, research and outreach to the residents of Arizona."

**Peter Likins**  
*President, University of Arizona*

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Initiative to  
Ensure  
Excellence at  
Arizona's Public  
Universities

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

## Changing Directions

### Initiative to Ensure Excellence at Arizona's Public Universities

In August 2002, the Arizona Board of Regents, faced with rapidly increasing student enrollments and large cuts to university budgets, launched *Changing Directions*, an on-going, multi-faceted initiative to reform the Arizona university system. The initiative focused on:

- Improving the quality of educational programs;
- Increasing student success;
- Enabling each university to capitalize on its strengths and opportunities;
- Enhancing and diversifying university funding streams;
- Increasing the affordability of a university education; and
- Stimulating the local and state economies by providing opportunities for economic development.



Regents also revised their policy framework to enable the university presidents to reshape their programs to better meet the needs of Arizona's citizens and communities. As a result of these changes, educational options for students will become more diverse as institutional missions become more focused and universities collaborate further on academic program offerings.

Specific policy changes that have been adopted recently, include:

- Setting forth the Regents' intent to increase tuition rates to the top of the lower one-third of senior public universities in the 50 states and to maintain this ranking;
- Increasing by more than 140 percent the amount of tuition revenues set aside for need-based financial aid;
- Allowing the universities more flexibility in providing courses throughout the entire state by eliminating university-specific geographical restrictions;
- Offering alternative tuition payment plans, which provide students more flexibility in paying their tuition fees; and,
- Modifying admissions standards to provide flexibility to the universities in admitting students while still ensuring diversity. These changes will not be

Arizona's universities must have stable funding sources and sufficient resources to carry out their missions and operations. With *Changing Directions*, Regents initiated a comprehensive review of university revenue sources and management strategies to provide the universities with the resources they need.

As a part of *Changing Directions*, Regents carefully reviewed tuition costs and student financial aid. Currently, Arizona's tuition is the lowest in the country, ranking last when compared to all senior public universities in the 50 states.

As Regents considered the universities' tuition needs for the 2003-2004 academic year, they arrived to:

- Set a tuition rate that better reflects the cost of providing a quality education while maintaining tuition at a level that ensures Arizona's public universities are among the most affordable in the country; and
- Mitigate the impact of a tuition increase on Arizona's neediest citizens by dedicating a larger percentage of tuition revenues to need-based financial aid.

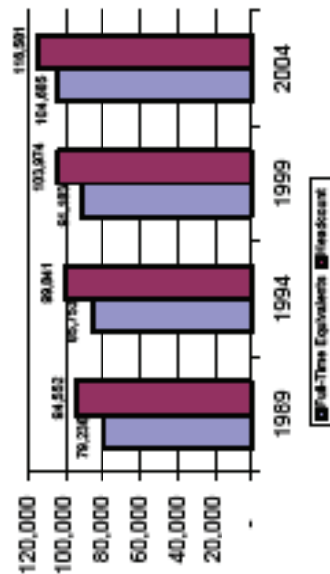
implemented until 2006 so that current high school freshmen will have time to meet the new requirements.

More detailed information about *Changing Directions* is available on the Board's website at [www.abor.asu.edu](http://www.abor.asu.edu).

Interested individuals also can subscribe to receive e-mail updates on *Changing Directions* at [www.abor.asu.edu/subscribe\\_changing.html](http://www.abor.asu.edu/subscribe_changing.html).

Fall Enrollment, 1989-2004

Note: 2004 enrollment are unclassified.



2004-2005 Tuition and Fees

	ASU	NAU	UA
<b>Undergraduate</b>			
Resident	\$4,062	\$4,072	\$4,087
Nonresident	\$12,917	\$12,592	\$13,067
<b>Graduate</b>			
Resident	\$5,127	\$4,272	\$4,337
Nonresident	\$13,647	\$12,792	\$13,317