

State of the ASU Public Enterprise and Arizona State University

2022 Update

Michael M. Crow
February 10, 2022



The ASU Public Enterprise continues to evolve and demonstrate new possibilities in public organization design.

Given that the design and operation of public organizations are critical determinants of social and economic progress, the success of the ASU model will show how public organizations can transform their relationship with society to drive massive social change.

The dominant design of Arizona's public organizations has evolved through distinct stages since statehood

Public Entity Design 1



Public Entity Design 2

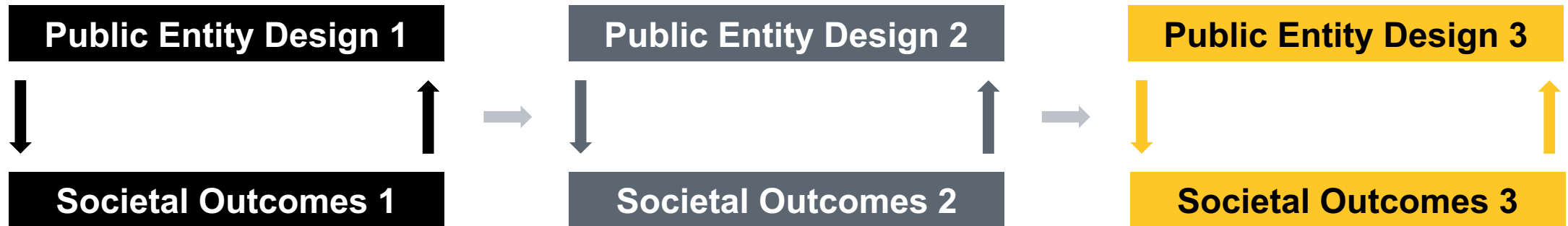


Public Entity Design 3

Statehood

Present Day

These designs are tightly connected to economic and social outcomes



Statehood

Present Day

Statehood to Mid-1900s:

Public entities designed to freely distribute public resources grew population but created economy dependent on resource extraction

Inspiration Copper Mine in Globe/Miami, 1916





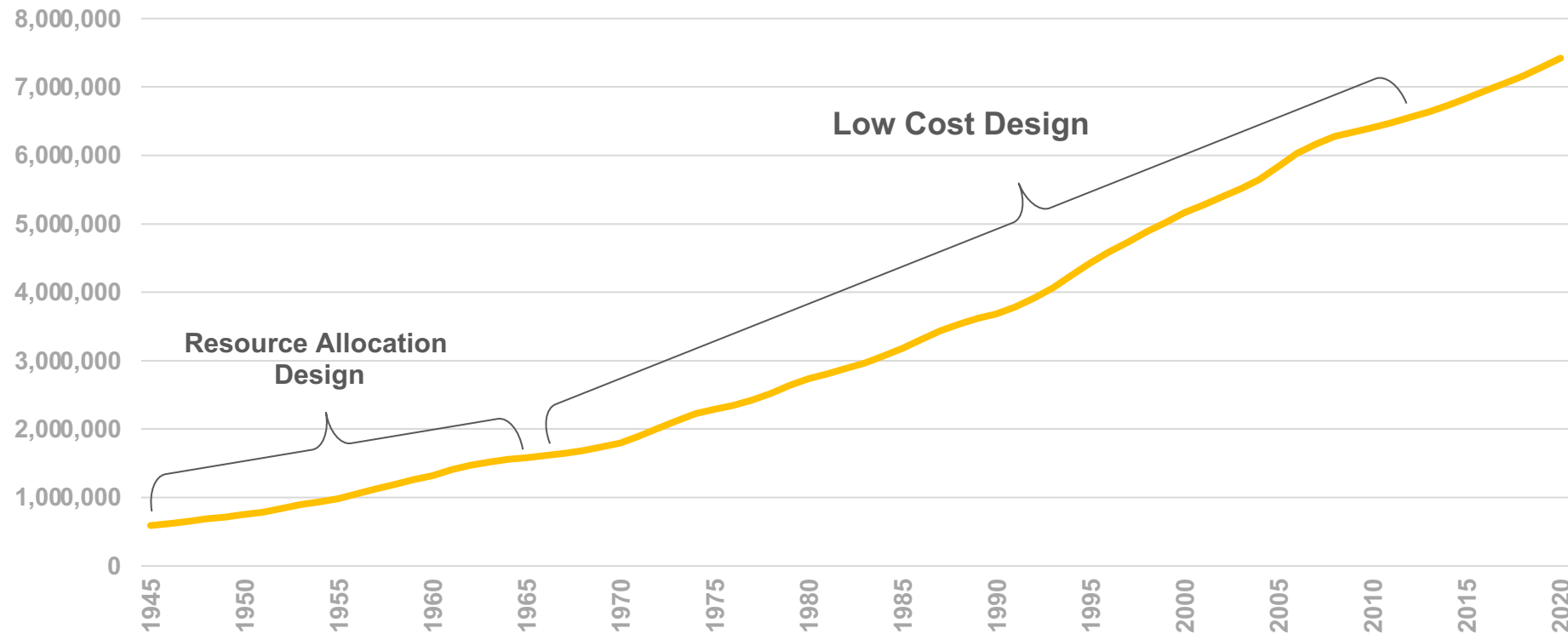
Mid-1900s to Present:

Public entities that were designed to minimize costs for private actors modernized economy but created economic model dependent on relocation of people and businesses from other regions

Sun City, 1970s

Arizona's public entity designs and associated development strategies fueled population growth

Arizona Population (1945 to 2020)



These designs and development strategies have not increased Arizona's prosperity

Arizona Per Capita Personal Income Relative to U.S. Average (1945 to 2020)



Present to the Future:

Public enterprises, like ASU, pursue entrepreneurial opportunities to support efforts that empower and catalyze human development in all forms

Orbital Reef, 2030s

A public enterprise approach in higher education requires a new organizational design

Animating Purpose

Social transformation
Economic success

Path to Achieving Public Value

Connecting instruction to
knowledge generation at
society-impacting scale

Assumptions of Faculty

Knowledge entrepreneurs

Assumptions of Management

Management drawn from
and blended with faculty
but acting entrepreneurially

Accountability Mechanisms

Demonstrated economic
and social progress

Primary Funding Mechanisms

Diverse; institutional
entrepreneurship

Organizational Scale of Impact

Social scale with possible
national and global reach

This review demonstrates the extent to which the ASU Public Enterprise is creating new social and economic outcomes for Arizona.

The ASU Charter

ASU Charter

ASU is a comprehensive **public research university**, measured not by whom it excludes, but by **whom it includes** and how they **succeed**; advancing **research and discovery** of public value; and assuming **fundamental responsibility** for the economic, social, cultural and overall health of the **communities** it serves.



What is ASU?

Knowledge Enterprise

Digital Immersion Entrepreneurial Knowledge Core

Teaching and Learning Realms Antifragile Fifth Wave University

Learning Enterprise Inclusive New Economy Excellence

New American University

National Service University Academic Enterprise Public Values

Sustainable Public University Public Enterprise

Scale Universal Learning Research University Affordable

Campus Immersion Accessible



Our charter drives all we do

ASU is a comprehensive **public research university**, measured not by whom it excludes, but by **whom it includes** and **how they succeed**; advancing **research and discovery** of public value; and assuming **fundamental responsibility** for the economic, social, cultural and overall health of the **communities it serves**.

ASU mission and goals make clear our expectations



Demonstrate **leadership** in enabling academic excellence and accessibility at scale



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



Expand **ASU's role as the leading global center** for interdisciplinary research, discovery and development by 2027



Enhance our **local impact** and social embeddedness

ASU progress is measured against our goals



Demonstrate **leadership** in enabling academic excellence and accessibility at scale

- Maintain the fundamental principle of accessibility to all students qualified to study at a research university.
- Maintain university accessibility to match Arizona's socioeconomic diversity, with undifferentiated outcomes for success.
- Ensure that **more than 90%** of students continue studies beyond their first year.
- Enhance university graduation rate to **greater than 85%** and more than **40,000** graduates.
- Continuously enhance quality while maintaining affordability.
- Overcome geographic and financial barriers to education by enrolling **140,000** online degree-seeking students.
- Continuously increase measured student development and learning outcomes.
- Engage learners of all socioeconomic, geographic and demographic backgrounds.

ASU progress is measured against our goals



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

- Advance and maintain national standing in academic quality for each college and school.
- Attain national standing in learning and post-graduation outcomes for students in all colleges and schools.
- Become the leading university academically (faculty, discovery, research, creativity) in at least one department or school within each college and school.

ASU progress is measured against our goals



Expand **ASU's role as the leading global center** for interdisciplinary research, discovery and development

- Become the leading American center for discovery and scholarship in the integrated social sciences and comprehensive arts and sciences.
- Enhance research competitiveness to more than **\$1 billion** in annual research expenditures.
- Drive regional economic competitiveness through research, discovery and socioeconomically integrated programs.
- Serve as a leading American center for innovation and entrepreneurship.

ASU progress is measured against our goals



Enhance our **local impact** and social embeddedness

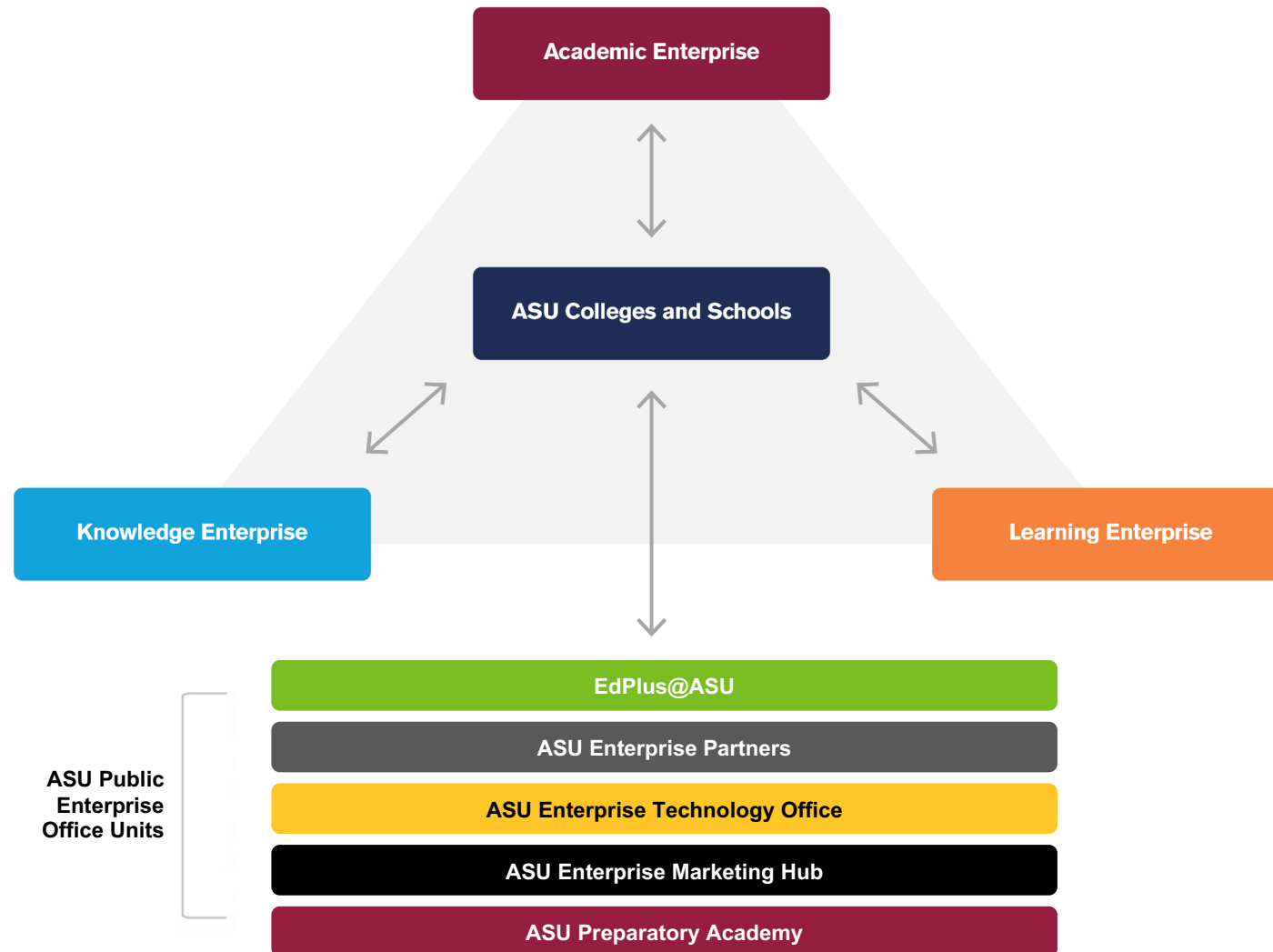
- Leverage ASU's comprehensive knowledge enterprise to strengthen Arizona's interactive network of teaching, learning, and discovery resources.
- Co-develop solutions to the critical social, technical, cultural and environmental issues facing 21st-century Arizona, ensuring sustainability and resilience.
- Meet the needs of 21st-century Universal Learners through personalized learning pathways that promote adaptability to emergent social and technological changes.

A photograph of a modern ASU building at dusk. The building features a prominent red and orange facade with a grid-like pattern. Large glass windows reveal interior lights. A white semi-transparent banner with the title "The ASU Public Enterprise" is centered over the image. In the foreground, a blurred light rail train is visible, and a traffic light stands at the intersection. The sky is a clear, deep blue.

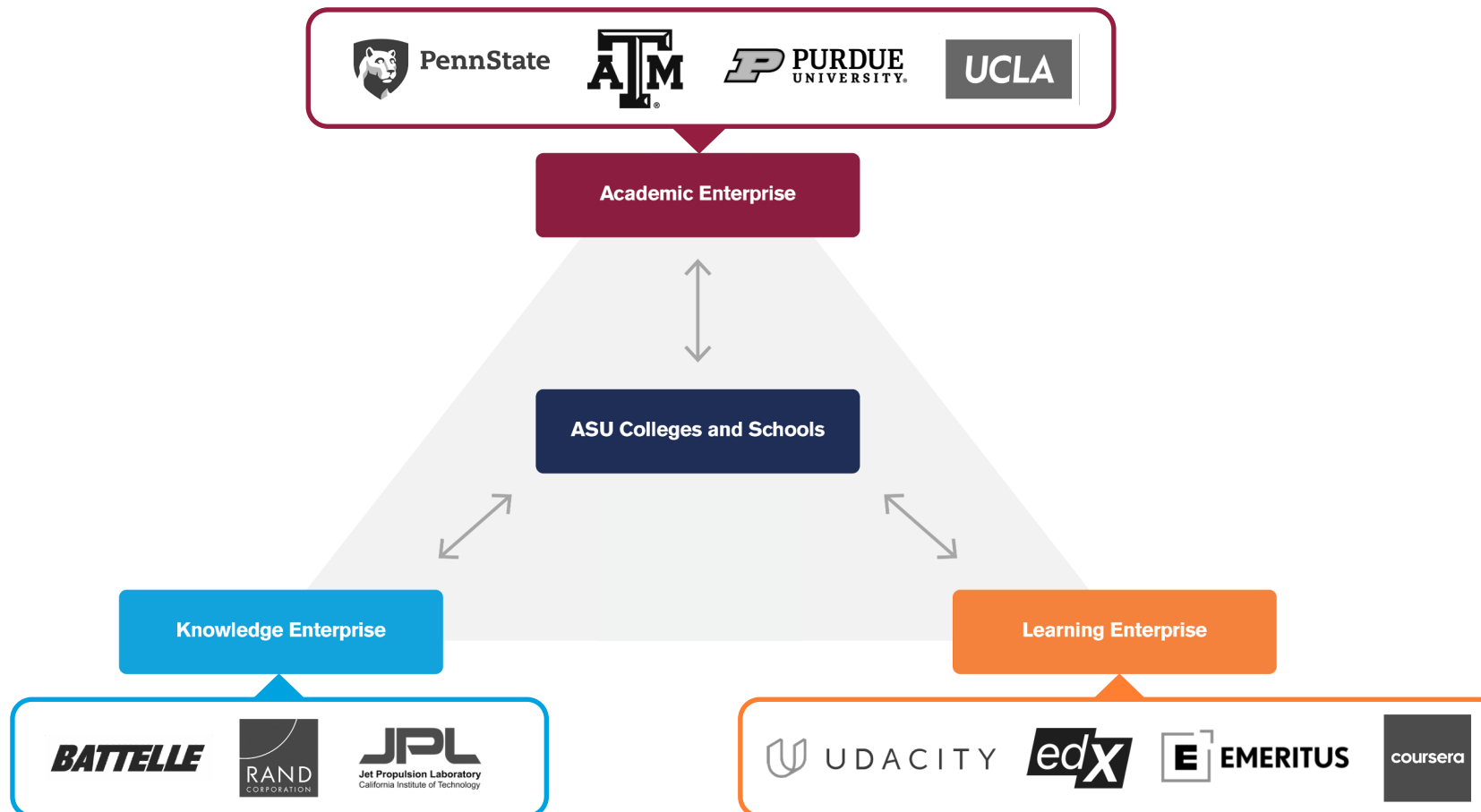
The ASU Public Enterprise



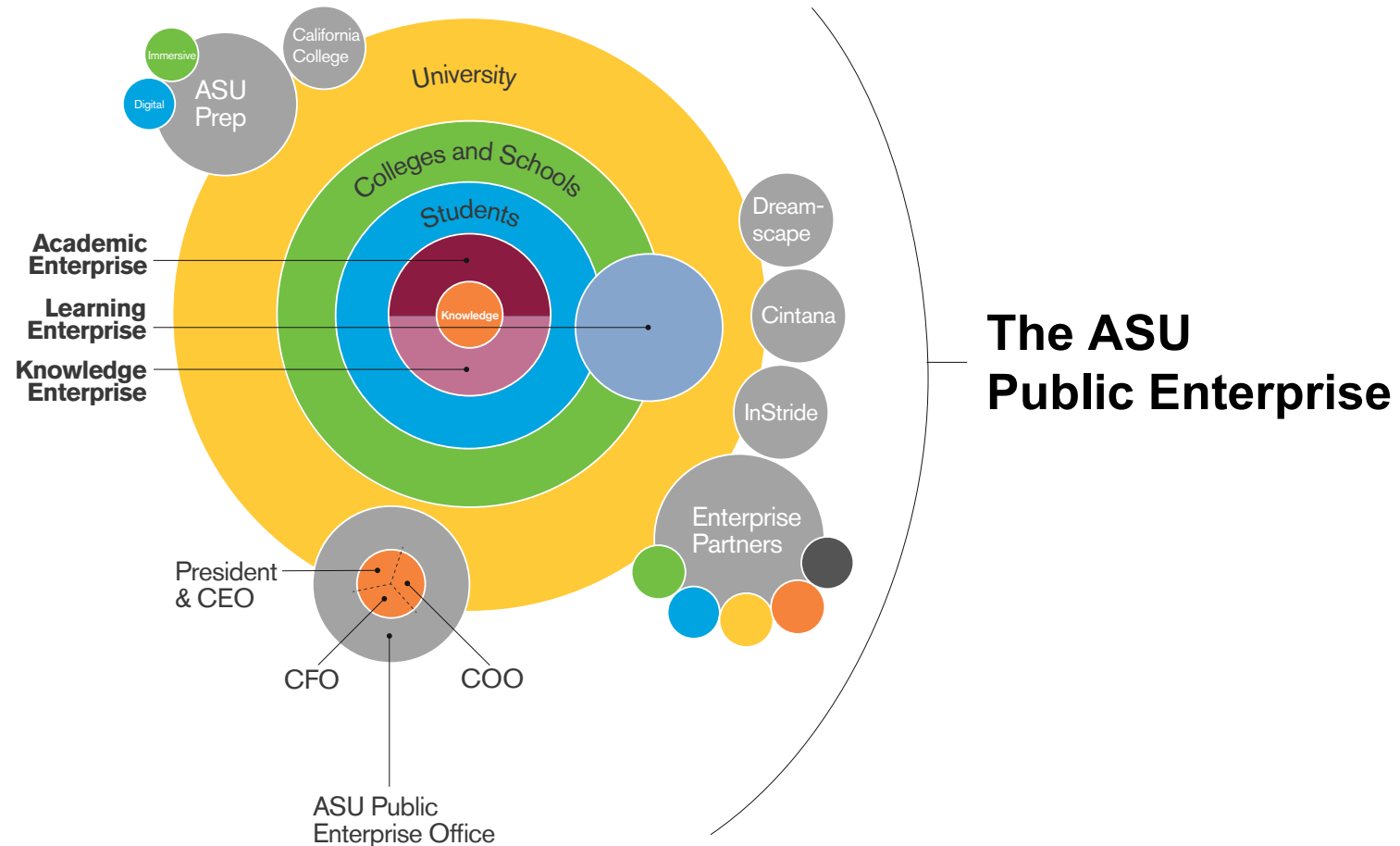
Three pillars anchor the ASU Public Enterprise



ASU's design synthesizes elements of different kinds of organizations



The ASU Public Enterprise organizes our efforts to advance the ASU Charter



ASU Public Enterprise executives collaborate through a matrixed design



Nancy Gonzales

**Executive Vice President
and University Provost**

ASU Academic Enterprise

PhD, University of Washington



Sally Morton

Executive Vice President

ASU Knowledge Enterprise

PhD, Stanford University



Maria Anguiano

Executive Vice President

ASU Learning Enterprise

MBA, Stanford Graduate
School of Business



Chris Howard

**Executive Vice President
and Chief Operating Officer**

ASU Public Enterprise Office

DPhil, University of Oxford
MBA, Harvard Business School



Morgan Olsen

**Executive Vice President,
Treasurer and Chief Financial
Officer**

ASU Public Enterprise Office

PhD, University of Kansas

ASU welcomes new deans to lead schools and colleges



Kenro Kusumi

Dean and Professor

**The College of Liberal
Arts and Sciences,
Division of Natural
Sciences**

PhD, Massachusetts
Institute of Technology



Battinto Batts

Dean and Professor

**Cronkite School of
Journalism and Mass
Communications**

PhD, Hampton University



Cynthia Lietz

**Dean and President's
Professor**

**Watts College of Public
Service and Community
Solutions**

PhD, Arizona State University



Joanna Grabski

**Dean and Foundation
Professor**

**College of Integrative
Sciences and Arts**

PhD, Indiana University



Ohad Kadan

**Dean, Professor and W.P.
Carey Distinguished
Chair**

**W. P. Carey School of
Business**

PhD, Hebrew University
of Jerusalem

The knowledge core fuels the ASU Public Enterprise

Advancing the pursuit, understanding and sanctity of knowledge, as well as the storage, synthesis, analysis, creation and transfer of knowledge.

World-class faculty join the ASU Public Enterprise



Natalie Diaz

**Professor,
Creative Writing**

**Director, Center for
Imagination in the
Borderlands**

Pulitzer Prize (2021)

MacArthur Fellow (2018)



MaryAnn Feldman

**Watts Endowed Professor,
Public Affairs**

Professor, Public Affairs
UNC-Chapel Hill

Research Director,
Kenan Institute of Private
Enterprise



Eusebio Scornavacca

**Professor, School for
the Future of Innovation
in Society**

**Professor, Thunderbird
School of Global
Management**

**Senior Global Futures
Scientist, Julie Ann Wrigley
Global Futures Laboratory**



Jeffrey Kordower

**Founding Director, ASU-
Banner Neurodegenerative
Disease Research Center**

**The Charlene and J. Orin
Edson Distinguished Director,
Biodesign Institute**

World-class faculty join the ASU Public Enterprise



Mitchell S. Jackson

**John O. Whiteman Dean's
Distinguished Professor,
English**

Pulitzer Prize (2021)

Guggenheim Fellow (2021)



Cheryl Boone Isaacs

**Founding Director,
Sidney Poitier New
American Film School**

35th President, Academy
of Motion Pictures Arts
and Sciences



Susan Goldberg

**Vice Dean and Professor
of Practice, Walter Cronkite
School of Journalism and
Mass Communication
College of Global Futures**

First female editor,
National Geographic



Allison Noble

**Assistant Professor,
School of Earth and
Space Exploration**

**Inaugural Endowed
Professor, Beus Center
for Cosmic Foundations**



Performance and Accomplishments



ASU excellence earns recognition

#1 in U.S. for innovation

Ahead of MIT and Stanford

— U.S. News & World Report, 2016-2022

Top 1% of institutions of higher education worldwide

— Center for World University Rankings

Top 8% of universities worldwide

— Times Higher Education, 2021

A top U.S. university and the top university in Arizona

— QS World University Rankings, 2021

Among the best graduate schools in the U.S.

— U.S. News & World Report, 2022

Top 10 'Best Buy' in the U.S.

— The Fiske Guide to College Best Buys, 2022

A leader in undergraduate education

— The Princeton Review, 2022

Top 10 in the U.S. for first-year experiences

— U.S. News & World Report, 2020

No. 1 public university chosen by international students

— Institute of International Education, 2021

Top producer of Fulbright awards for both students and faculty

— U.S. Department of State's Bureau of Educational and Cultural Affairs, 2021

#6 in the U.S. for total research expenditures among universities without a medical school

— National Science Foundation HERD Survey, 2021

Top 10 in the nation among universities granted U.S. patents

— National Academy of Inventors and Intellectual Property Owner Association, 2019-2021

Top U.S. school in advancing UN sustainability goals

— Times Higher Education, 2020 and 2021

No. 1 among the "coolest schools," environmentally friendly colleges and universities

— Sierra Club, 2021

ASU excellence earns recognition

Top 10 in the world for employer-student connections

— QS World University Rankings, 2022

Top 10 in the U.S. for undergraduate teaching

— U.S. News & World Report, 2022

Top 25 among the best law schools in the nation

— U.S. News & World Report, 2021

One of the best maker schools

— Newsweek, 2021

Leader in advancing STEM equity for students, faculty and staff

— American Association for the Advancement of Science, 2021

ASU ranks 4th nationally among universities awarding the most undergraduate STEM degrees

— Integrated Post-Secondary Education Data System (IPEDS), 2021 Survey

ASU ranks among best in the nation among online education programs

— U. S. News & World Report, 2022

Top 10 ‘Best for Vets’ College in the West

— Military Times, 2021

Record 92% graduation success rate among ASU student-athletes and 10 teams with 100% GSR

— National Collegiate Athletics Association, 2021

14 ASU graduate programs rank in the top 10 nationally

— U. S. News & World Report

W. P. Carey Online MBA ranks #8 in the in the U.S. and #15 worldwide

— The Financial Times, 2021

ASU ranks among the ‘Best Global Universities’

— U. S. News & World Report, 2021

ASU Law is #1 in bar passage in Arizona for the ninth consecutive year

— Arizona Bar Association

Recipient of 16 Faculty Early Career Development (CAREER) Program awards

— National Science Foundation, 2021

Arizona students exemplify excellence at ASU



Marshall Scholarship Winner

Alexander Sojourney (2021)
Barrett Honors College Alumnus

Former ASU West President
Race, media and social justice
Goldsmiths, University of London

Other ASU nominees:
Hale Anna Espinoza
Rachel Kha
Sairirchana Darira
Travis Hueber



Rhodes/Marshall Scholar Finalists

Sairirchana Darira (2022)
Global management, Psychology,
and Social and cultural analysis

Travis Hueber (2021)
Political science
with a socio-legal studies certificate



Pickering Foreign Affairs Fellowship

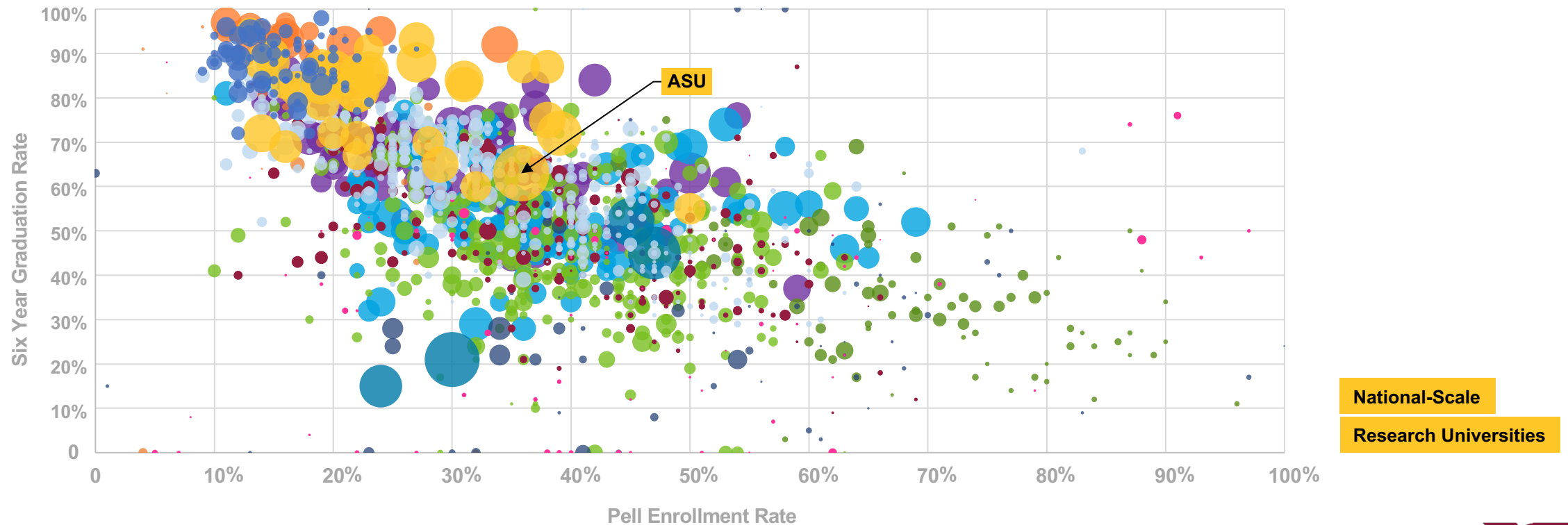
Angel Orozco (2022)
Civic and economic thought
Leadership,
Business and global politics

A large crowd of graduates in maroon gowns and caps stands on a grassy field, surrounded by a massive shower of pink and gold streamers. In the background, a large stadium filled with spectators is visible. The graduates are looking up and smiling, some holding up their phones to capture the moment.

Academic Enterprise

The New Classification identifies 13 distinct organizational designs in US higher education

US Colleges and Universities by Pell Enrollment, Six-Year Graduation Rate and Total Undergrad Enrollment



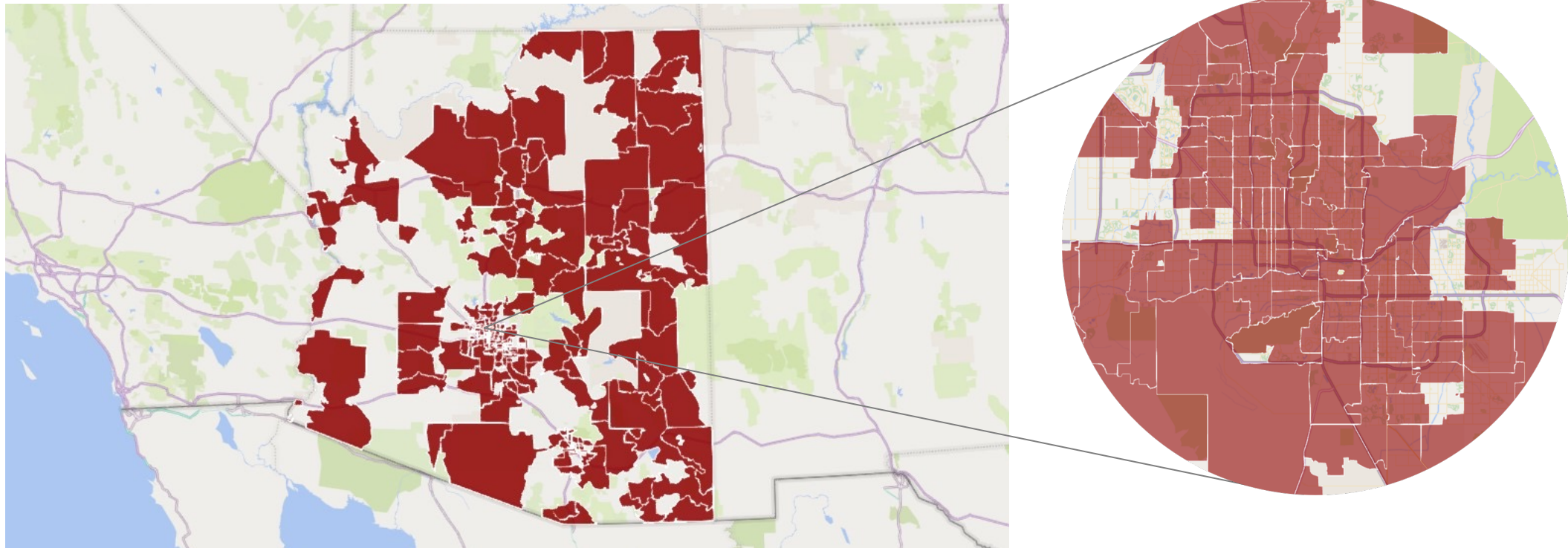
We assess our performance relative to universities that share fundamental elements of ASU's design

Universities Sharing Similar Student Access, Academic Environment and Knowledge Production Profiles

- Arizona State University
- University of Arizona
- University of California-Berkeley
- University of California-Davis
- University of California-San Diego
- University of Colorado Boulder
- University of Central Florida
- Florida State University
- **University of Florida**
- **University of South Florida-Main Campus**
- Georgia Institute of Technology-Main Campus
- **Georgia State University**
- University of Georgia
- University of Illinois at Urbana-Champaign
- Indiana University-Bloomington
- University of Iowa
- University of Kansas
- University of Maryland-College Park
- Boston University
- Michigan State University
- University of Minnesota-Twin Cities
- Rutgers University-New Brunswick
- Syracuse University
- University of North Carolina at Chapel Hill
- **Purdue University-Main Campus**
- University of Cincinnati-Main Campus
- Ohio State University-Main Campus
- **Pennsylvania State University**
- University of Pittsburgh-Pittsburgh Campus
- **Texas A & M University-College Station**
- The University of Texas at Austin
- University of Utah
- University of Virginia-Main Campus
- Washington State University
- University of Wisconsin-Madison

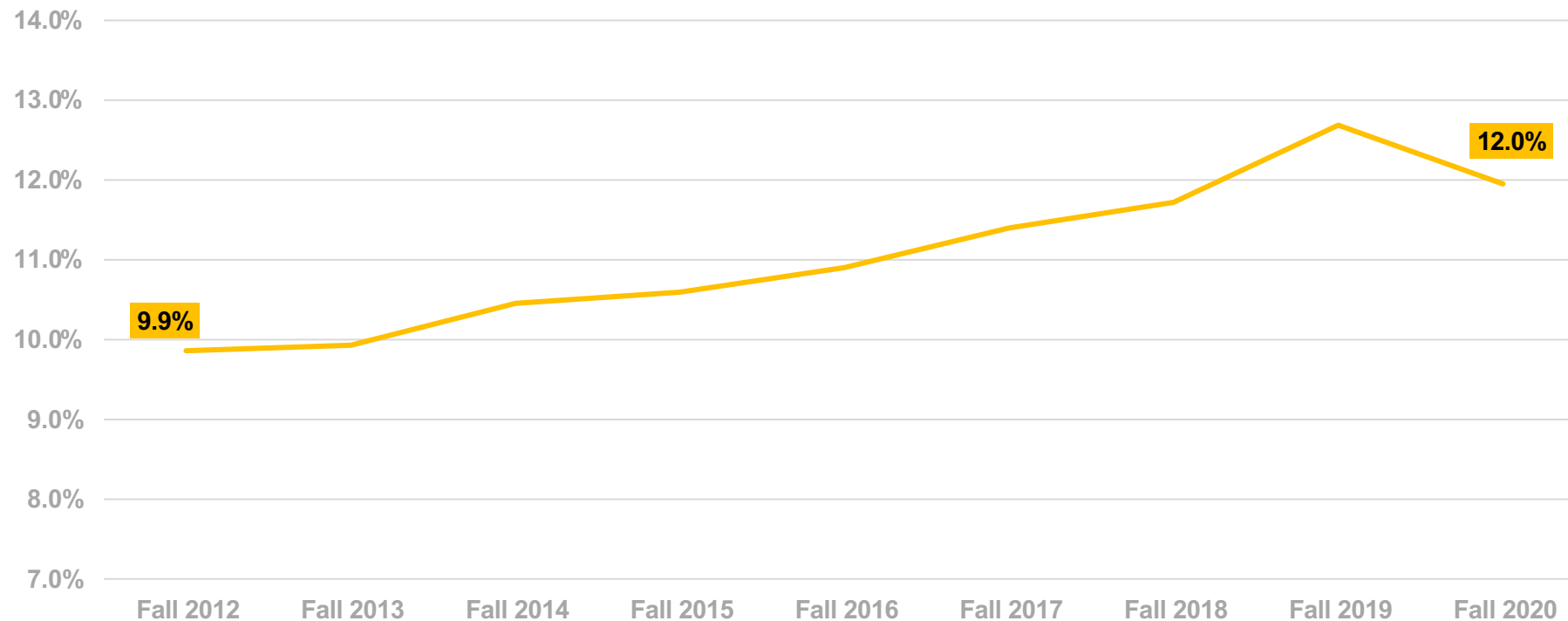
ASU enrolled first-year students from 339 Arizona high schools this year

Zip Codes with at Least One First-Year Student in Fall 2021



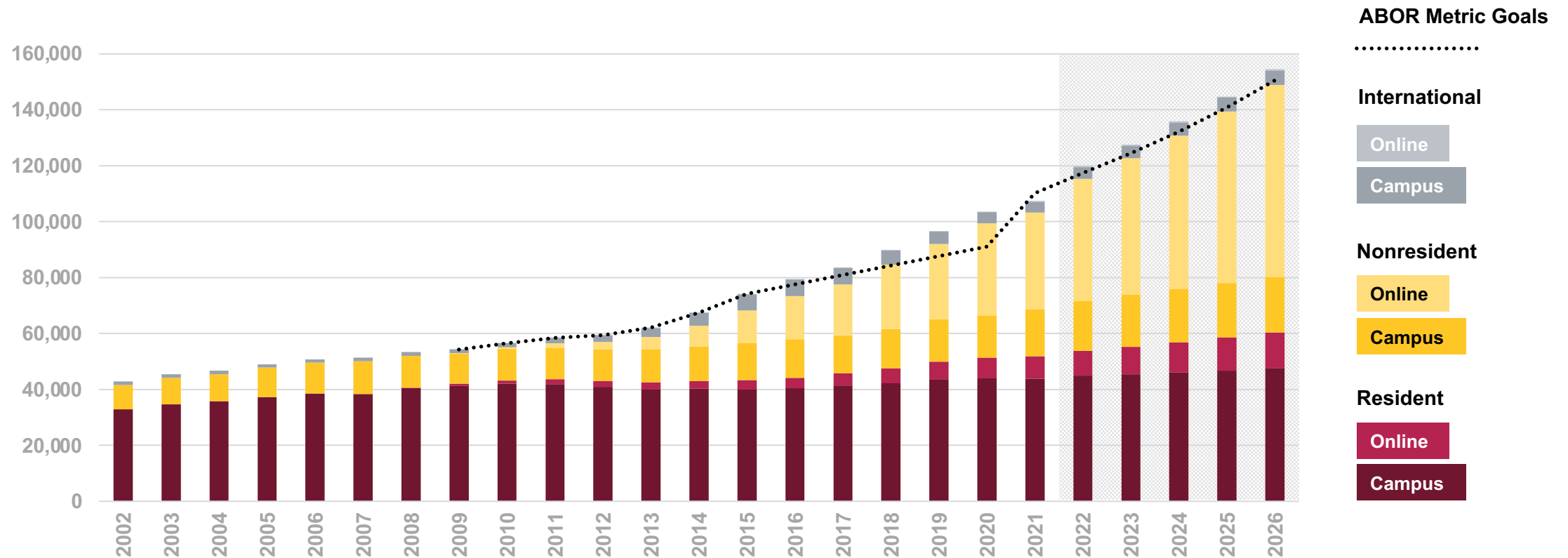
ASU expands access for Arizona high school graduates

Percentage of Arizona High School Graduates who Enrolled as First-Year Students at ASU



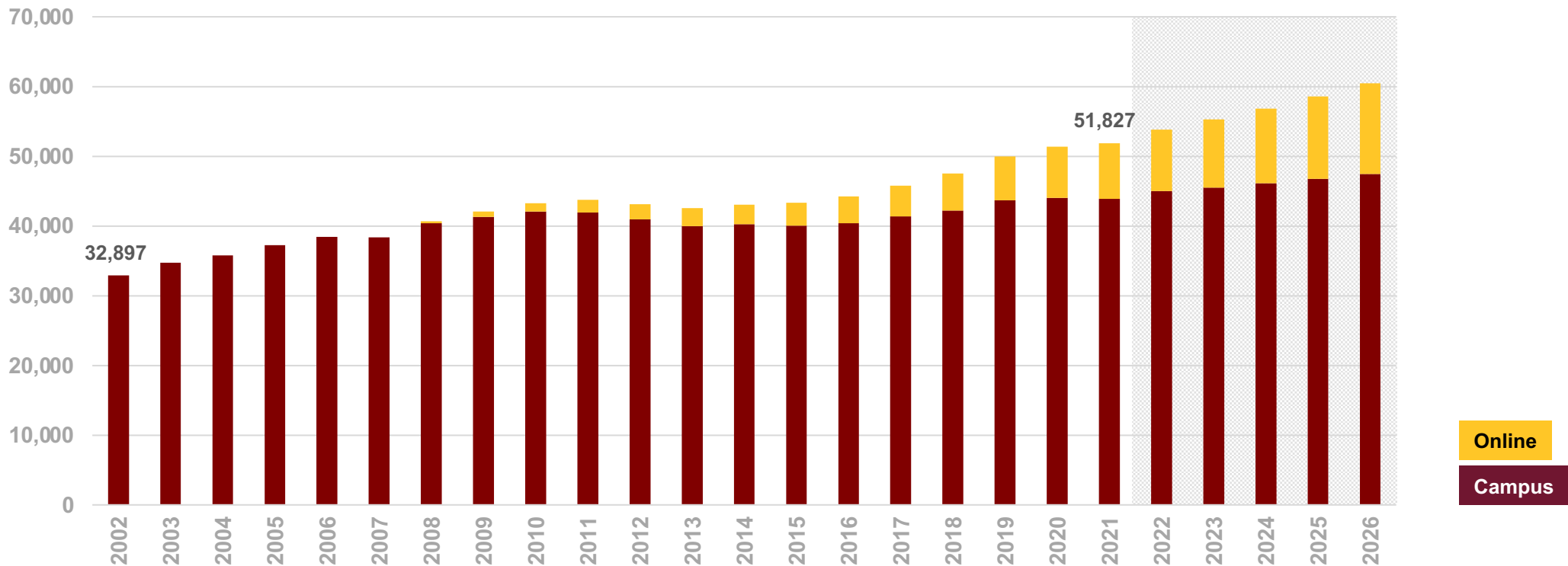
Undergraduate enrollment reaches highest ever levels

Undergraduate Enrollment: Actual, Forecasted, and ABOR Metric Goals (Fall 2002 to Fall 2026)



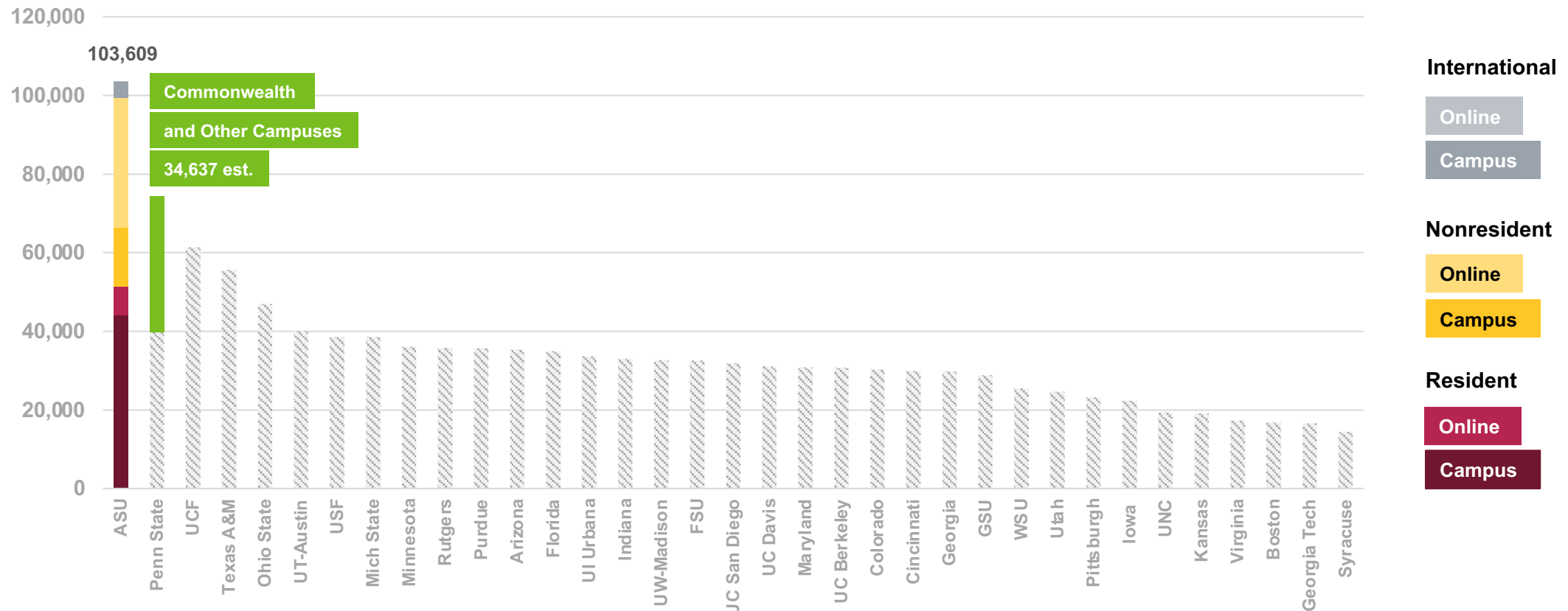
ASU maintains strong commitment to Arizona undergraduates

Resident Undergraduate Enrollment (Fall 2002 to Fall 2026)



ASU undergraduate enrollment is highest of comparators

Fall 2020 Undergraduate Enrollment: New Classification Universities

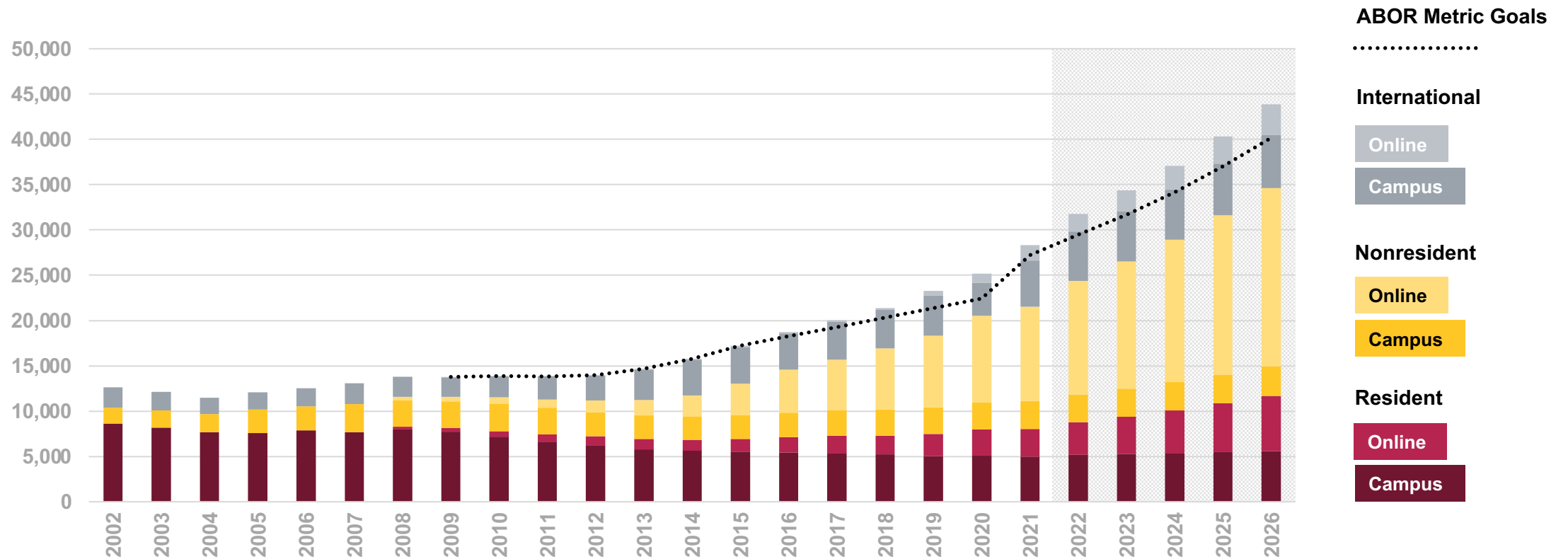


Source: Integrated Postsecondary Education Data System



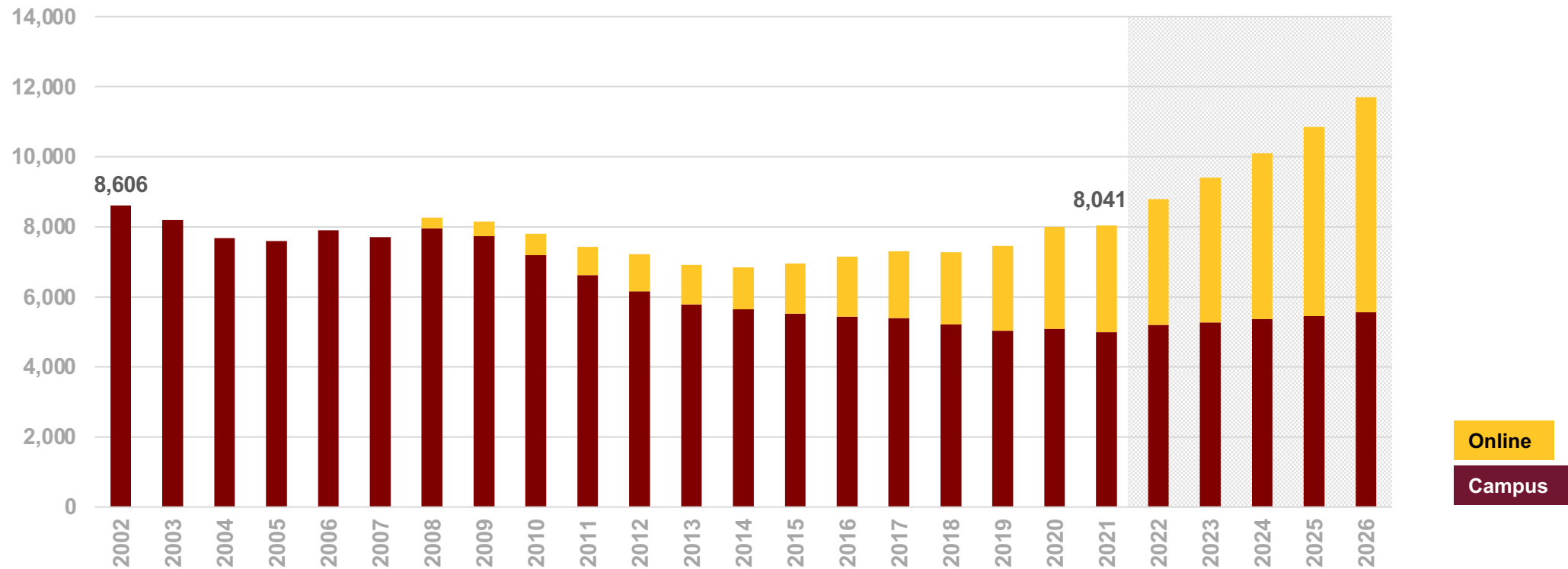
Graduate enrollment has continued to outpace goals

Graduate Enrollment: Actual, Forecasted, and ABOR Metric Goals (Fall 2002 to Fall 2026)



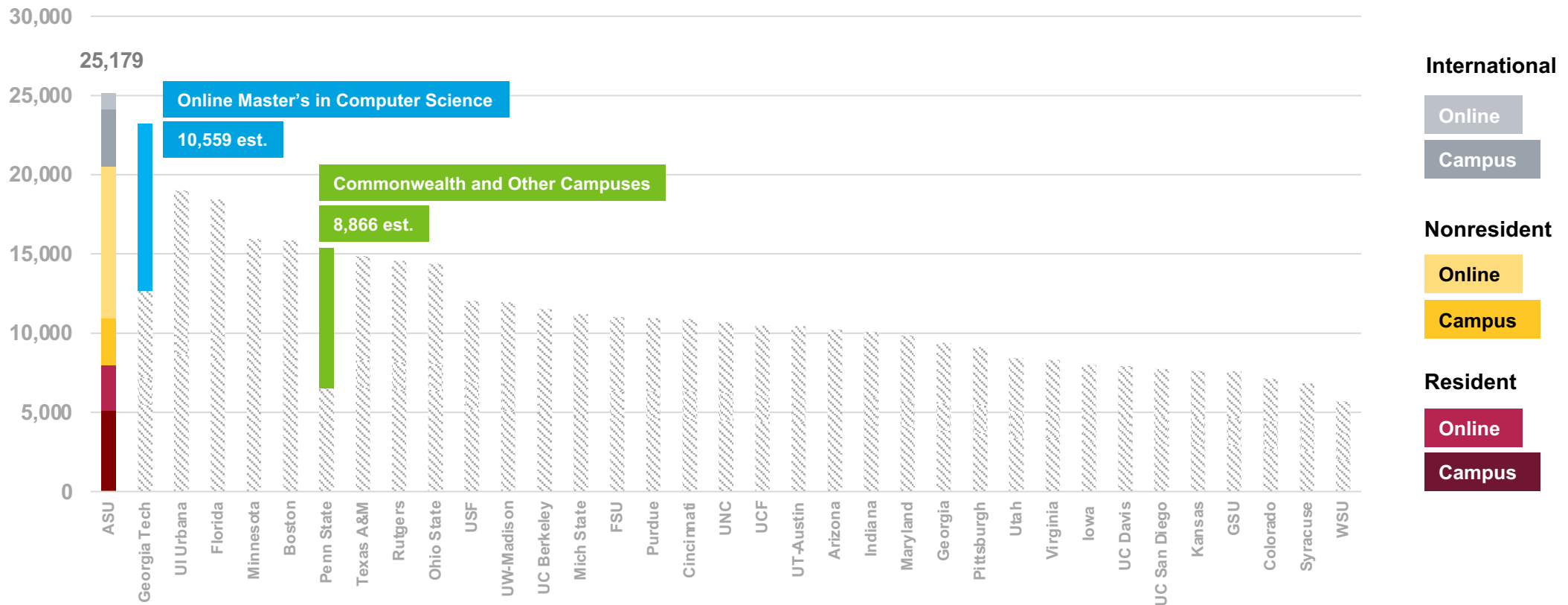
ASU meets Arizona students seeking graduate education where they are through expanded options

Resident Graduate Enrollment (Fall 2002 to Fall 2026)



Graduate enrollment at ASU is higher than at comparators

Fall 2020 Graduate Enrollment: New Classification Universities

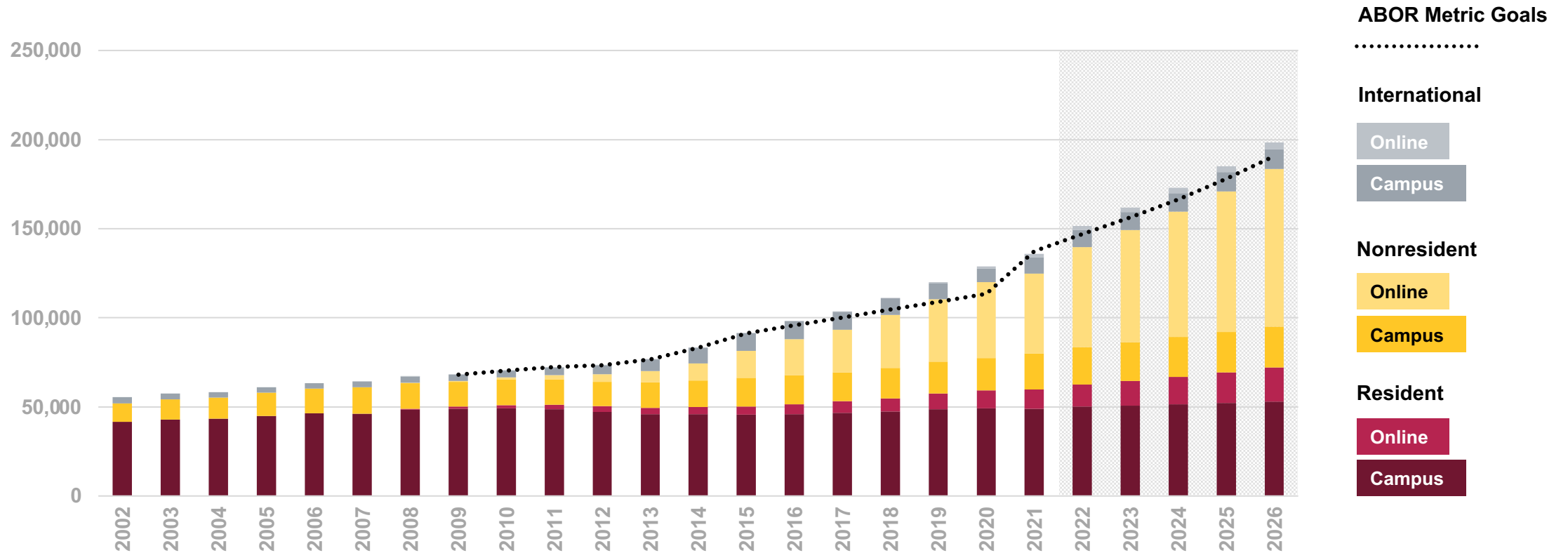


Source: Integrated Postsecondary Education Data System



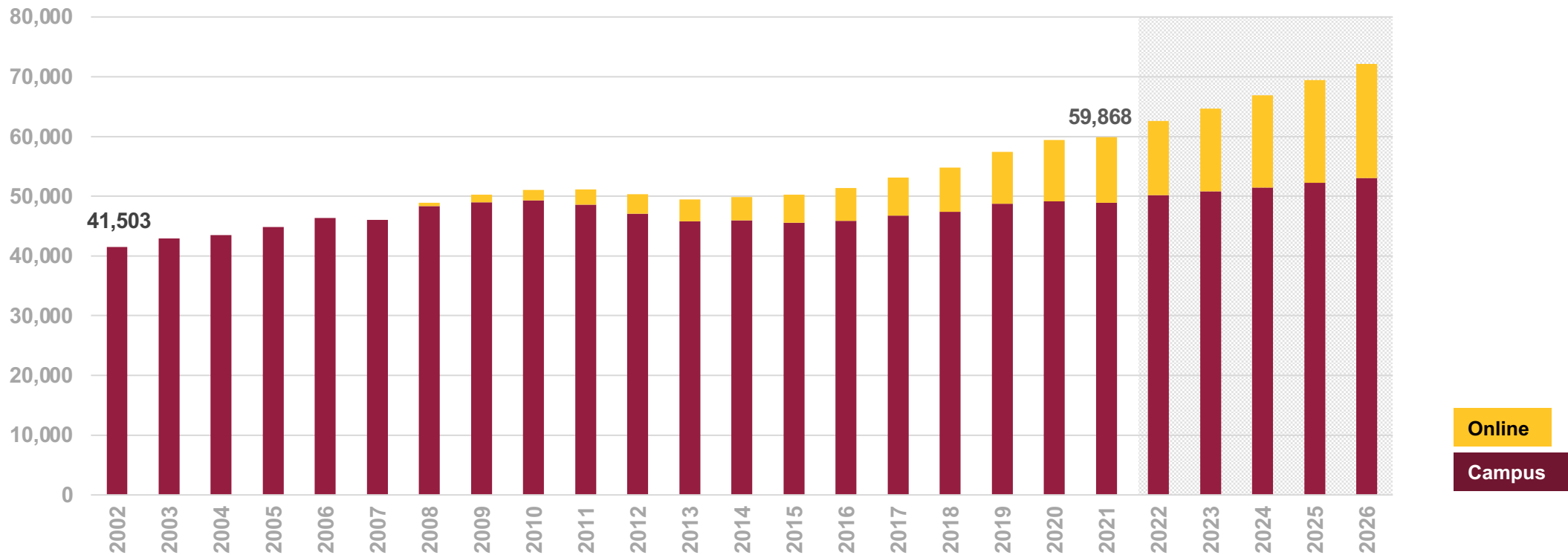
Total enrollment has continued to outpace goals

Total Enrollment: Actual, Forecasted, and ABOR Metric Goals (Fall 2002 to Fall 2026)



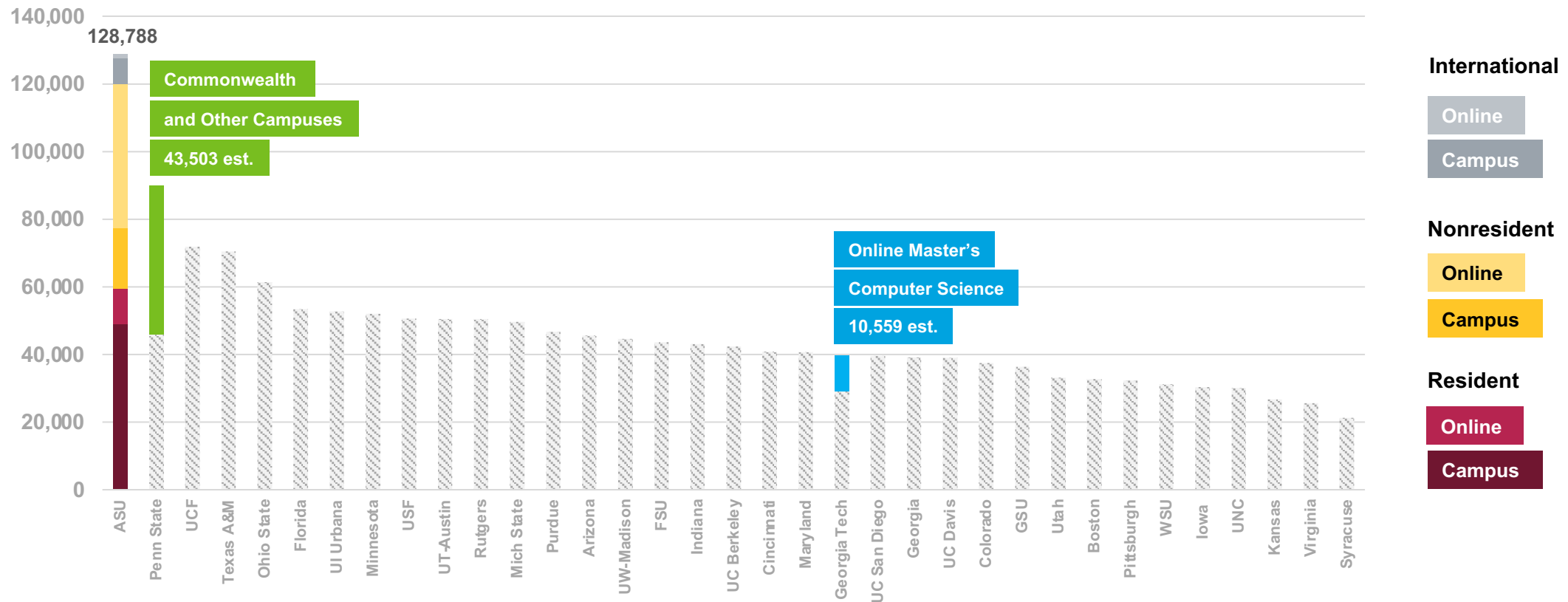
Enrollment of Arizona students continues to grow

Total Resident Enrollment (Fall 2002 to Fall 2026)



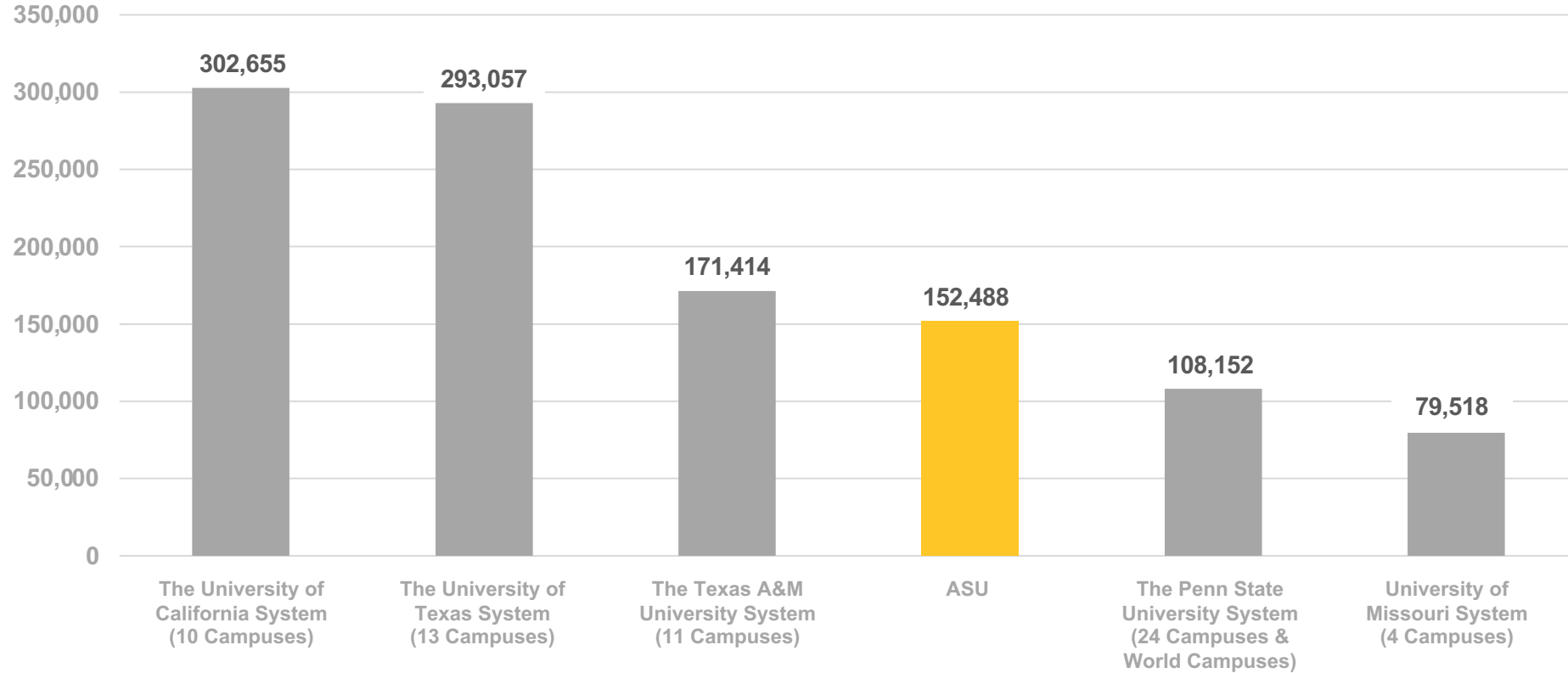
Total enrollment at ASU is significantly greater than comparators

Fall 2020 Total Enrollment: New Classification Universities



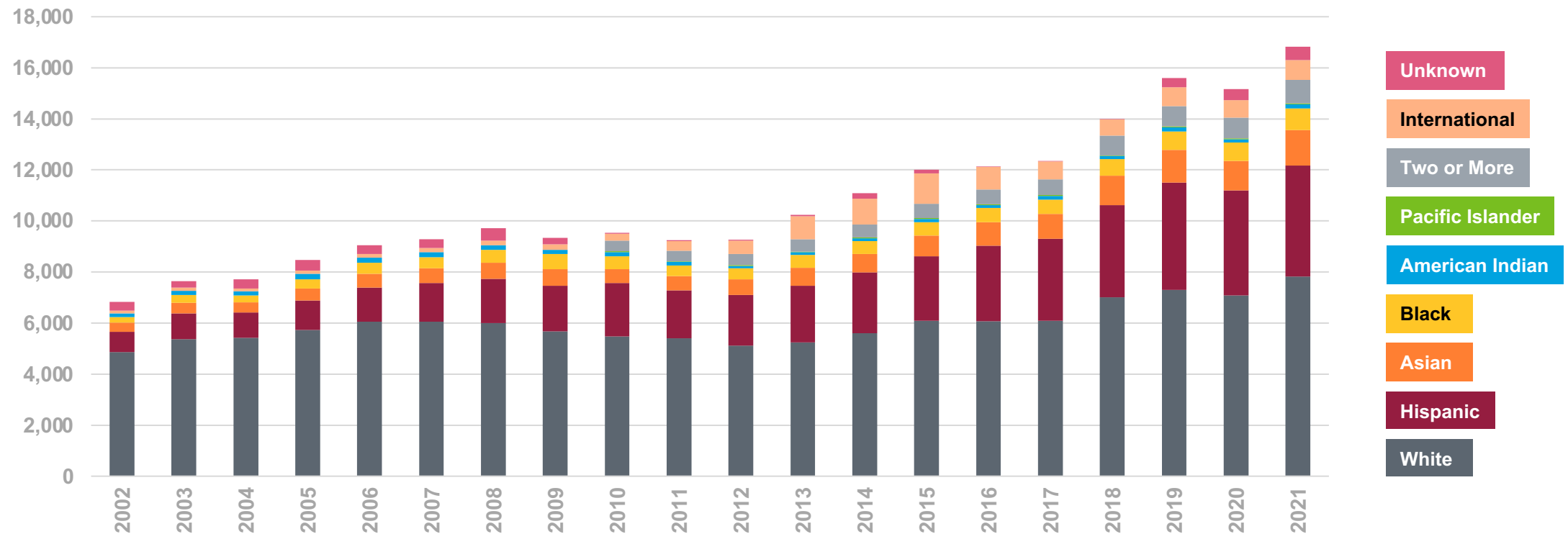
ASU operates at the scale of large university systems

FY 2019-20 Total Enrollment: University Systems



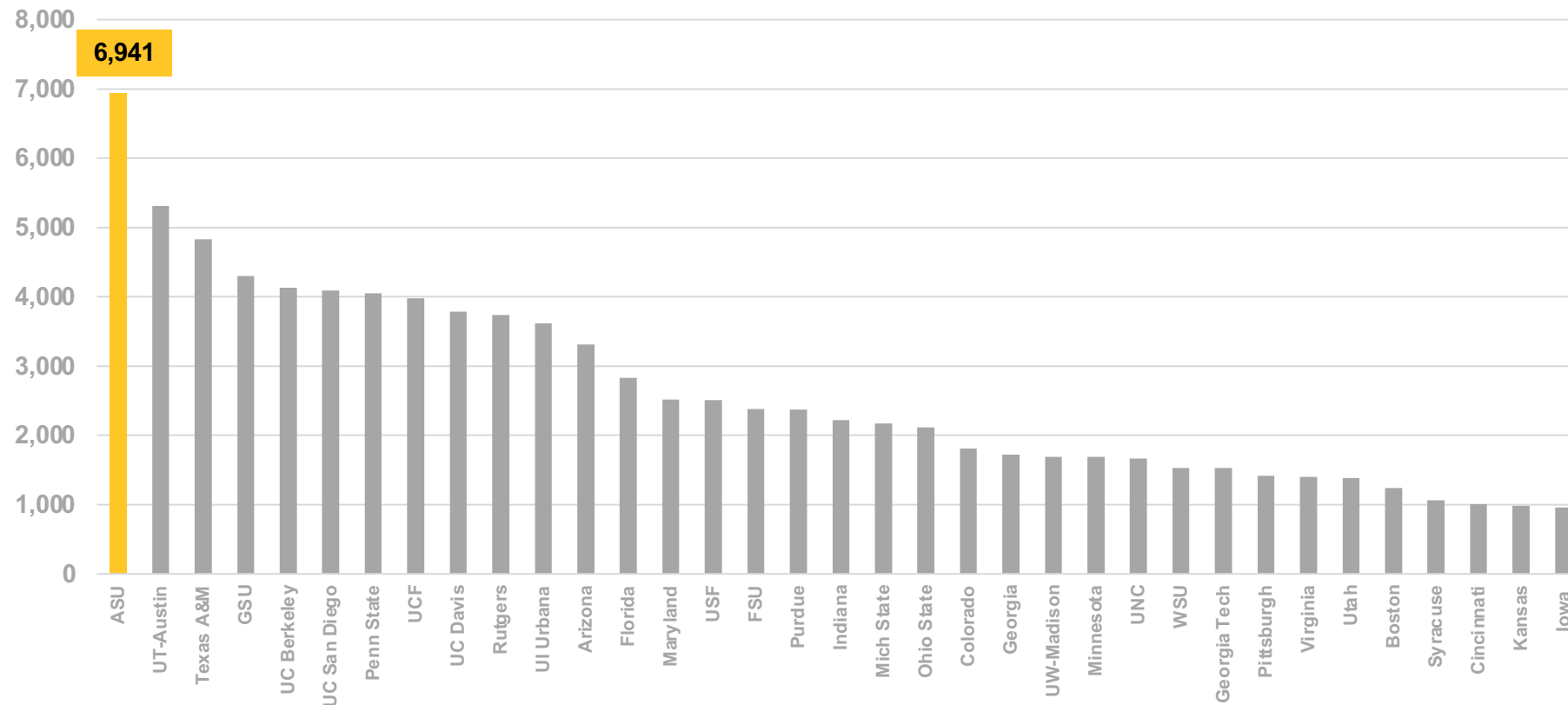
First-year student enrollment has grown across all populations

First-Year Enrollment by Race/Ethnicity (Fall 2002 to Fall 2021)



ASU enrolls more students of color than comparators

Fall 2020 First-Year Enrollment: New Classification Universities

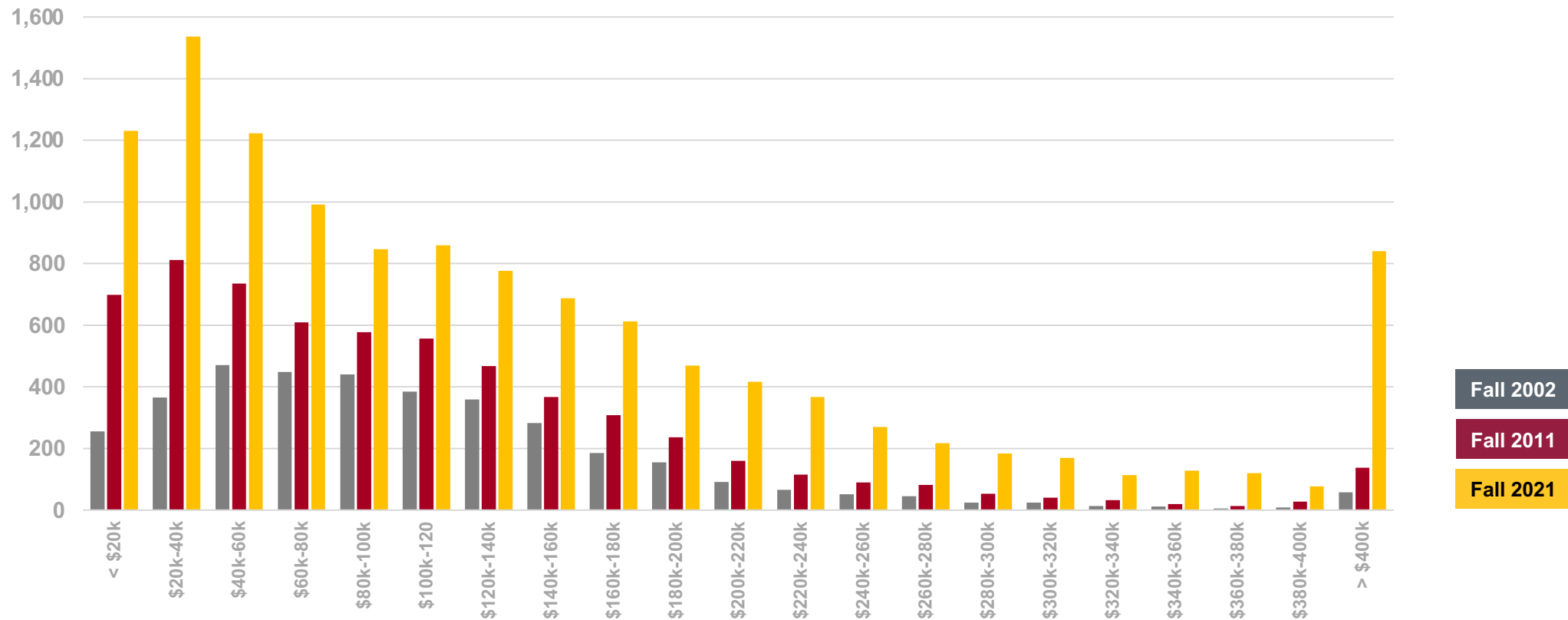


Source: Integrated Postsecondary Education Data System



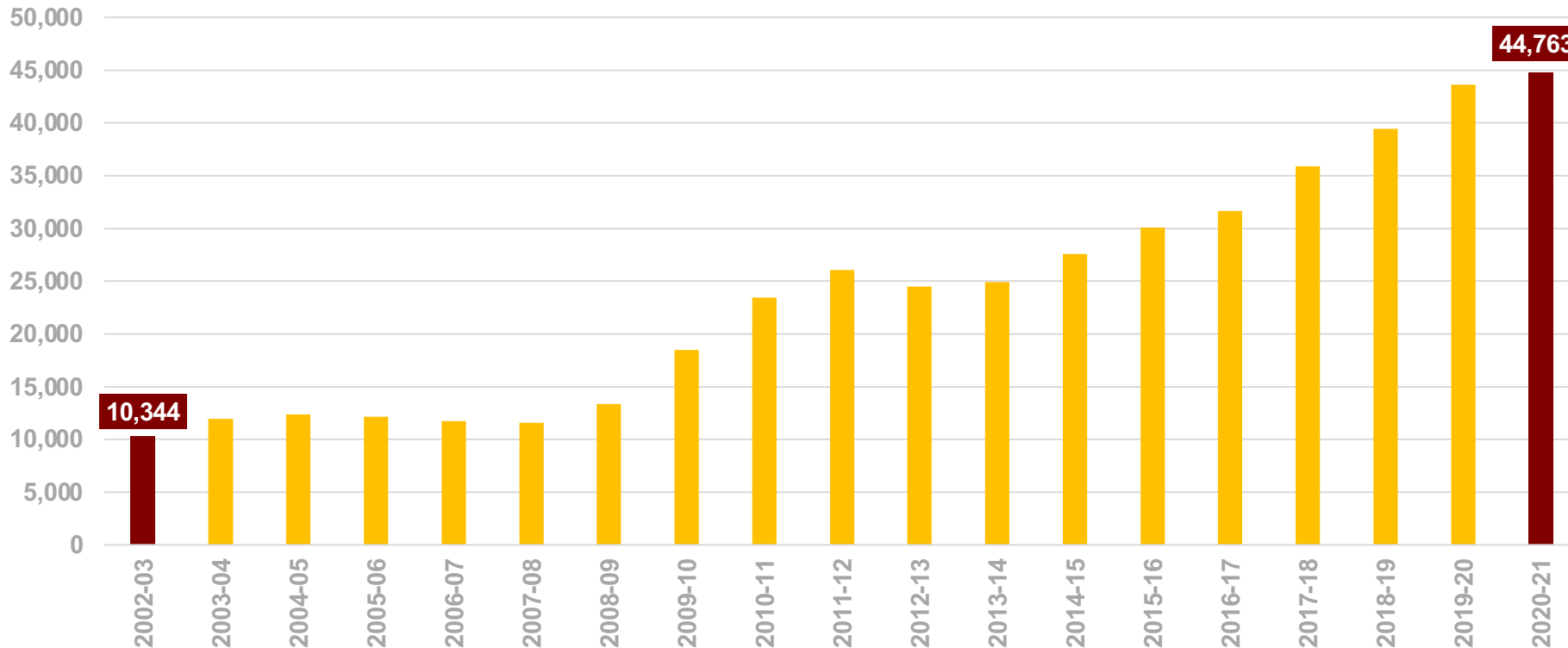
ASU is now more accessible to low-income students

Full-Time, First-Year Enrollment by Income (Fall 2002, Fall 2011, Fall 2021)



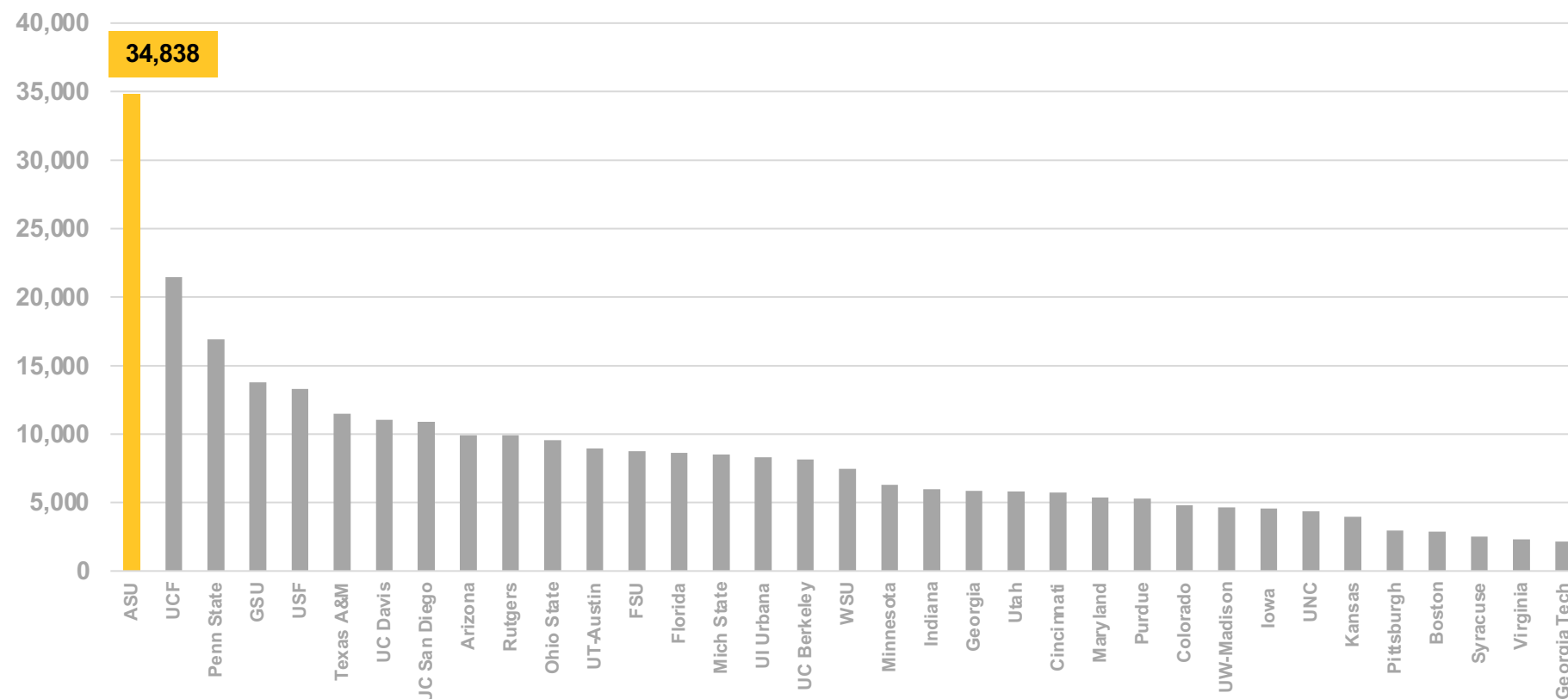
Enrollment of Pell Grant recipients quadrupled over 18 years

Undergraduate Pell Grant Recipients by Academic Year (2002-03 to 2020-21)



ASU enrolls more low-income students than comparators

Fall 2019 Pell Grant Recipient Enrollment: New Classification Universities

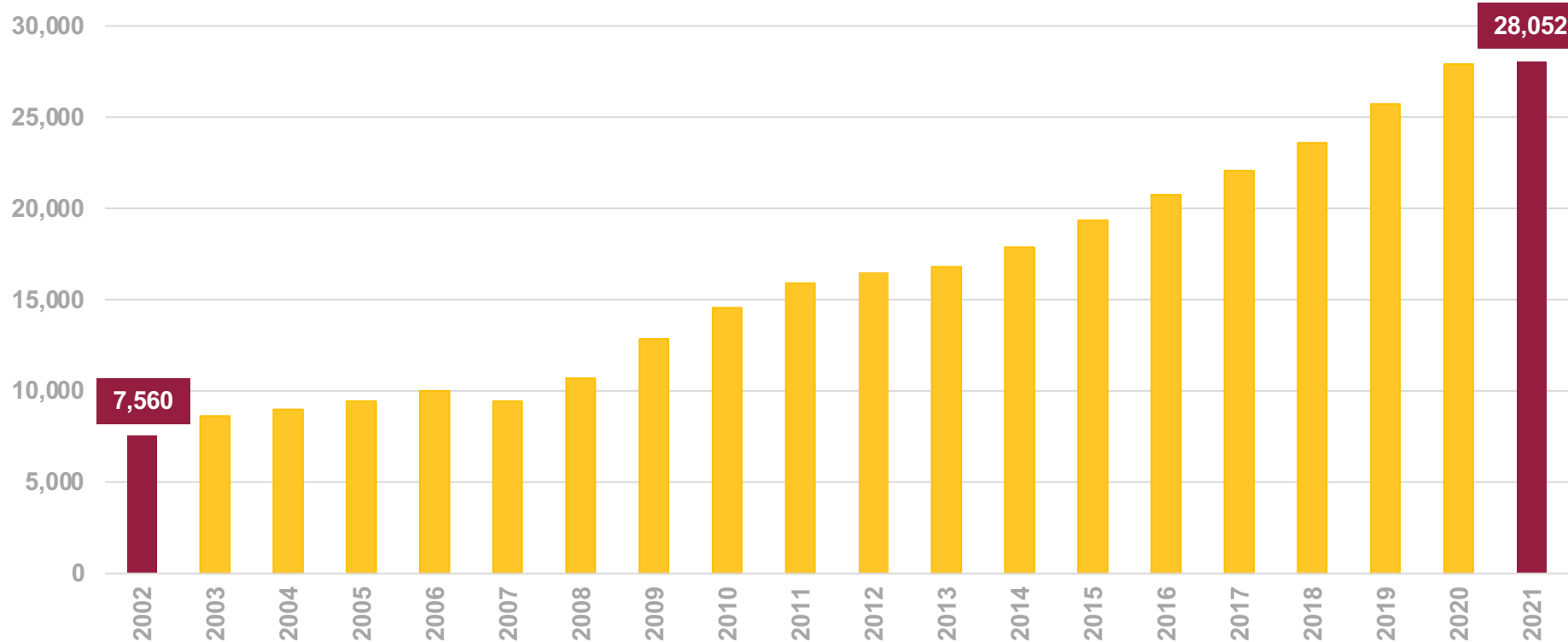


Source: Integrated Postsecondary Education Data System



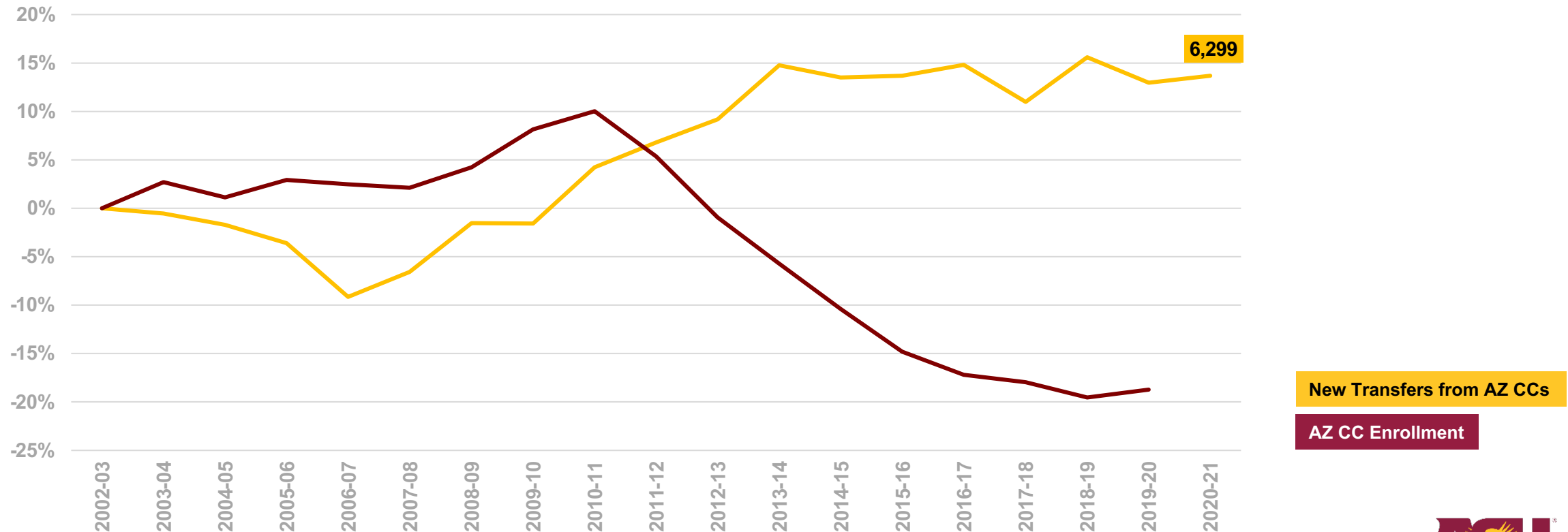
First-generation student enrollment has nearly quadrupled since 2002

First-Generation Student Enrollment (Fall 2002 to Fall 2021)



ASU has sustained transfer enrollment despite community college declines

Percentage Change in Arizona Community College Transfers by Academic Year (2002-03 to 2020-21)

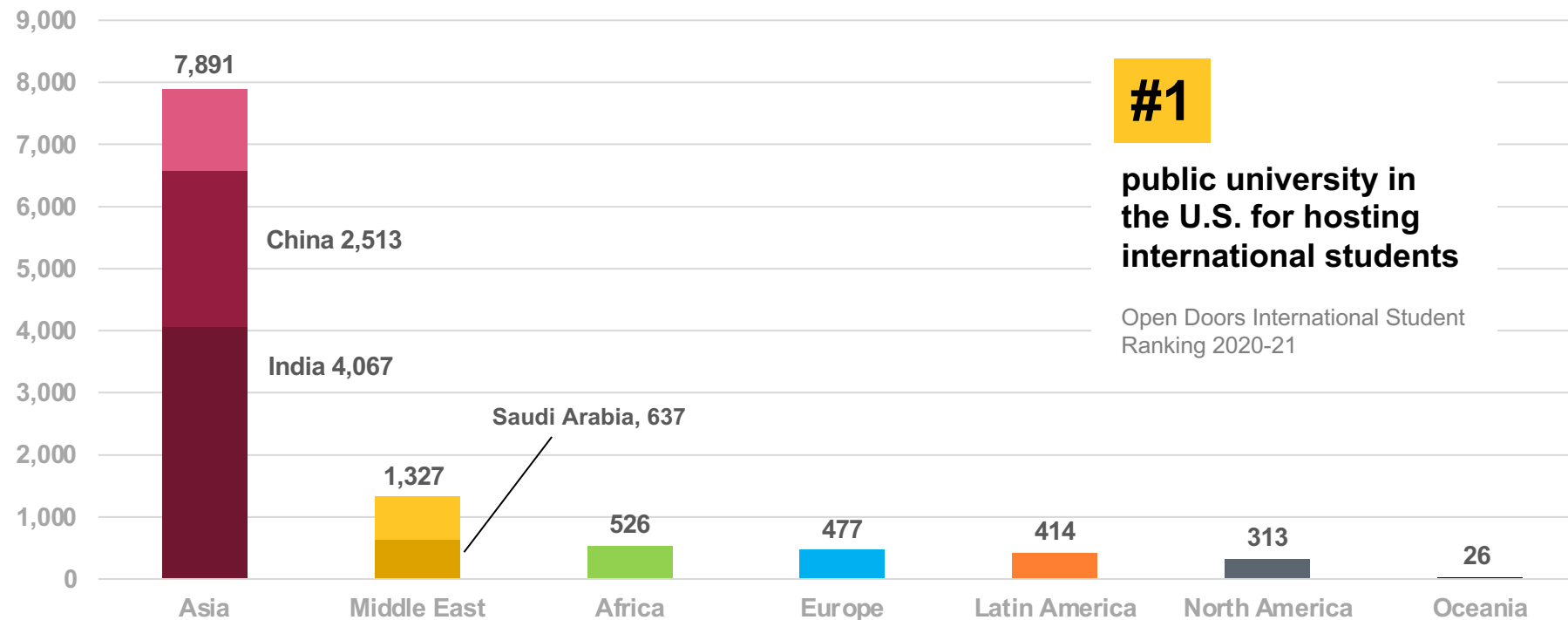


Source: Integrated Postsecondary Education Data System



ASU has created geographic diversity

Fall 2021 Total International Student Enrollments by Country



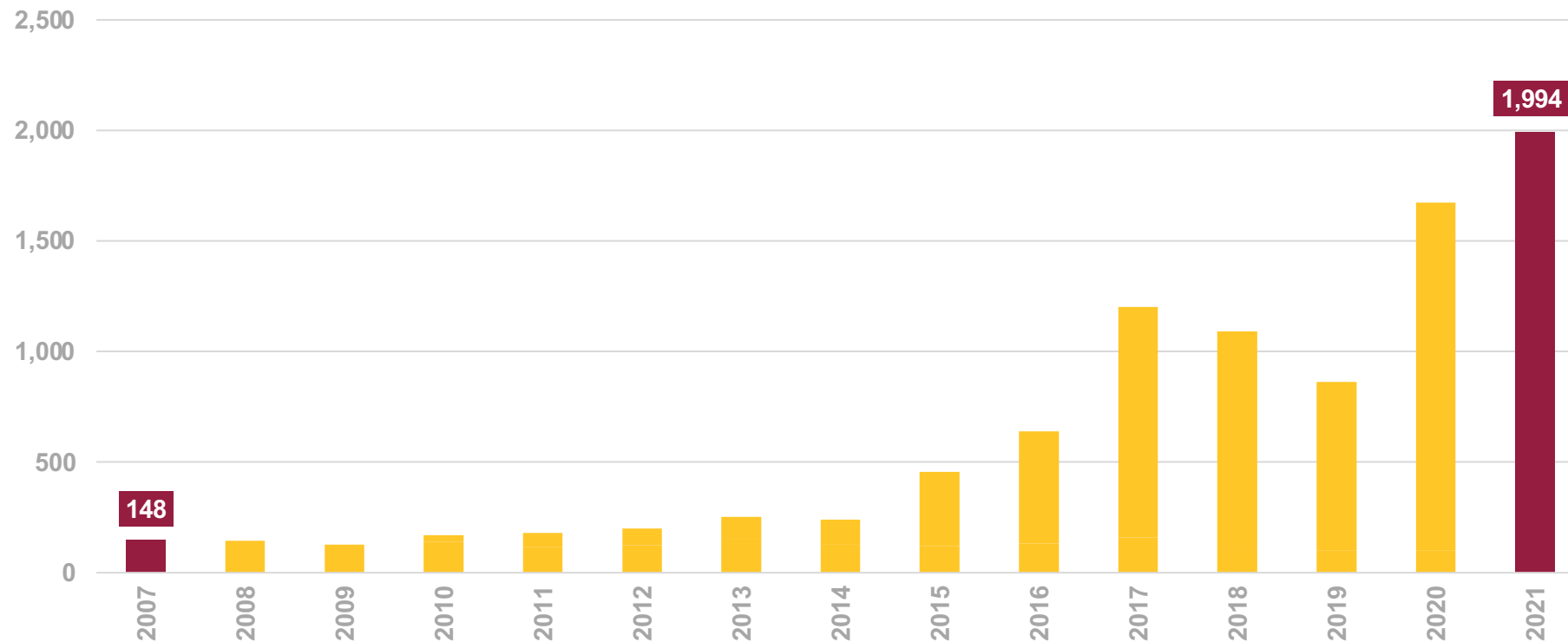
Top 10 countries

India
China
Saudi Arabia
Canada
Republic of Korea
Taiwan
Egypt
United Arab Emirates
Mexico
Vietnam



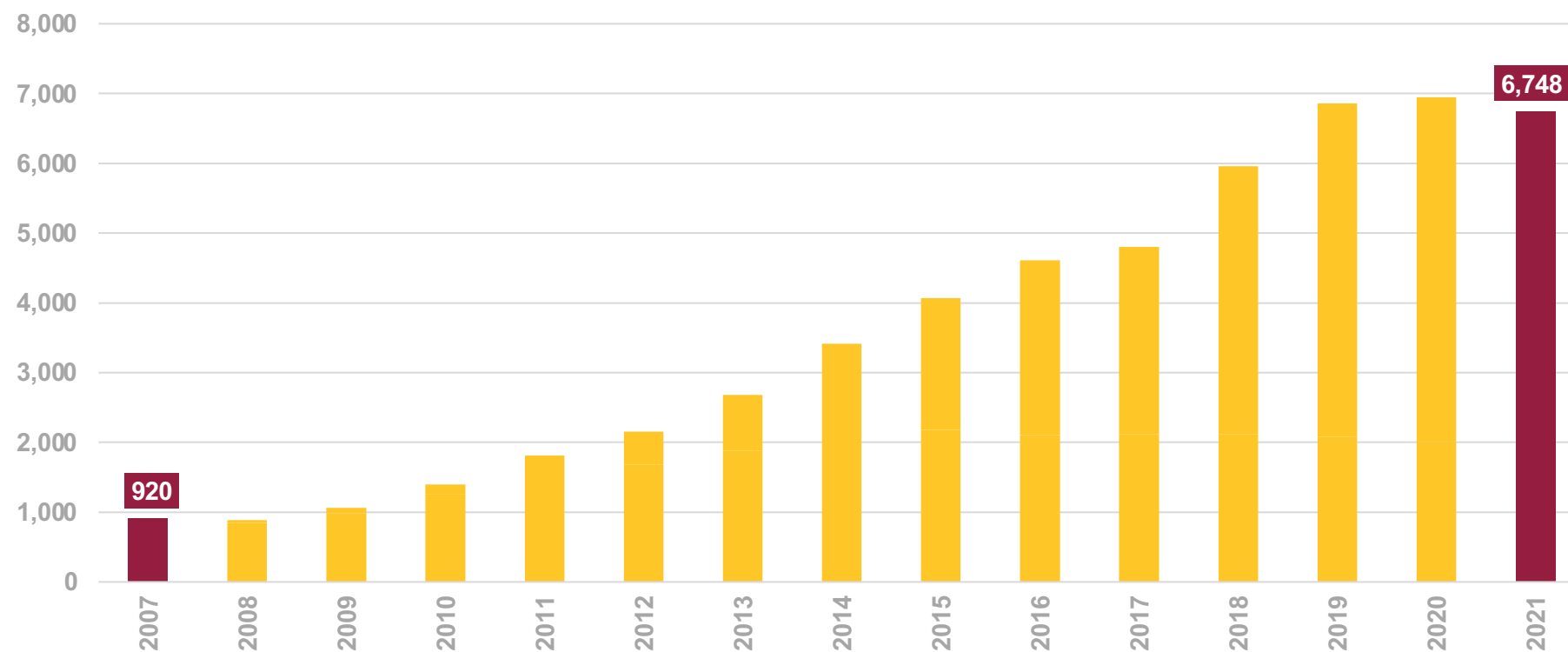
ASU continues to support military students' success

Total Active Military Enrollment (Fall 2007 to Fall 2021)



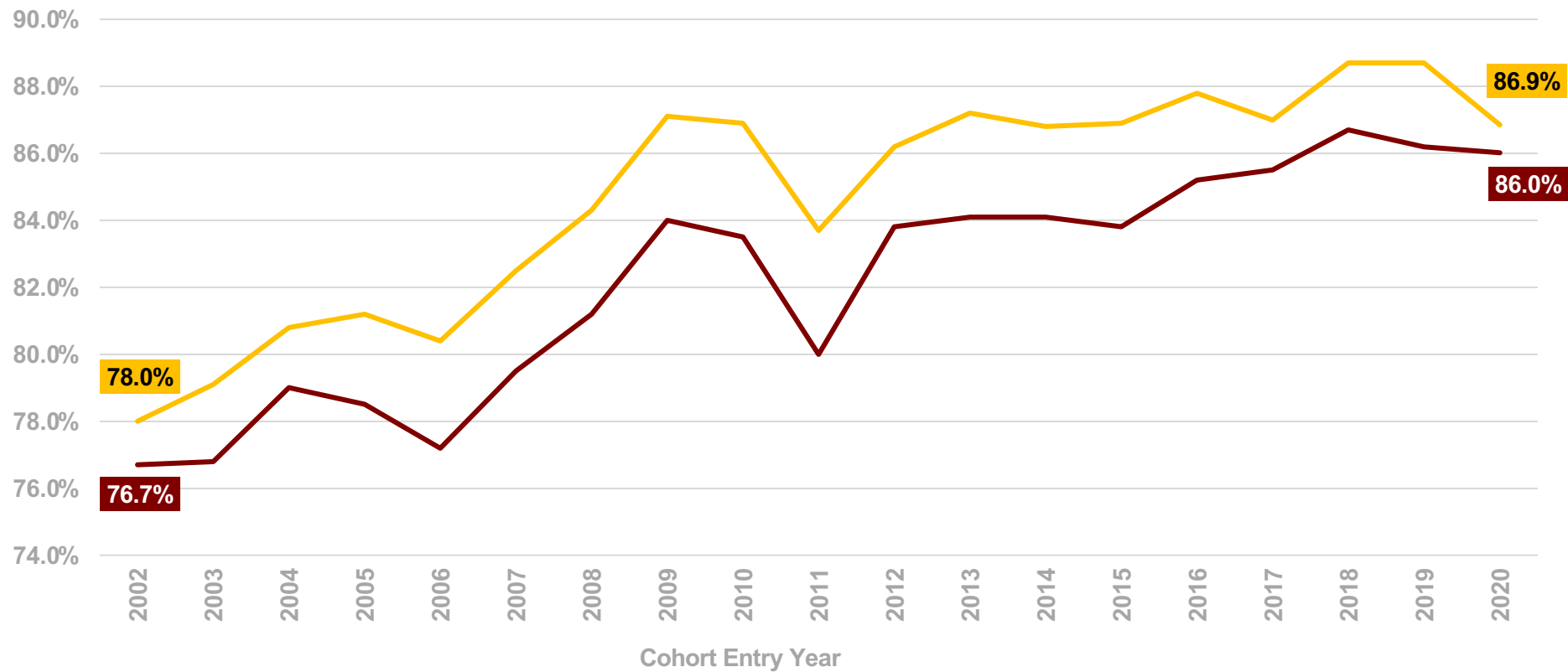
ASU continues to welcome student veterans

Total Veteran Enrollment (Fall 2007 to Fall 2021)



ASU first-year retention is nearing 90% goal

First-Year Student Retention Rates (Fall 2002 to Fall 2020)



Arizona First-Year Students

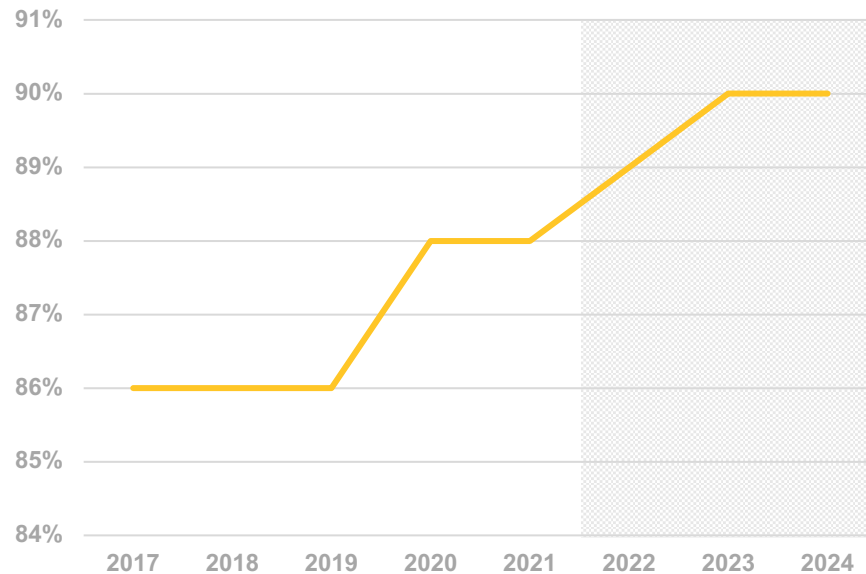
All First-Year Students



New success metrics for digital students show progress

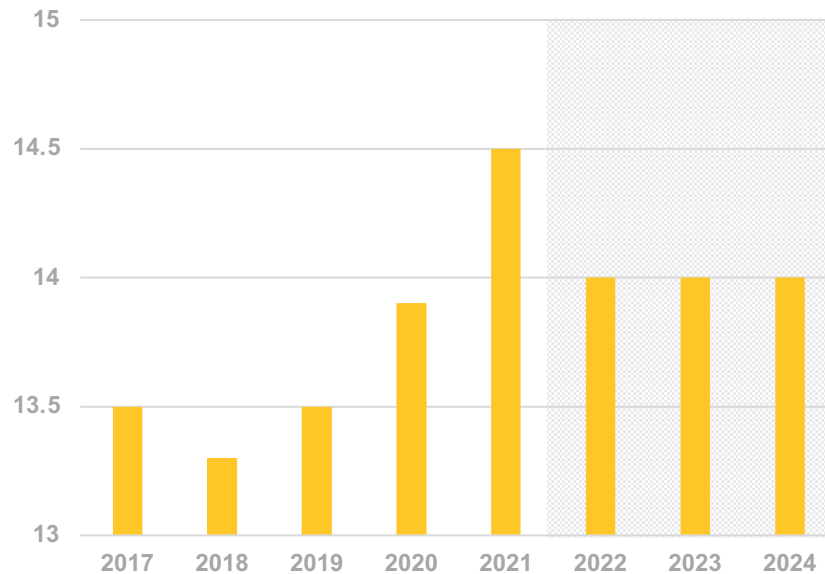
Online Course Completion Rate

Rate by Academic Year



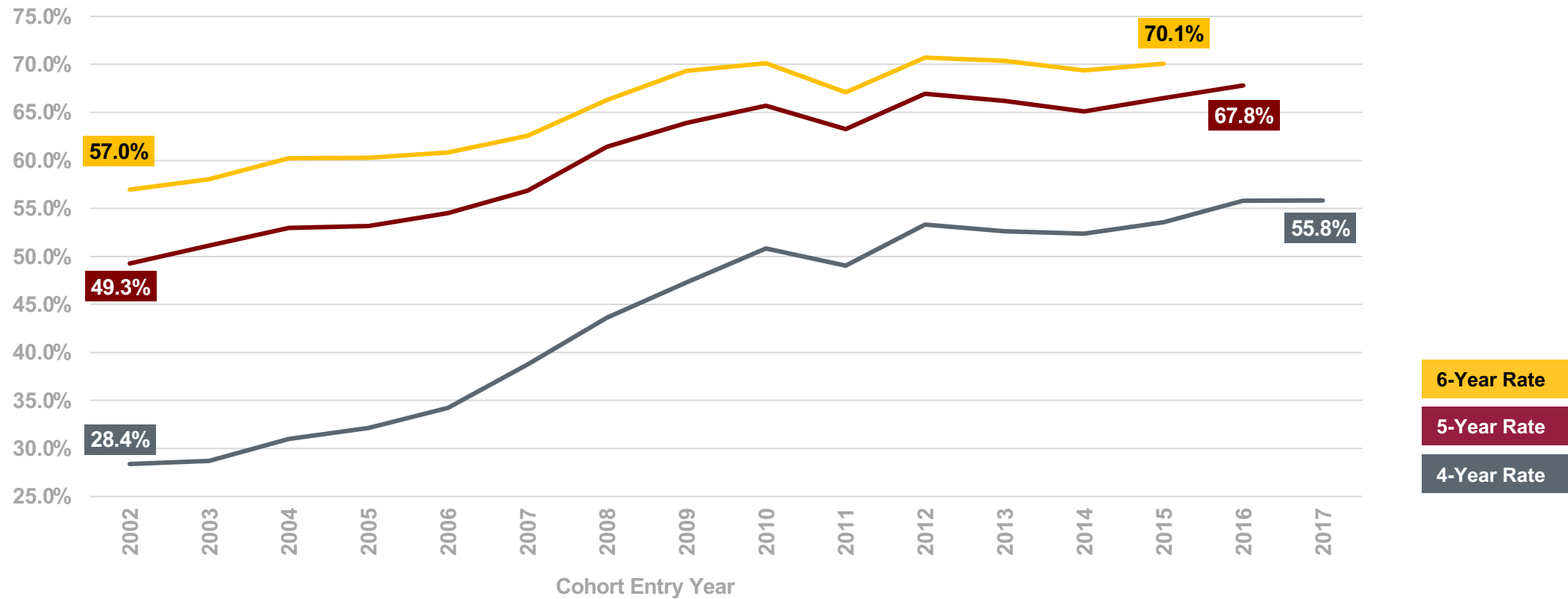
Pace of Progression to Online Degrees

Student Credit Hours per Academic Year



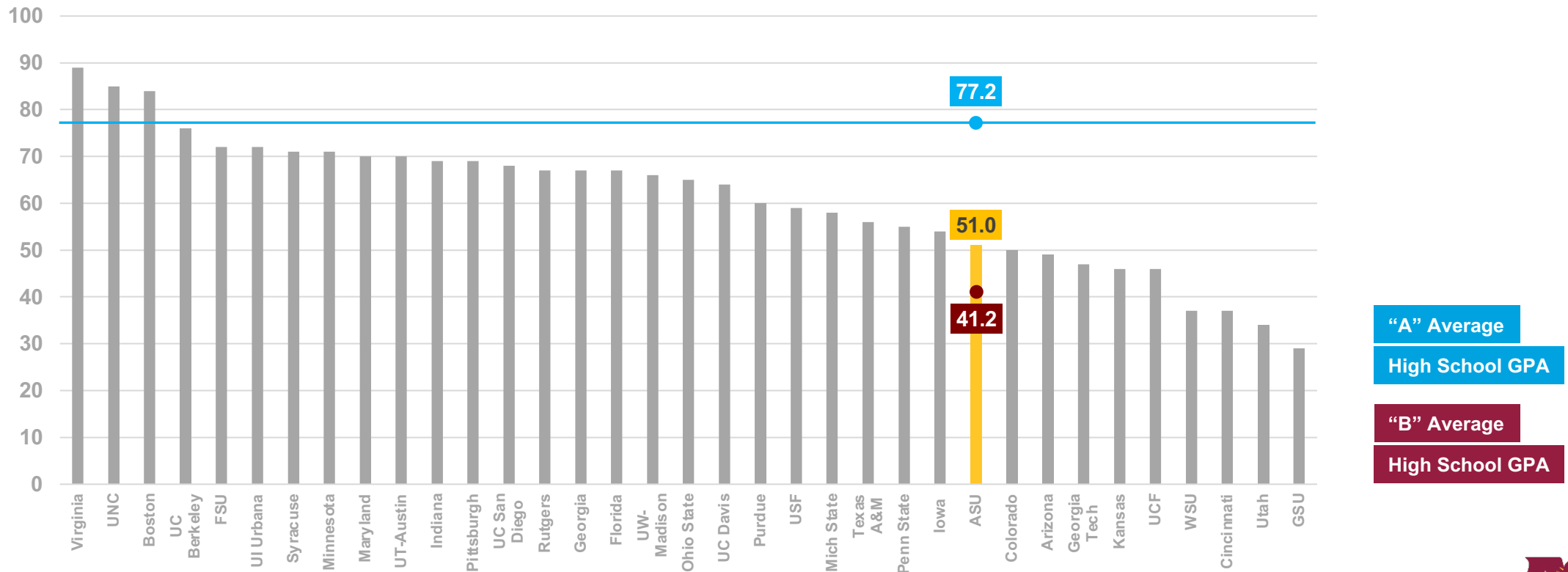
Graduation rates continue growth toward 85% goal

First-Year Resident Student Graduation Rates (Fall 2002 to Fall 2017)



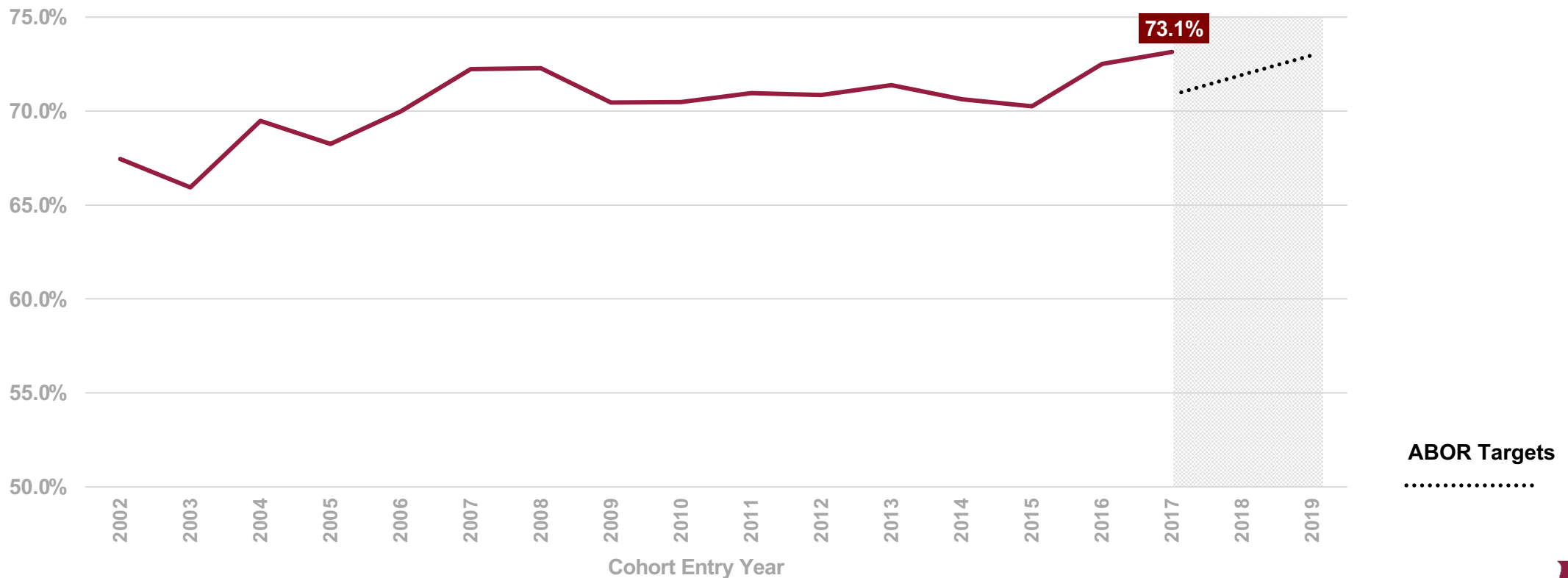
ASU helps all students succeed once they arrive

Four-Year Graduation Rates for Fall 2014 First-Year Cohort: New Classification Universities



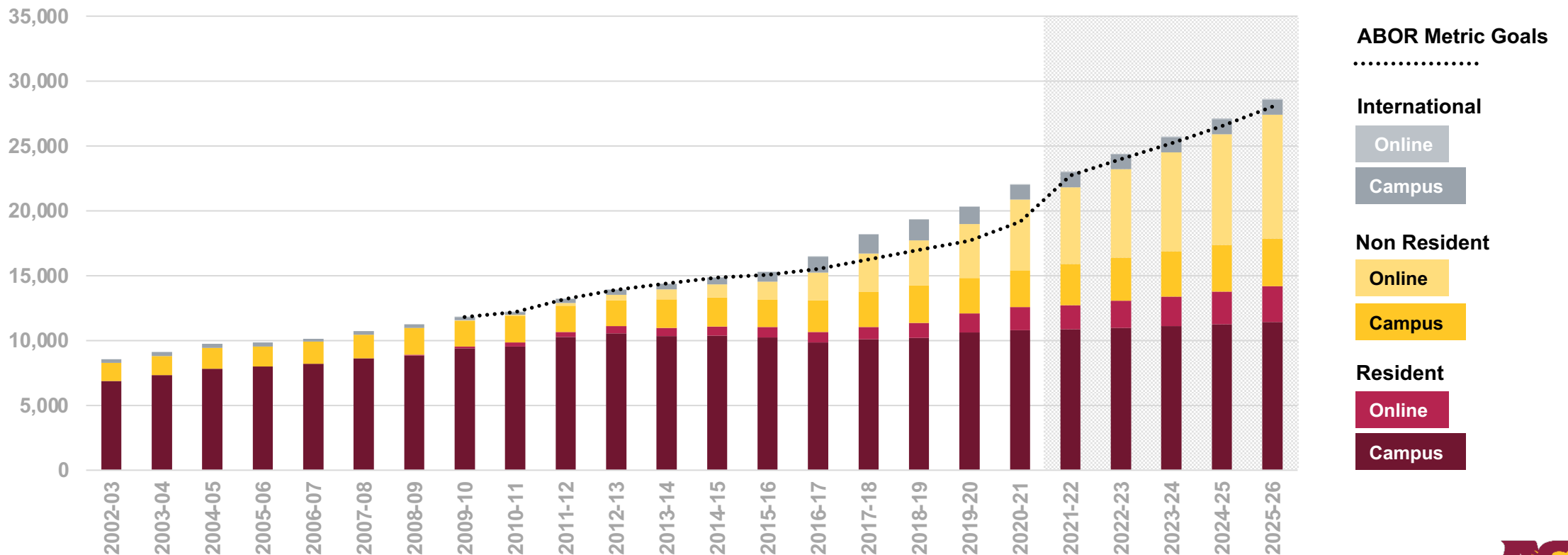
Graduation rates for transfer students continue to grow

Four-Year Graduation Rates for New Transfers from Arizona Community Colleges (Fall 2002 to Fall 2017)



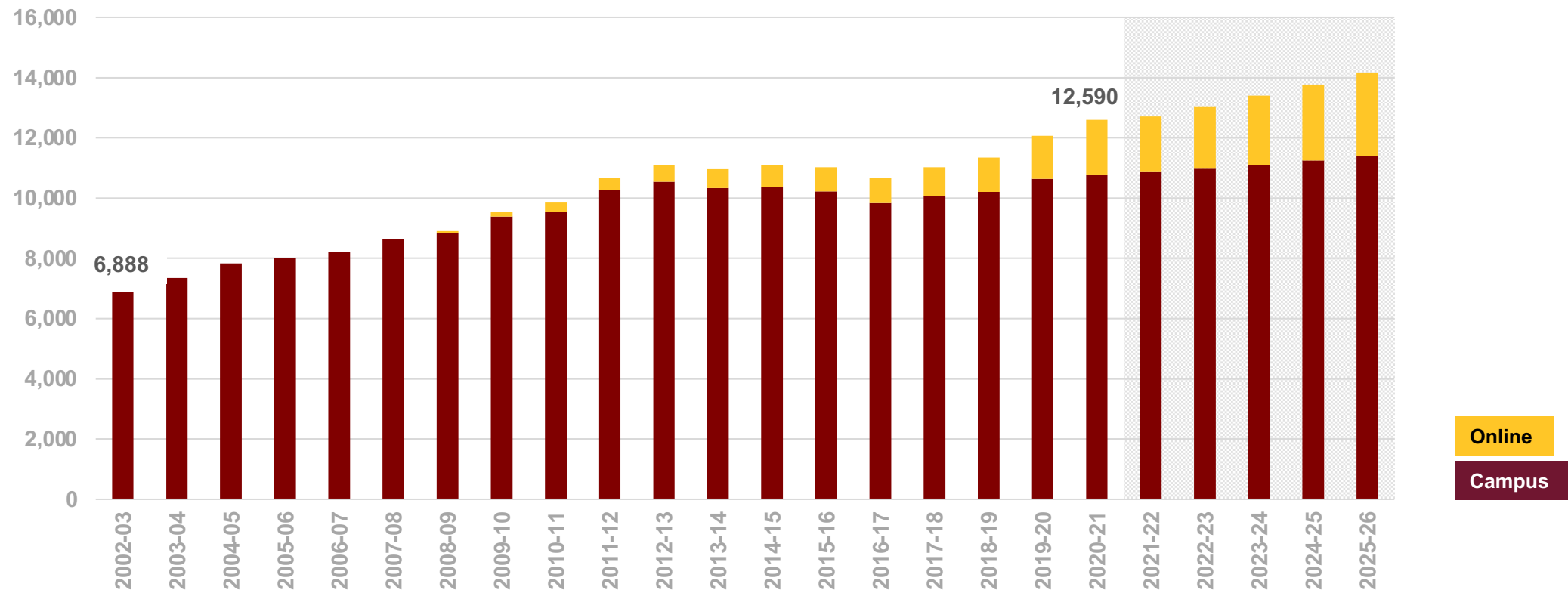
Undergraduate degrees awarded have increased significantly since 2002-03

Undergraduate Degrees by Academic Year (Actuals for 2002-03 to 2020-21, Targets for 2021-22 to 2025-26)



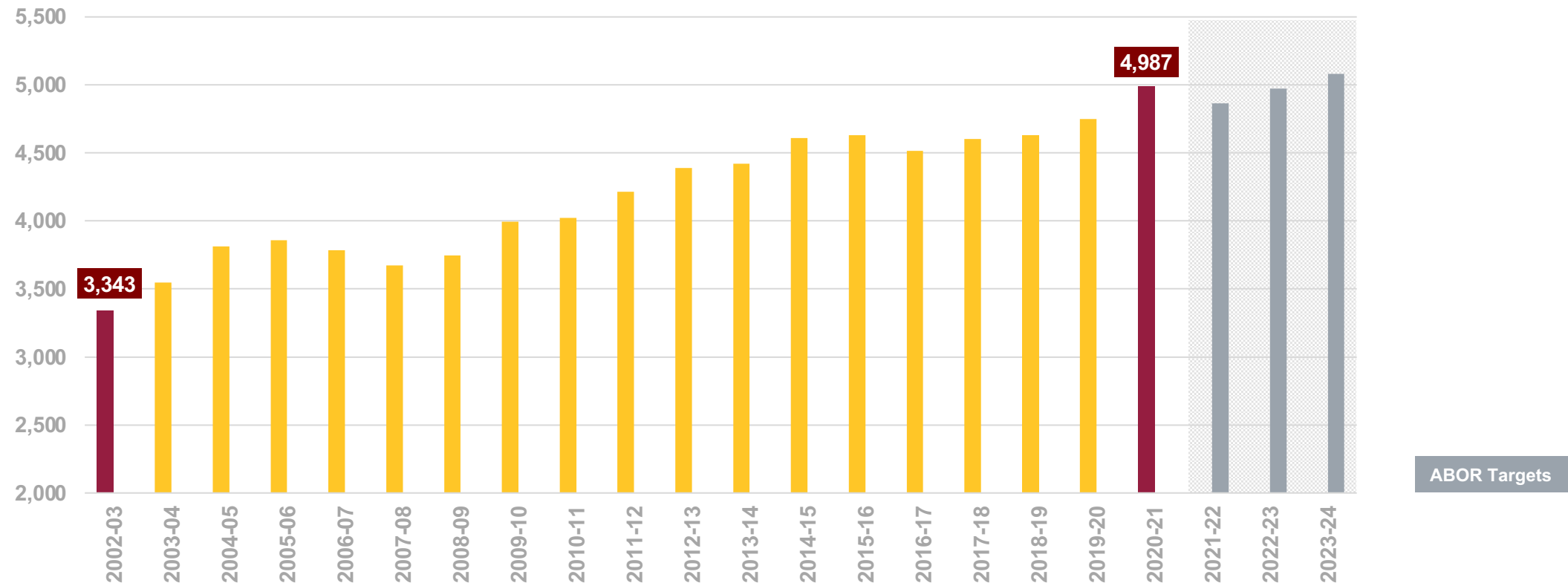
The number of bachelor's degrees awarded to Arizonans continues to increase

Resident Bachelor Degrees by Academic Year (Actuals for 2002-03 to 2020-21, Targets for 2021-22 to 2025-26)



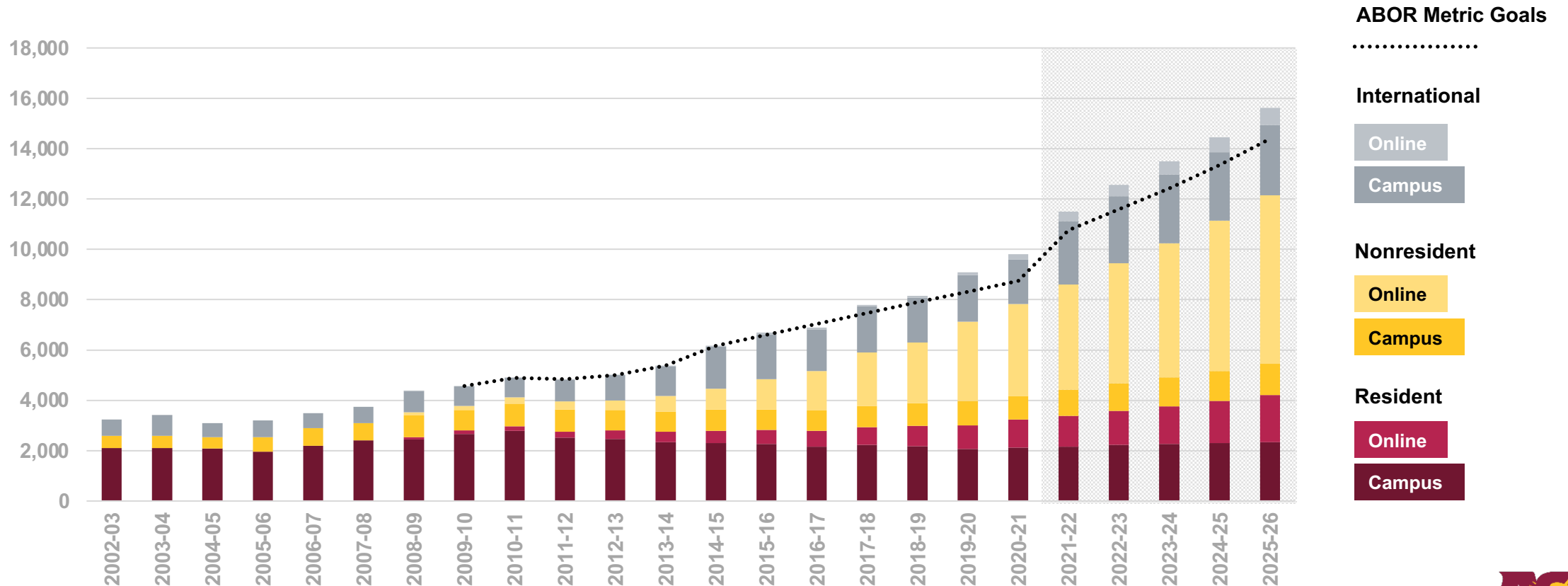
Degrees for transfer students continue to grow

Bachelor Degrees for Students Entering as Transfers from Arizona Community Colleges (2002-03 to 2023-24)



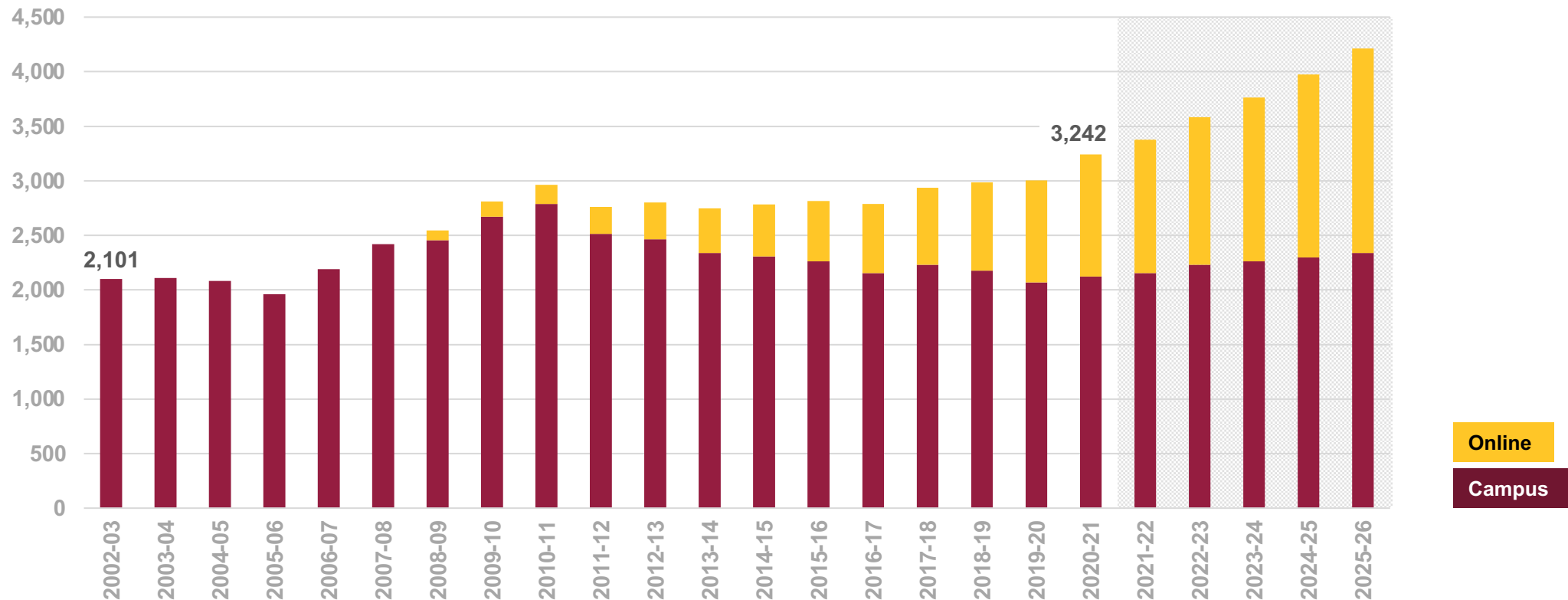
ASU will surpass 10,000 graduate degrees this year

Graduate Degrees by Year (Actuals for 2002-03 to 2020-21, Targets for 2021-22 to 2025-26)



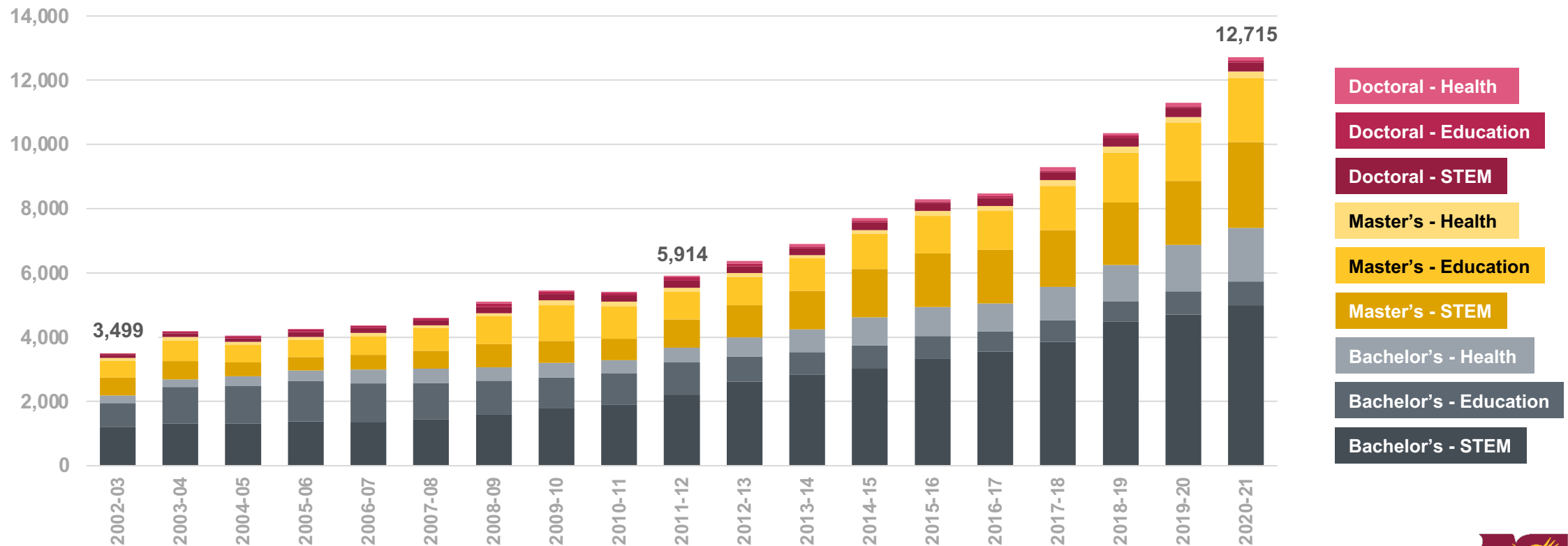
ASU's expanded pathways for graduate education have enhanced success of Arizona students

Resident Graduate Degrees by Year (Actuals for 2002-03 to 2020-21, Targets for 2021-22 to 2025-26)



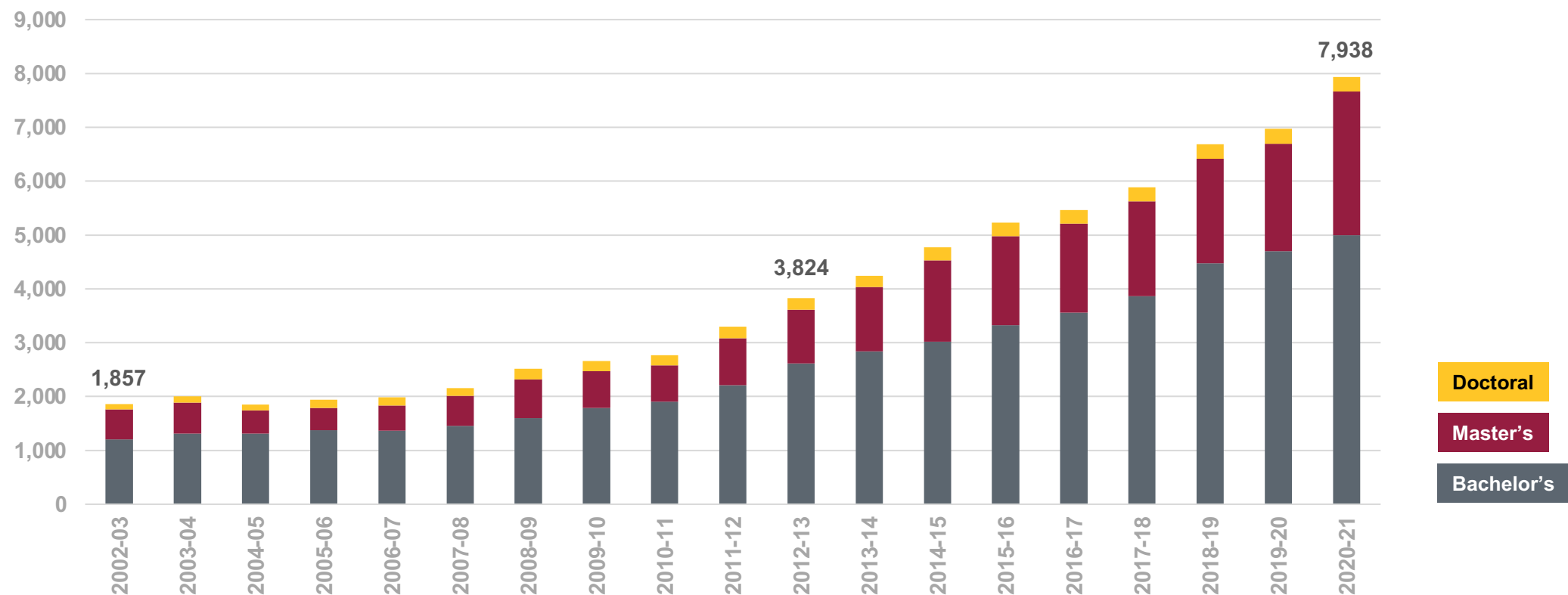
Number of ASU degrees awarded in high-demand fields doubled over 10 years

High Demand Degrees by Academic Year (2002-03 to 2020-21)



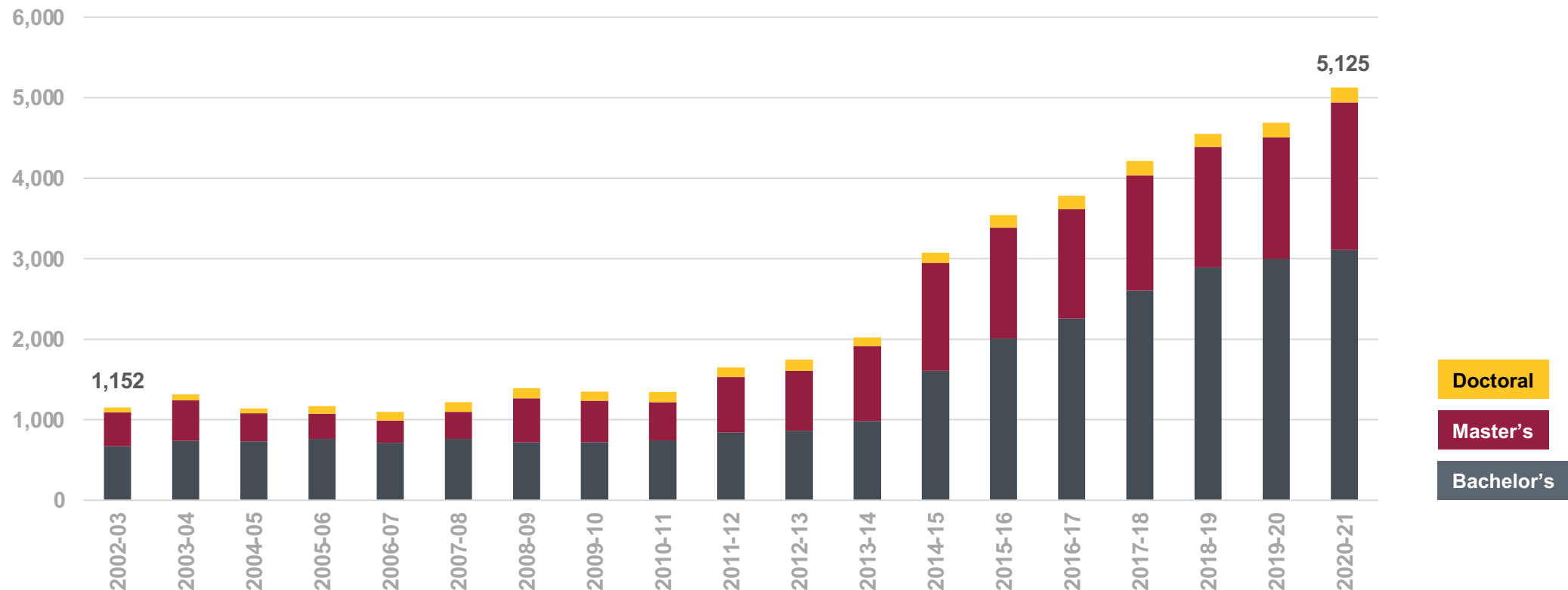
ASU degrees awarded in STEM fields have more than quadrupled since 2002-03

STEM Degrees by Academic Year (2002-03 to 2020-21)



Degrees awarded by Fulton School of Engineering grow

Number of Degrees Awarded by Academic Year and Level (2002-03 to 2020-21)



Includes programs formerly in the College of Technology and Innovation (ASU Polytechnic campus) beginning in 2014-15

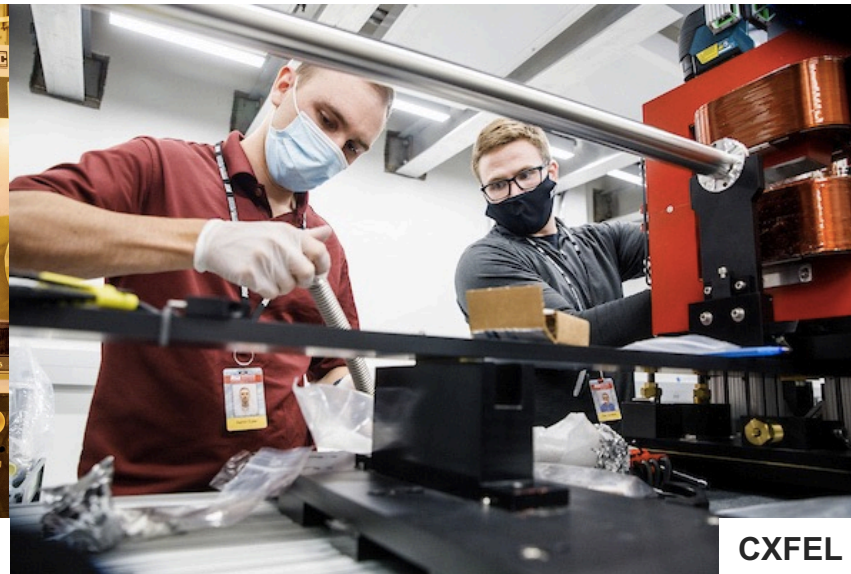
A photograph of three people in a hydroponic greenhouse. A woman in the foreground, wearing a dark blue polo shirt with a yellow ASU logo, is carefully tending to a green plant in a vertical hydroponic system. Behind her, a man with a beard and glasses and a woman with glasses are looking on with interest. The background shows rows of similar hydroponic racks under bright, cool-toned lights.

Knowledge Enterprise

Game-changing, use-inspired discovery happens at ASU



Semiconductors



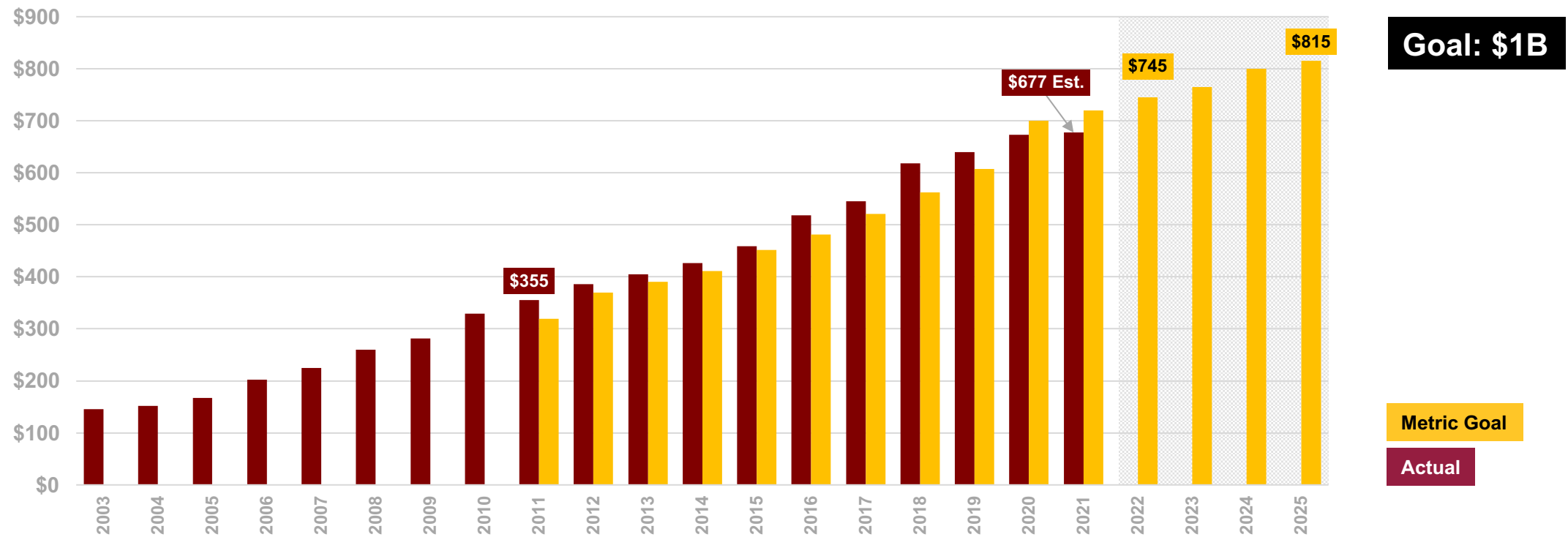
CXFEL



Carbon Management

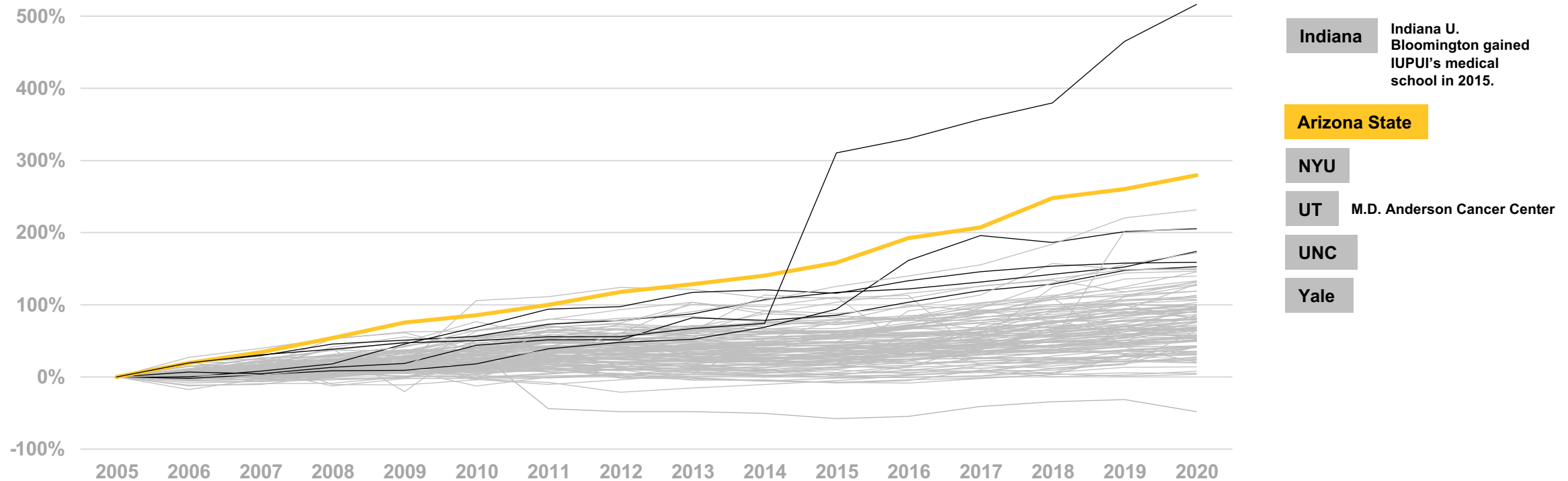
Research expenditures almost doubled over the last decade

Expenditures Reported in NSF Higher Education Research and Development Survey (Dollars in Millions)



Research growth has outpaced nearly all other universities

Percentage Change in HERD Exp., Institutions with Exp. Greater than \$100M (FY 2005 to FY 2020)



ASU leads across research disciplines

National Science Foundation Higher Education Research and Development Rankings (2020)

Total Research Expenditures: **43 of 915** ahead of



Caltech



Total Research Expenditures among Institutions without a Medical School: **6 of 755** ahead of

NC STATE
UNIVERSITY



Carnegie Mellon University
THE ROCKEFELLER UNIVERSITY
Science for the benefit of humanity



Caltech

Non-Medical School Expenditures: **18 of 915** ahead of

Stanford
University



UC DAVIS
UNIVERSITY OF CALIFORNIA



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL



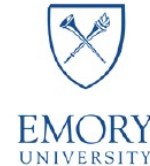
ASU leads across research disciplines

National Science Foundation Higher Education Research and Development Rankings (2020)

Public Institutions: **26 of 415** ahead of



Anthropology: **1 of 253** ahead of



Business Management and Business Administration: **4 of 377** ahead of



ASU leads across research disciplines

National Science Foundation Higher Education Research and Development Rankings (2020)

Economics: **14 of 326** ahead of

Duke
UNIVERSITY

 Penn
UNIVERSITY of PENNSYLVANIA

Yale

UF | UNIVERSITY of
FLORIDA


THE UNIVERSITY
OF ARIZONA.

 THE UNIVERSITY OF
CHICAGO

Engineering: **18 of 415** ahead of



Cornell University

Caltech

 RUTGERS

HARVARD
UNIVERSITY



THE UNIVERSITY
OF ARIZONA.

Stanford
University


UNIVERSITY OF MINNESOTA
Driven to DiscoverSM

Civil Engineering: **10 of 269** ahead of

Duke
UNIVERSITY

 ILLINOIS

 UNIVERSITY of
WASHINGTON

Stanford
University


Massachusetts Institute of Technology


THE UNIVERSITY
OF ARIZONA.

 JOHNS HOPKINS
UNIVERSITY

ASU leads across research disciplines

National Science Foundation Higher Education Research and Development Rankings (2020)

Electrical, Electronic, and Communications Engineering: **11 of 295** ahead of

Stanford
University

Carnegie
Mellon
University

 USC University of
Southern California

W
UNIVERSITY of
WASHINGTON

P
PURDUE
UNIVERSITY

A
THE UNIVERSITY
OF ARIZONA

V
VANDERBILT
UNIVERSITY

Geological and Earth Sciences: **1 of 362** ahead of

MIT
Massachusetts Institute of Technology

 PennState

VT
VIRGINIA TECH.

M
UNIVERSITY OF
MICHIGAN

A
THE UNIVERSITY
OF ARIZONA

ATM
TEXAS A&M
UNIVERSITY

Humanities: **14 of 406** ahead of


Yale

Northwestern
University

 UNIVERSITY
of VIRGINIA

 PennState

A
THE UNIVERSITY
OF ARIZONA

 EMORY
UNIVERSITY

UCLA

ASU leads across research disciplines

National Science Foundation Higher Education Research and Development Rankings (2020)

Political Science and Government: **5 of 349** ahead of



PennState

Duke
UNIVERSITY

Tufts
UNIVERSITY

UC San Diego



W
UNIVERSITY of
WASHINGTON

Psychology: **18 of 442** ahead of

I ILLINOIS



Cornell University



USC University of
Southern California



O UNIVERSITY OF
OREGON

CU
University of Colorado
Boulder

Social Sciences: **3 of 501** ahead of



Cornell University

UCLA



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Berkeley
UNIVERSITY OF CALIFORNIA



PennState



ASU leads across research disciplines

National Science Foundation Higher Education Research and Development Rankings (2020)

Transdisciplinary (other sciences): **1 of 252** ahead of

Northwestern
University



HHS (including NIH) Funded Expenditures among Institutions without a Medical School: **9 of 421** ahead of



NASA Funded Expenditures: **6 of 440** ahead of



ASU leads across research disciplines

National Science Foundation Higher Education Research and Development Rankings (2020)

NSF Funded Expenditures: **17 of 610** ahead of



PennState



JOHNS HOPKINS
UNIVERSITY



USC University of
Southern California

UCLA

Berkeley
UNIVERSITY OF CALIFORNIA



THE UNIVERSITY
OF ARIZONA.

HARVARD
UNIVERSITY



DOD Funded Expenditures: **30 of 465** ahead of

Northwestern
University



WISCONSIN
UNIVERSITY OF WISCONSIN-MADISON



PURDUE
UNIVERSITY



TEXAS A&M
UNIVERSITY



THE OHIO STATE
UNIVERSITY



THE UNIVERSITY
OF ARIZONA.

UCSF

University of California
San Francisco

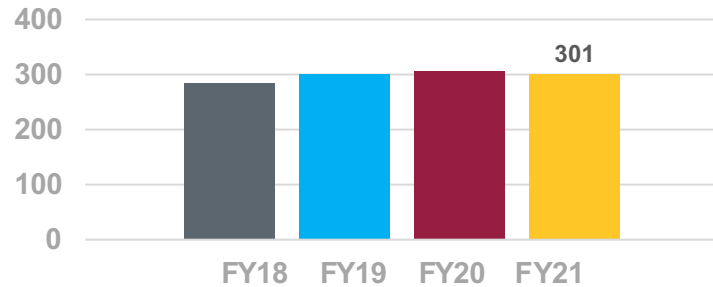
SkySong Innovations projects demonstrate the impact of ASU-led discovery



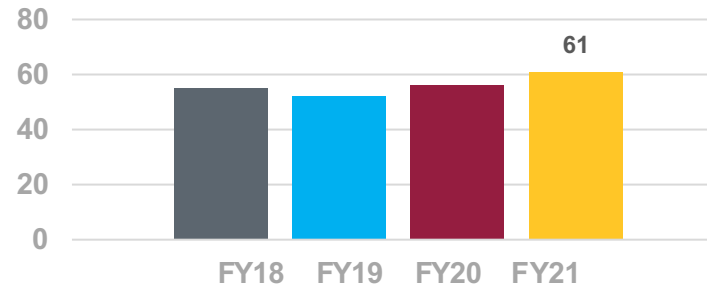
SkySong Innovations catalyzes start-up growth

Technology Transfer Metrics as Advanced by SkySong Innovations

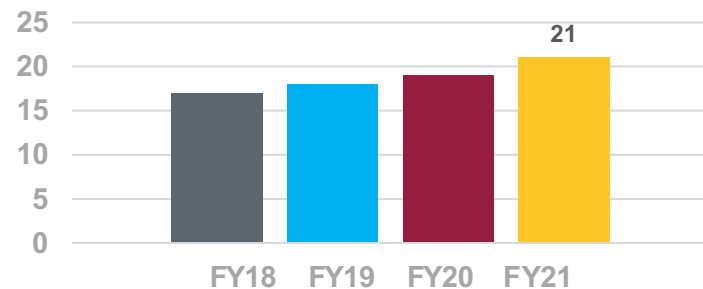
Invention Disclosures



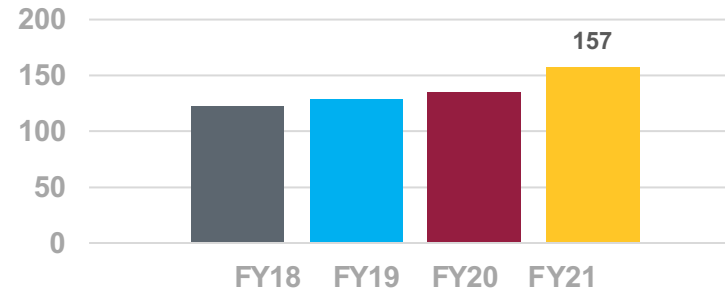
License and Options



Startups

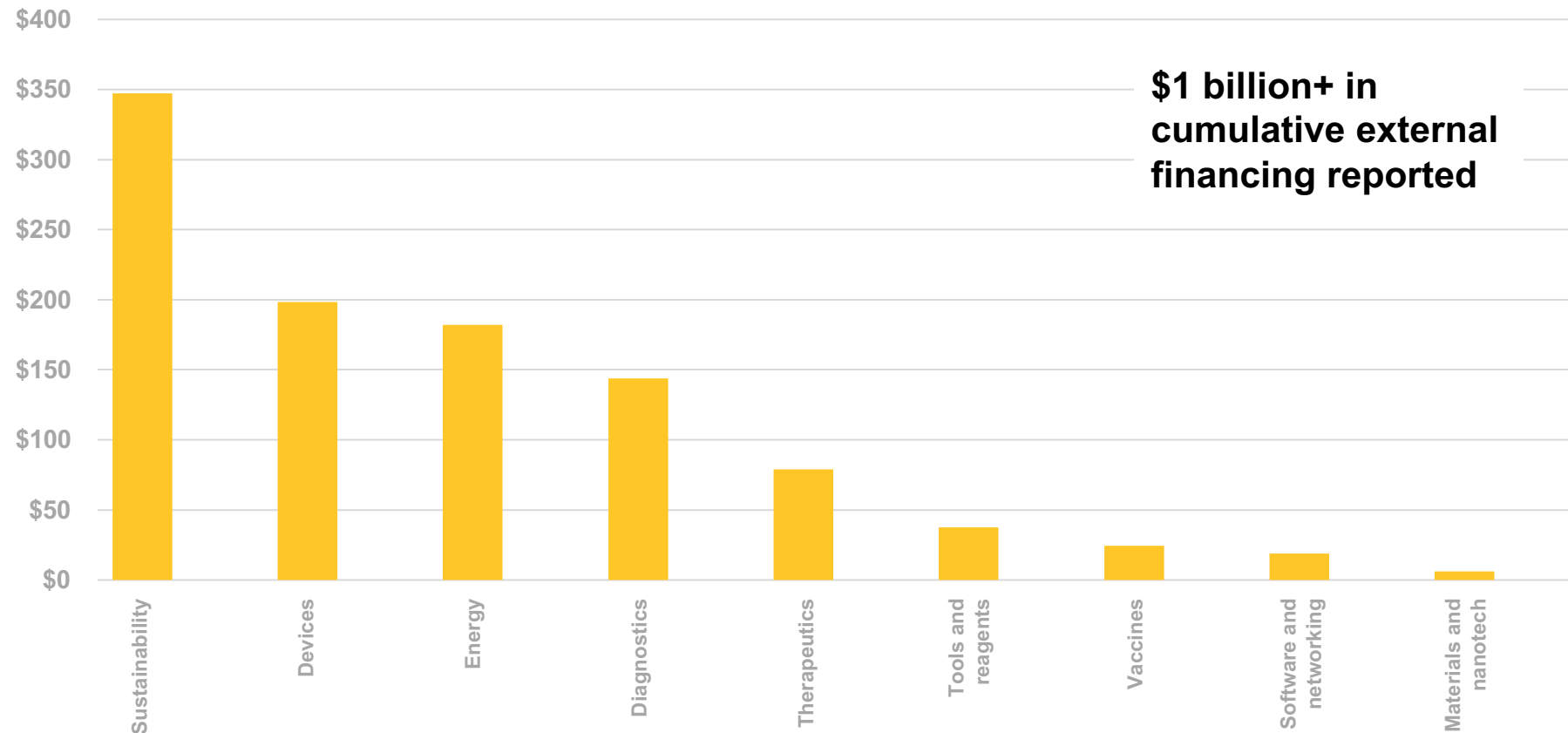


Issued US Patents



SkySong Innovations impact spans sectors

External Financing Reported by ASU Startups, by Sector, Since 2003 (Dollars in Millions)



Learning Enterprise

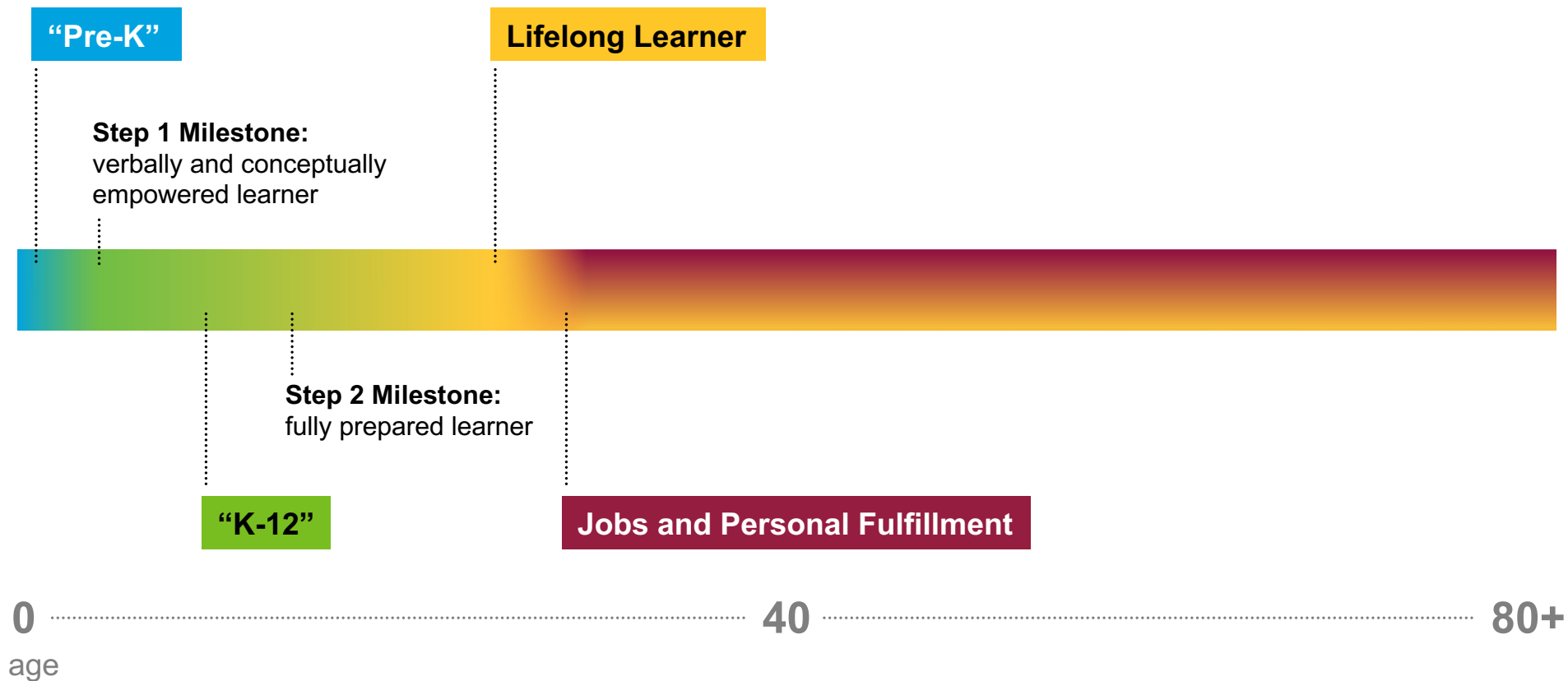
**The traditional education system has excluded
too many learners**

84%

**of Americans believe that they
do not have a chance to improve
their standard of living.**

Sources: Pew Charitable Trusts, Many Across the Globe Are Dissatisfied With How Democracy Is Working and In many countries, dissatisfaction with democracy is tied to views about economic conditions, personal rights.

The Learning Enterprise will provide access to social and economic opportunity at every stage of life



We are creating an enterprise-wide integrated and seamless experience across all stages of a learner's life

LE offerings will be:

Designed as a **lifetime of educational discovery** rather than individual offerings

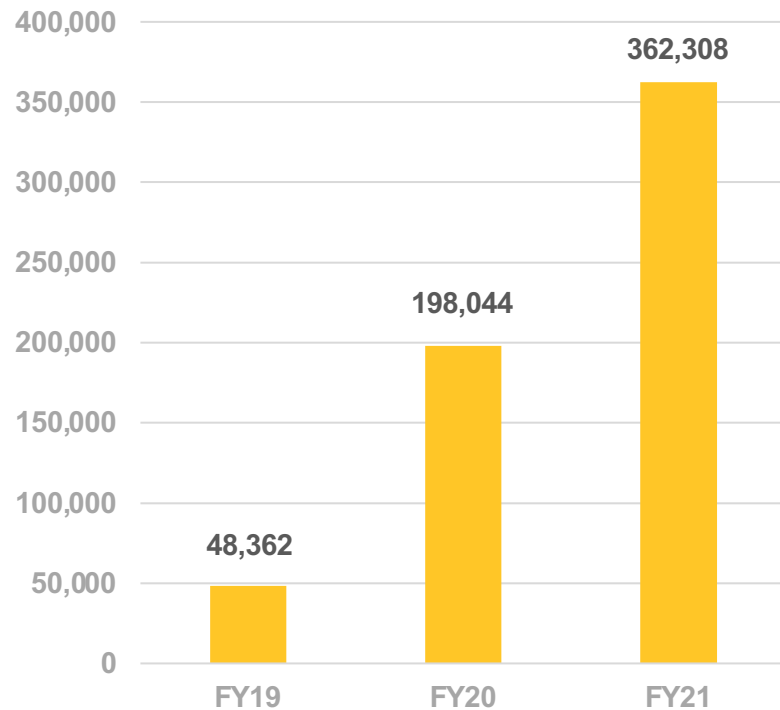
Flexible and adaptive to life circumstances

Portable and widely recognized

Inspirational by **broadening worldviews and perspectives**

Financially accessible

The Learning Enterprise nearly doubled the learners enrolled in its second year of operation



Bridging K-12 and college

K-12 enrollment grew three times to more than 43,000 in FY 2021.

K-12 learners now have built-in access to college-level Universal Learner Courses

Over 15,000 learners have participated in ULCs.

Easy access to college at **any life stage**

No barriers to college with Universal Learner Courses:

- No transcript needed, no application required
- Learners only pay when they pass the course
- Learners earn admission into ASU if they complete their courses with a 2.75 GPA+

ASU Prep and ASU Prep Digital drive local and global impact in K-12

Operating Model

ASU Preparatory Academy serves students in grades K-12 in three different models:

- Next generation immersion
- Remote digital learning from anywhere
- Hybrid learning that combines both models



- Brick and mortar
- 10 schools on 4 AZ campuses
- Immersion and hybrid classrooms



- Digital platform
- Full-time digital academy students work from anywhere
- Part-time students work at their local schools
- We partner with schools to build models that provide online courses, teachers or training



ASU Prep and ASU Prep Digital contribute to local and global impact in K-12

How we collaborate with schools and districts



Course Licensing + Training



All-in-one Digital Learning Solution

Course licensing, training, LMS/SIS, IT Support

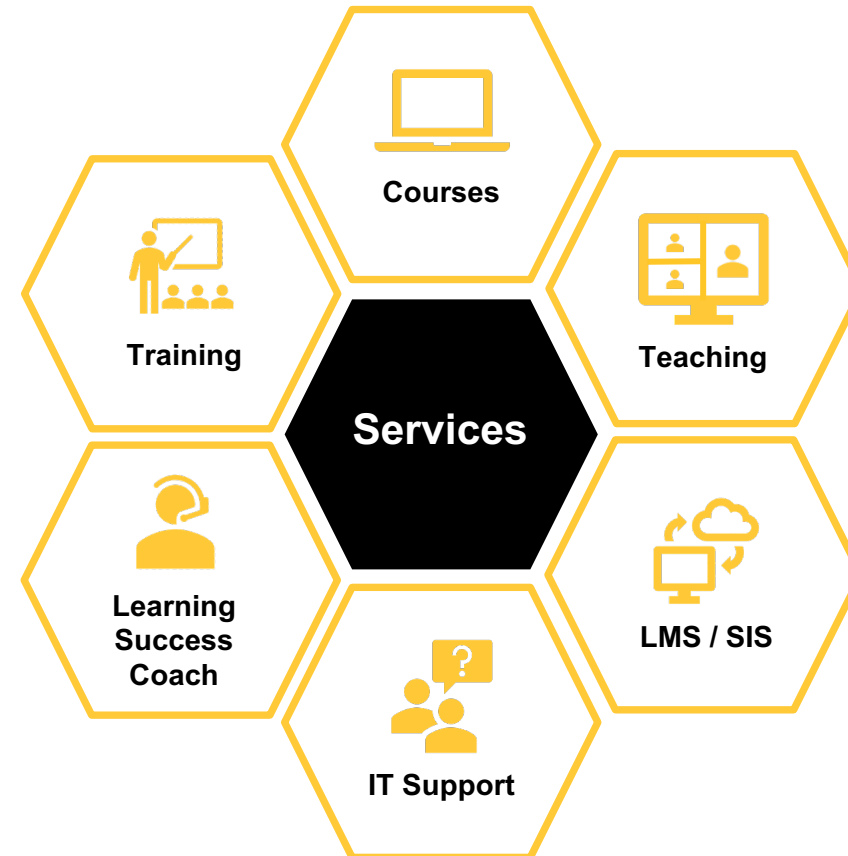


Virtual Teacher Institute



Direct Instruction or Hybrid

Course licensing, teaching, Learning Success Coach



ASU Prep and ASU Prep Digital drive local and global impact in K-12



3,500+

learners served
in K-12 immersion
schools on four
Arizona campuses



7,800+

learners served
in K-12 full-time
digital offerings
around the world



52,000+

learners served
in partnership with other
schools around the world

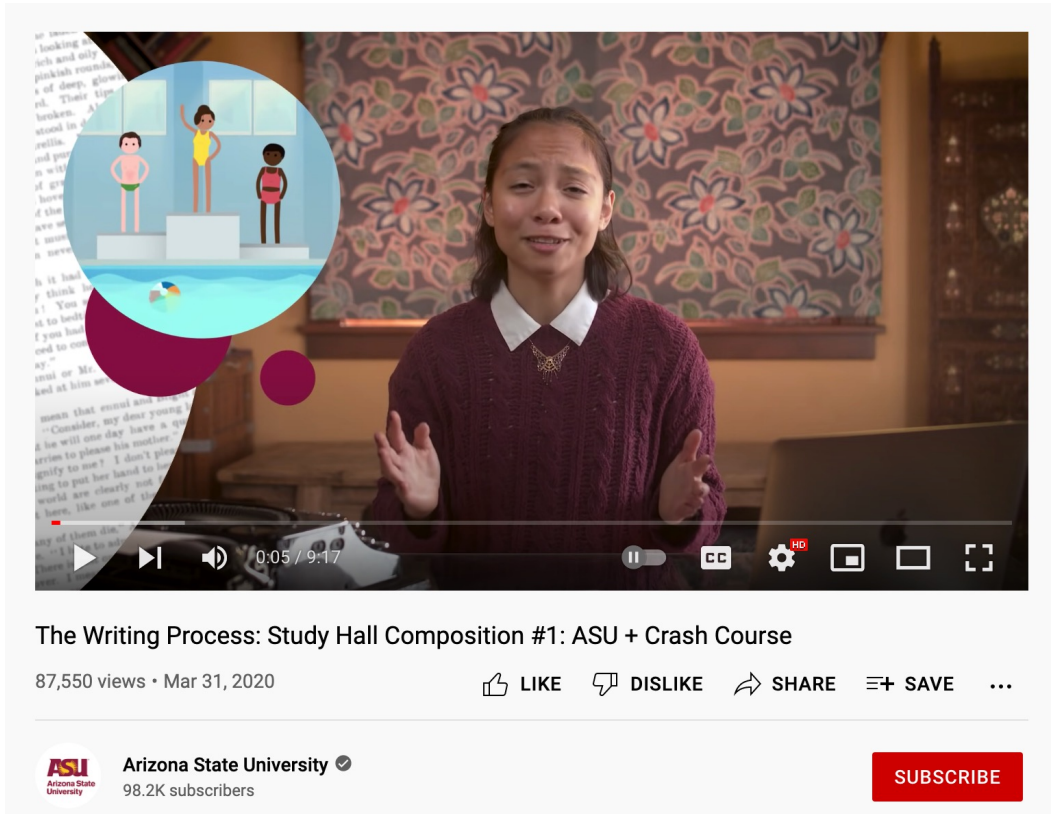


14,000

teachers trained in 1,300
schools in our Arizona
Virtual Teaching Institute

Creating infinitely scalable learning opportunities

Starting this year, Study Hall will target 33 million college hopefuls in the U.S.



The video player shows a woman in a maroon sweater speaking. In the top left corner, there is a circular inset illustration of three people (two men and one woman) standing on a podium, with a small figure of a person swimming in a pool below them. The video player interface includes a progress bar at 0:05 / 9:17, a volume icon, a closed captions icon, a settings icon, a full screen icon, and a share icon. Below the video player, the title 'The Writing Process: Study Hall Composition #1: ASU + Crash Course' is displayed, along with '87,550 views • Mar 31, 2020'. Below the title are icons for LIKE, DISLIKE, SHARE, SAVE, and a menu icon. At the bottom left, the ASU logo is shown next to the text 'Arizona State University' and '98.2K subscribers'. A red 'SUBSCRIBE' button is located at the bottom right.

The Writing Process: Study Hall Composition #1: ASU + Crash Course

87,550 views • Mar 31, 2020

LIKE DISLIKE SHARE SAVE ...

ASU Arizona State University 98.2K subscribers





SUBSCRIBE

Crash Course and Arizona State University have joined forces to tackle barriers to college access and degree completion for learners who start their college journey from YouTube.

ASU has already launched more than 300 Upskilling programs

On-demand Course Library

More than 300 online continuing and professional education courses, including 36 that are free and open-access

 <p>7 P's of Marketing</p> <p>This seven-class series investigates the perfect mix of marketing efforts to launch and assess your organization's marketing strategies.</p>	 <p>Agile Project Management Certificate</p> <p>Master Agile project management concepts and prepare for the PMB-ACP exam with this bundle of four courses.</p>	 <p>ASU & Mayo Clinic Health and Well-being Certificate</p> <p>Become the healthiest version of you with this five-course wellness certificate from Mayo Clinic and ASU. Expert tips will help you improve your nutrition, fitness, sleep and mental resilience.</p>	 <p>Business Management Essentials</p> <p>Earn a business management certificate when you take this series of six courses from experienced business faculty.</p>
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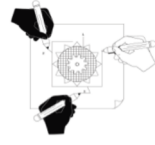


Custom Corporate Partnerships

Custom learning experiences designed based on a partner's workforce development priorities






Partner-enabled Career Bootcamps

Eight career bootcamps, offered in partnership, prepare learners for entry-level jobs in technical fields

Full-Time  In-Person Cybersecurity	 Online Engineering Flex	  PATHSTREAM
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Executive Education

Advanced skills training available globally, powered by online courses and Thunderbird's network of centers for excellence

 <p>American Express Leadership Academy at Thunderbird</p> <p>Nonprofit emerging leaders Build personal leadership skills and organizational capacity Delivery: In-person Location: Downtown Phoenix Duration: 5 days November 15-20, 2020 Sponsored, Please apply</p>	 <p>Transformative Leadership & Innovation for Competitiveness</p> <p>Aspiring global professionals Gain strategies and an enhanced global network to catalyze organizational change Delivery: In-person Location: Phoenix, Arizona Duration: 6 days Dates: Coming Soon \$8,950</p>	 <p>Global Mindset for Strategic Leadership</p> <p>Aspiring global professionals Enhance strategic global leadership perspective and capability Delivery: In-person Location & Dates Coming Soon \$2,250</p>
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Learners are a testament to Learning Enterprise impact



Nigh H.

High School Learner

“It really helped me to see that...I think I am ready [to go to college]. And it definitely helped me get scholarships to all the schools I wanted to go to.”



Nigel S.

ULC Learner

“It’s a really great opportunity to not only work on your educational goals, but to do it while simultaneously building your career—no matter what it is — because of the flexibility of the program.”



Dyan B.

Starbucks Learner

“I was always regretful about not finishing college or giving college my full potential. Because my past grades were not great, I wasn’t able to get accepted into ASU. Pathway to Admission helped me get into the flow of school again after 10 years and helped me gain admission into ASU, all while still taking courses for credit.”

Enterprise Operations



ASU operates in global metropolitan areas



ASU's global engagement efforts connect the ASU Public Enterprise and Arizona to the world

10,974

International students

453

Research and sponsored
projects

85

Study abroad programs

25

International locations

1,238

Education and service
programs

1,109

Students in online global
learning programs

187

Academic partnerships

831,000

Online English language
learners and teachers of
English trained

271

Alumni chapters

New collaborations connect efforts across oceans



With partners, ASU fuels impact around the world

- In partnership with Cintana Education, ASU is building a global network of universities to increase access to quality higher education around the world, with academic collaborations, student mobility and research and training projects.
- Nine universities with nearly 100,000 students in Costa Rica, Ecuador, Egypt, India, Kazakhstan, Mexico, Turkey, Ukraine and Vietnam are part of the ASU-Cintana Alliance. An additional four universities are expected to join by the end of the fiscal year.



Dreamscape Learn enables new learning realms

- Dreamscape Learn, a virtual reality learning platform that merges education, storytelling and entertainment, welcomed visitors for demonstrations in the ASU Creativity Commons.
- It was a featured attraction at the 2021 ASU+GSV Summit in San Diego, and Summit attendees were able to experience it firsthand.
- In December 2021, the first student cohort in ASU's "Designing for Dreamscape" course unveiled "Theta Labs," an environmental sustainability course they created.



Starbucks partnership advances across several initiatives

- Largest-ever Starbucks College Achievement Plan class, more than 700 strong, graduated.
- The ASU-Starbucks Center for the Future of People and the Planet was established.
- The Starbucks Global Academy passes 100,000 unique learners and 300,000 enrollments.
- The “To Be Welcoming” training was updated and expanded to help the ASU community understand the value of inclusivity in academic success.

Mayo Clinic and Arizona State University Alliance for Health Care

- The Health Futures Center, home of the Mayo Clinic and ASU Alliance for Health Care, opens.
- The 2021 Collaborative Research Seed Grant Program garners new ideas for Mayo-ASU collaboration.
- The Spring 2021 Mayo Clinic and ASU MedTech Accelerator launches.
- The first cohort from the Mayo Clinic Alix School of Medicine's Arizona campus graduates with both an MD and a master's degree in the science of health care delivery.
- Mayo Clinic acquires land for the “Discovery Oasis” biotech corridor.

EdPlus partnerships expand ASU reach

Young Thinkers Program



WWII Studies



African e-Scholars Initiative



Baobab



Air U



MACS accelerators



Workforce Education

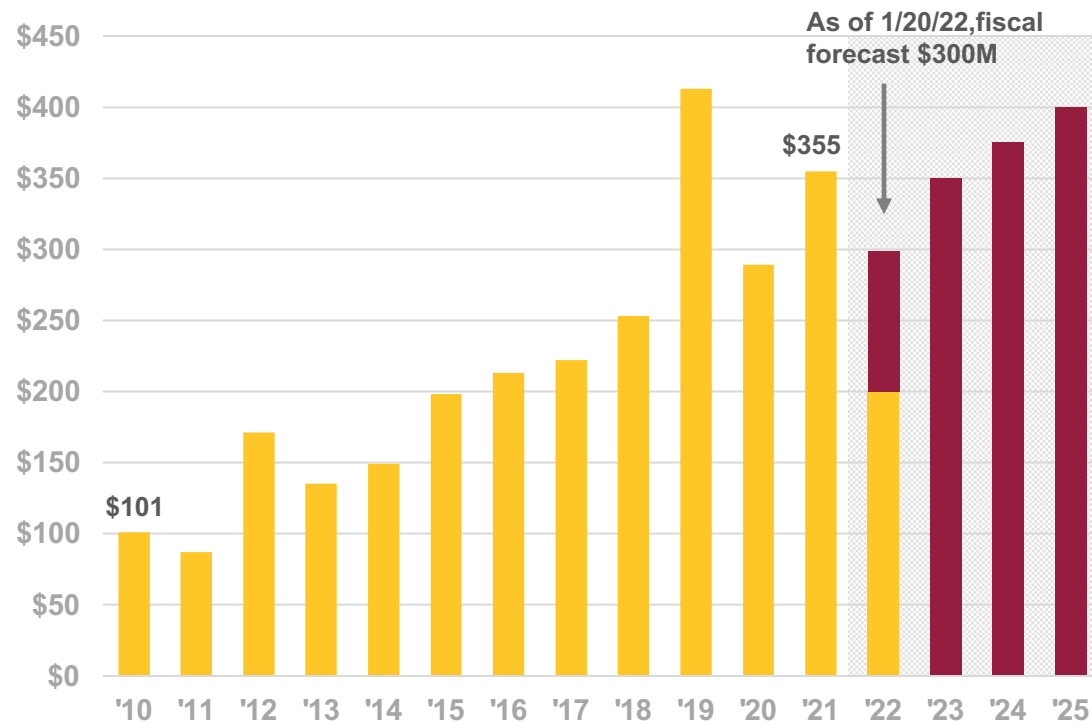


PLuS Alliance



ASU Foundation is core to the ASU Public Enterprise's strength

FY10 to FY25 Performance and Projections for New Gifts and Commitments (Dollars in Millions)



Projected

Actual

Endowment value reached

\$1.186B



\$355M

Raised in new gifts and commitments, surpassing **\$225M** goal and marking 7th consecutive year of surpassing annual goal



Only public university without a medical school to complete

\$2B+ campaign

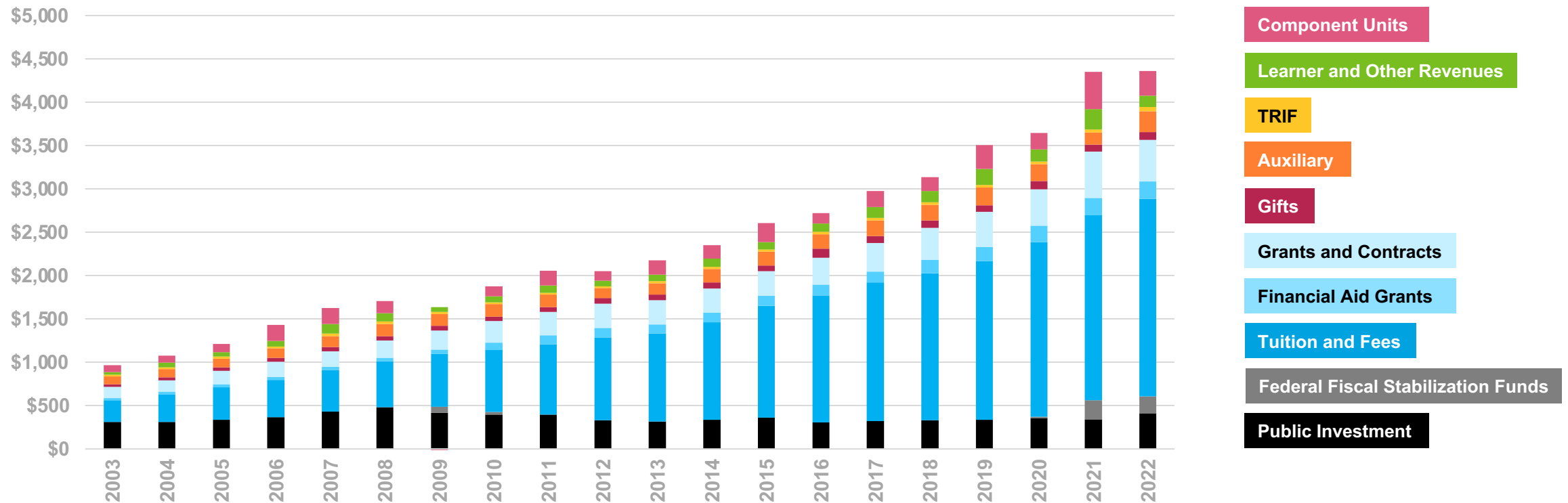


ASUF received the highest rating (4-stars) from Charity Navigator for the **10th consecutive year**

Enterprise Finances

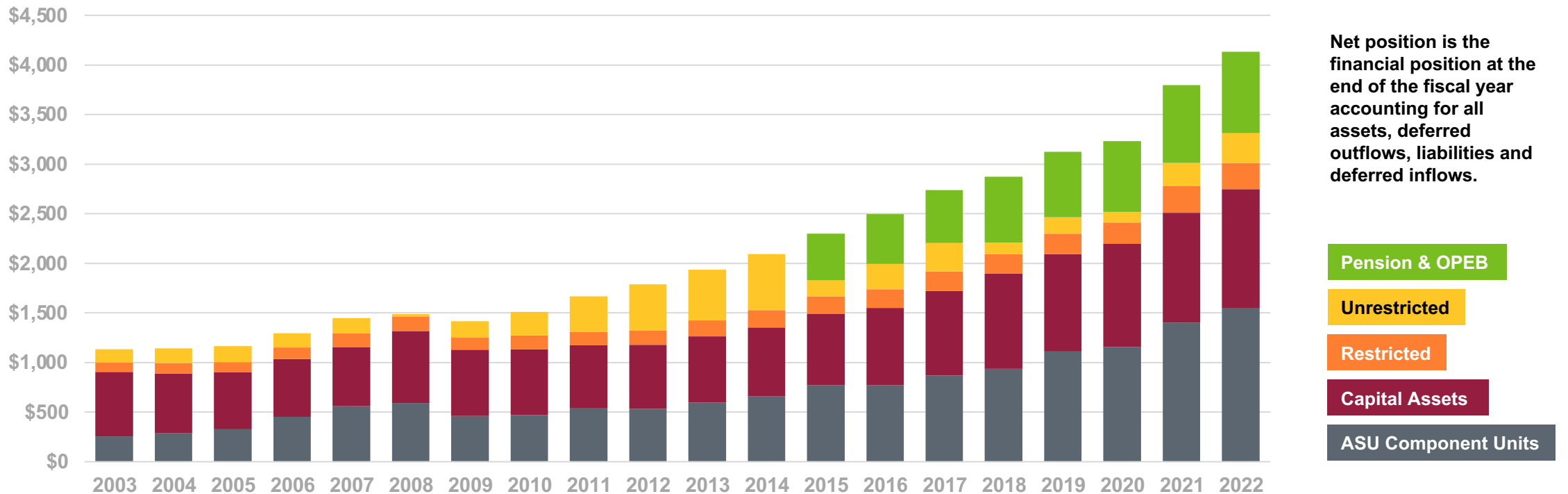
Revenues have more than quadrupled over past two decades

Net Revenues for ASU and Component Units in Millions (FY 2003 to FY 2022)



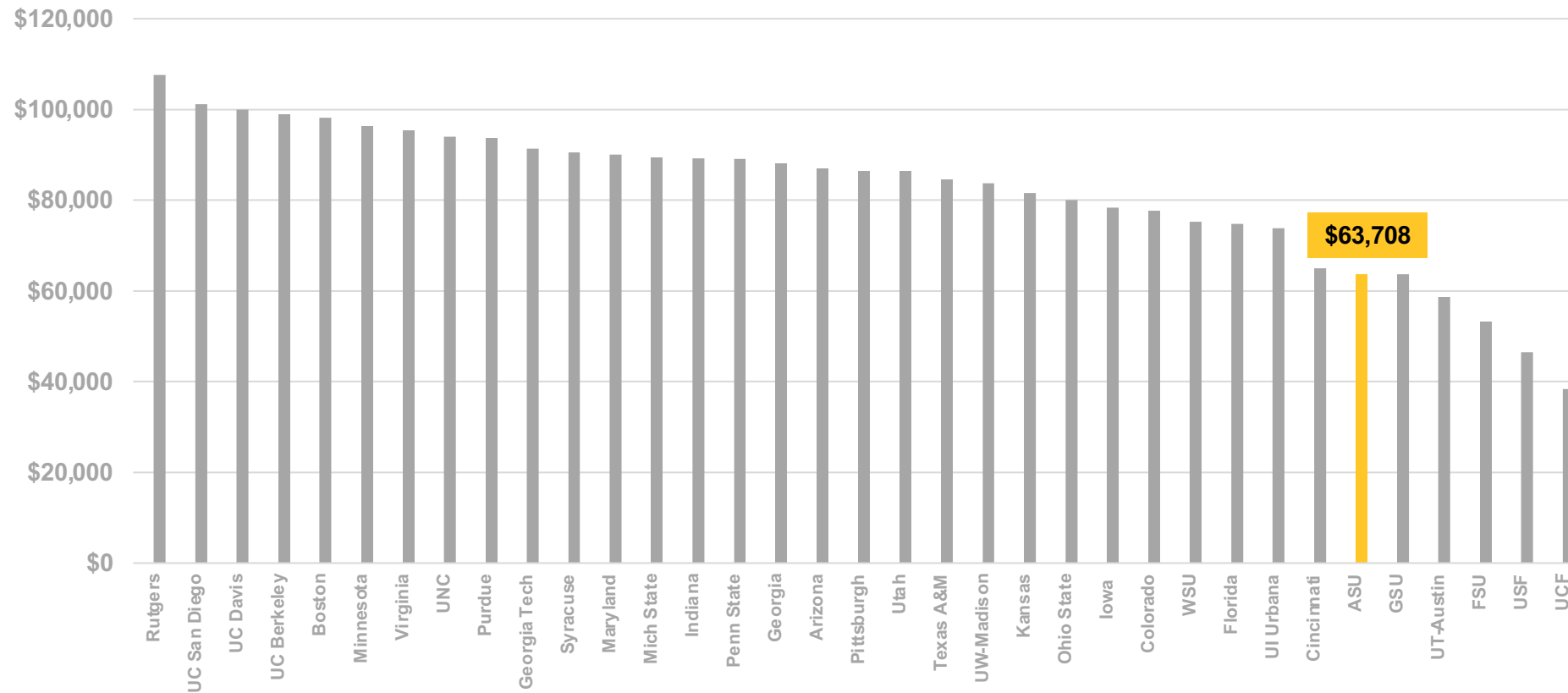
ASU is resilient in an uncertain environment and prepared to invest for the future

Net Position and Component Units in Millions (FY 2003 to FY 2022)



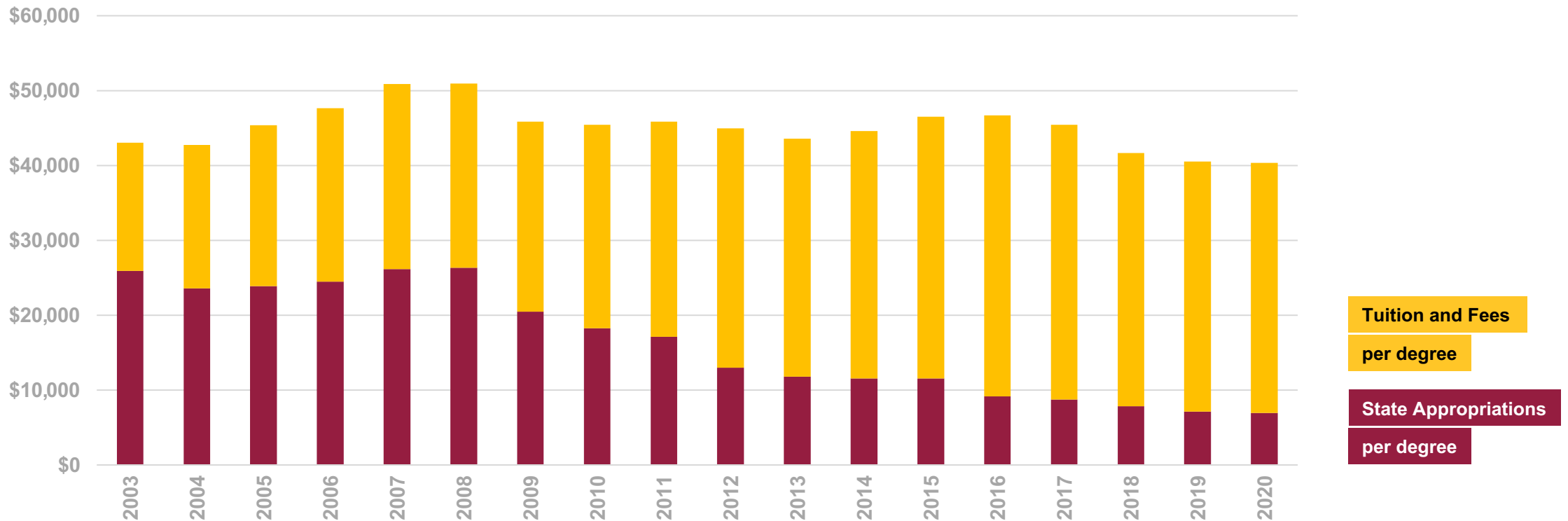
ASU receives less resources per degree awarded than the national median

Tuition and Appropriations per Degree (FY 2020)



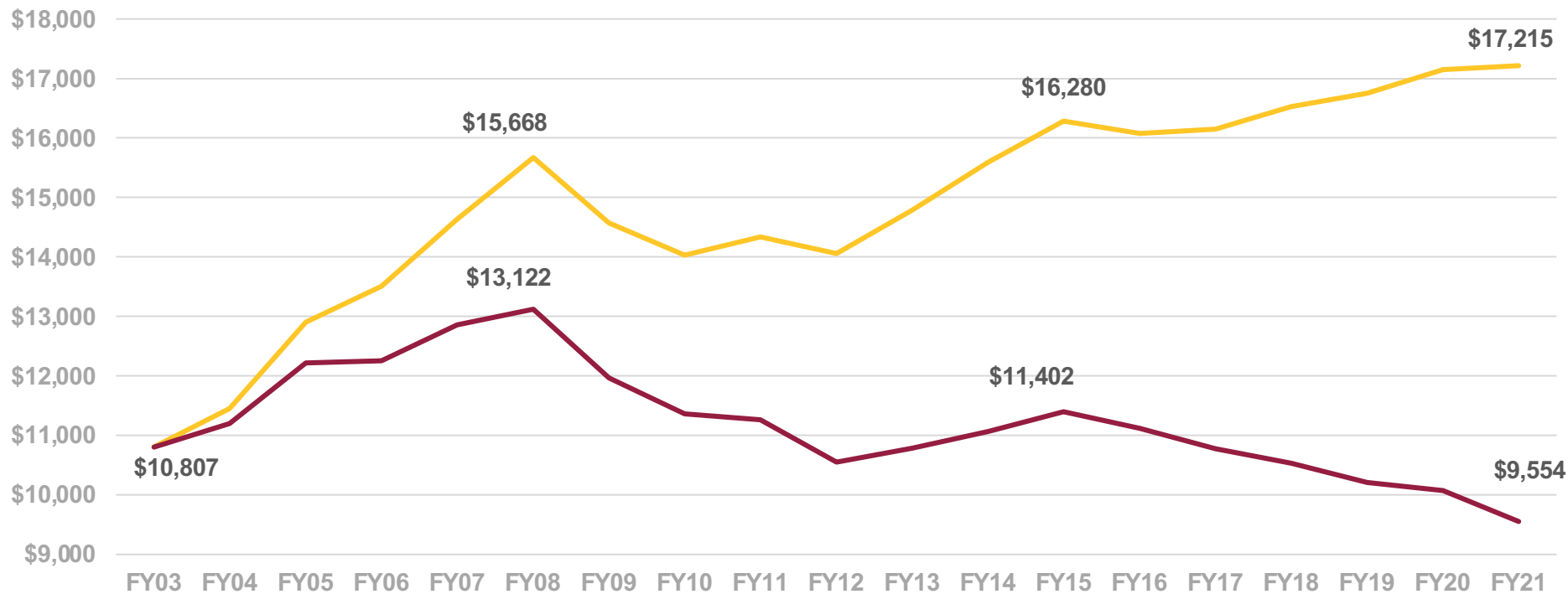
ASU maintains quality as resources per degree decline

Tuition and Appropriations per Degree (FY 2003 to FY 2020) in 2002 Dollars



Cost discipline, application of technology, and economies of scale are projected to maintain current cost levels

Education and General (E&G) Expense Net of Scholarship Allowance (FY 2003 to FY 2021)

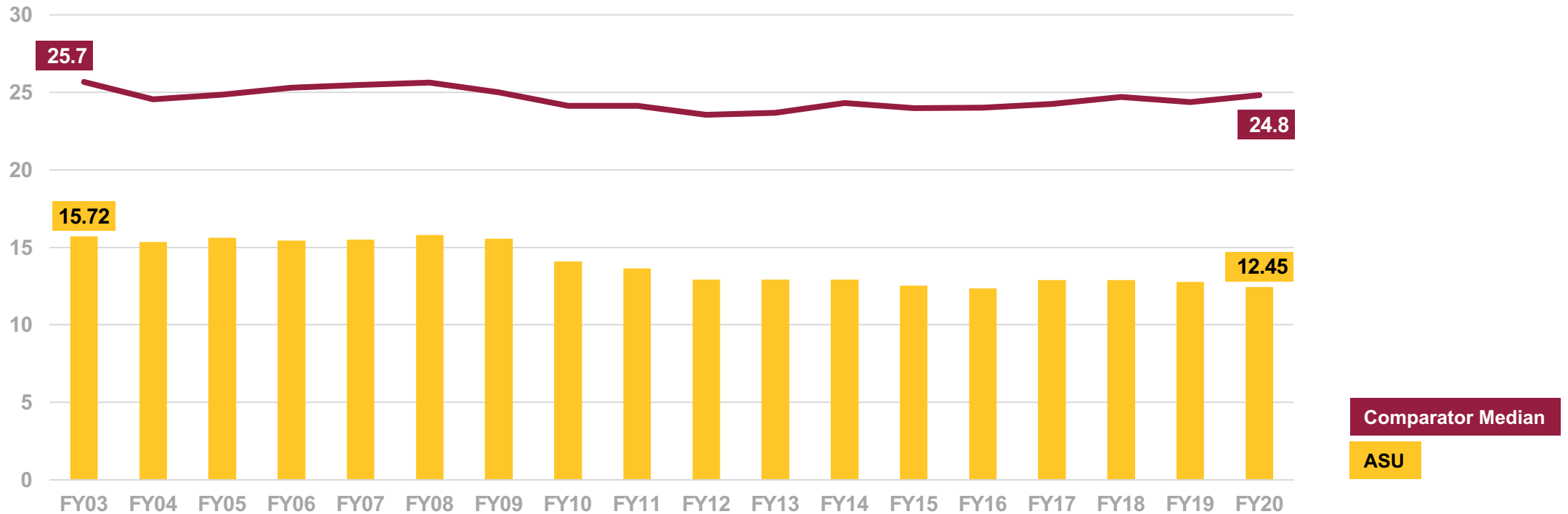


ABOR E&G

ABOR E&G (in constant
2002-03 dollars)

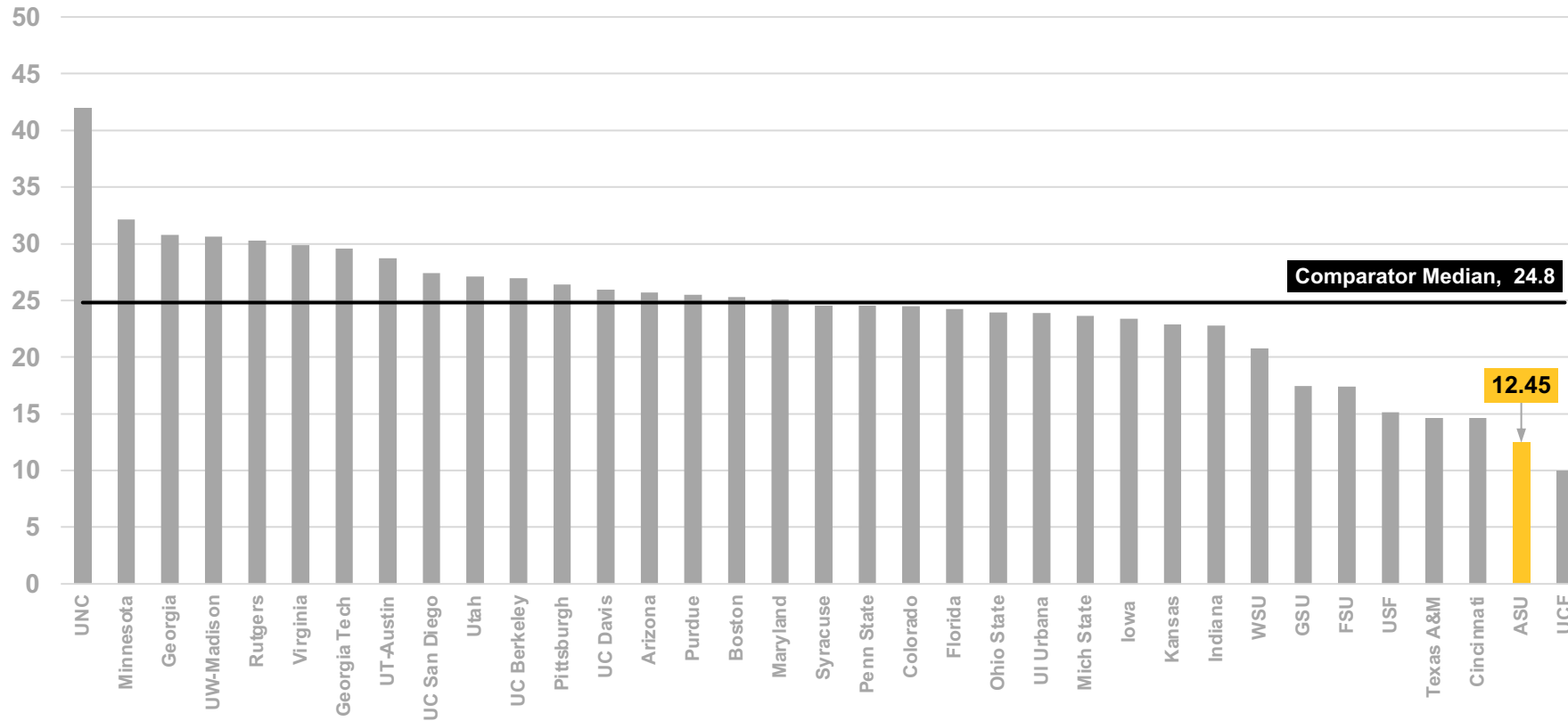
ASU has operated with about half the staff per student as its comparators

FTE Employees per 100 FTE Students (FY 2003 to FY 2020)



ASU operates with fewer employees per student than nearly all comparators

FTE Employees per 100 FTE Students: New Classification Universities (FY 2020)

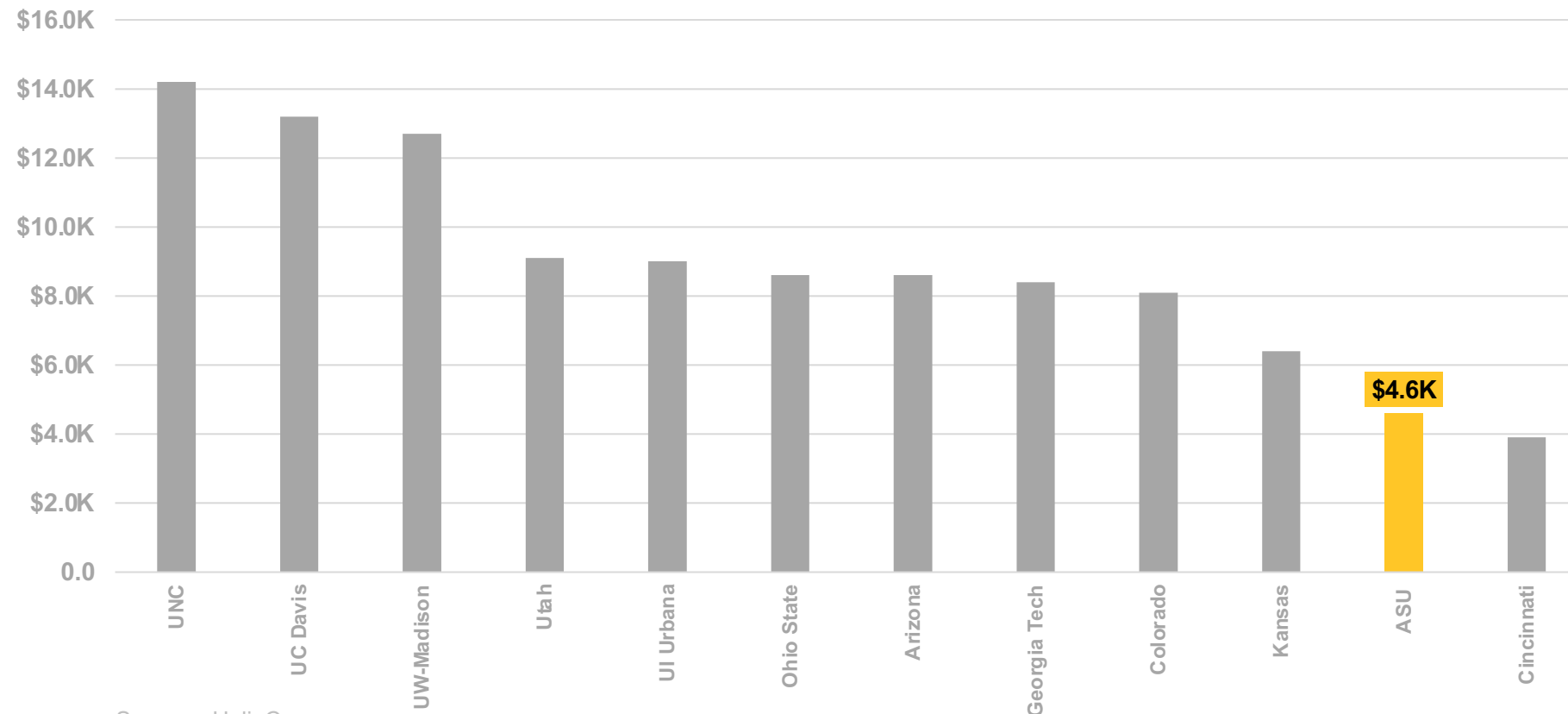


Source: Integrated Postsecondary Education Data System



ASU prioritizes spending on the student experience by keeping administrative spending low

Labor Spend (Excluding Academic Activities) per Student: New Classification Universities (FY 2020)



Sources: HelioCampus



Universities have been managing under high inflation relative to other sectors

Higher Education Price Index and Year-Over-Year Growth

Fiscal Year	Higher Education Price Index	Higher Education Cost Growth	Consumer Price Index	Consumer Price Growth
2002	212.7	1.92%	181.6	1.79%
2003	223.5	5.08%	185.5	2.15%
2004	231.7	3.67%	189.6	2.21%
2005	240.8	3.93%	195.3	3.01%
2006	253.1	5.11%	202.7	3.79%
2007	260.3	2.84%	208.0	2.61%
2008	273.2	4.96%	215.7	3.70%
2009	279.3	2.23%	218.7	1.39%
2010	281.8	0.90%	220.8	0.96%
2011	288.4	2.34%	225.3	2.04%

Fiscal Year	Higher Education Price Index	Higher Education Cost Growth	Consumer Price Index	Consumer Price Growth
2012	293.2	1.66%	231.9	2.93%
2013	297.8	1.57%	235.7	1.64%
2014	306.7	2.99%	239.4	1.57%
2015	312.9	2.02%	241.1	0.71%
2016	317.7	1.53%	242.8	0.71%
2017	327.4	3.05%	247.2	1.81%
2018	336.1	2.66%	252.8	2.27%
2019	346.0	2.95%	258.0	2.06%
2020	352.7	1.94%	262.2	1.63%
2021	362.3	2.72%	268.1	2.25%

HEPI percentage increase is greater than CIP percentage increase.

HEPI captures steadily rising production costs:

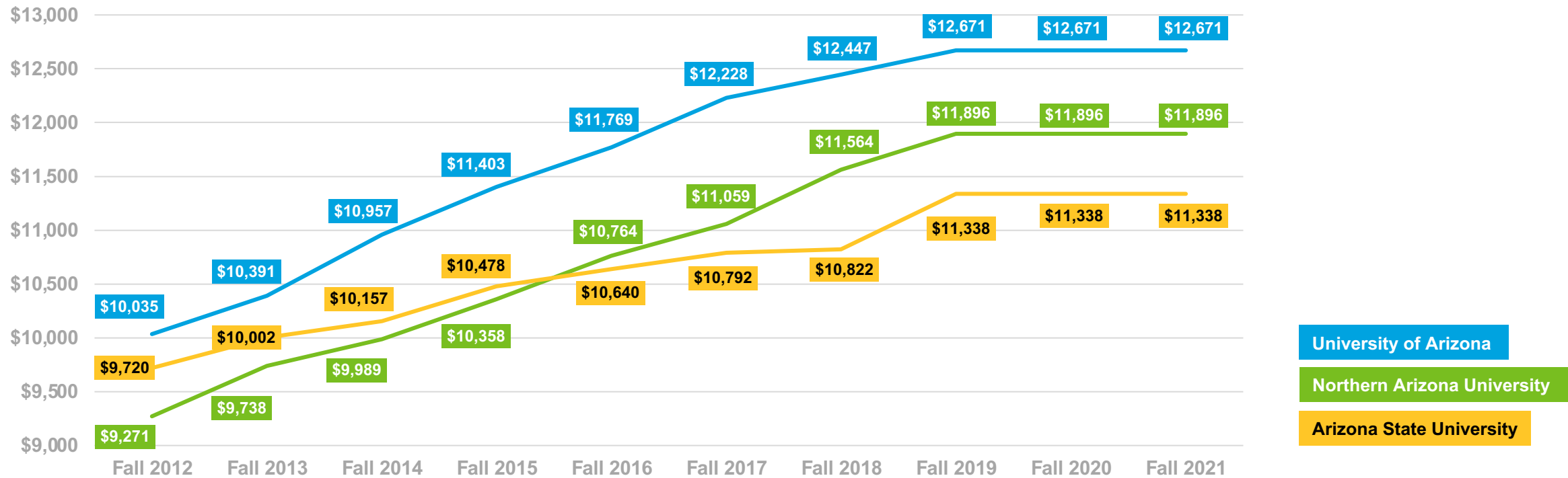
- Employee wages and salaries
- Fringe benefits
- Miscellaneous services
- Supplies and materials
- Utilities

ASU has presented, reaffirmed and extended commitment to modest tuition increases

- **Feb. 2012:** Looking toward 2022, ASU commits for ten years to modest annual tuition increases (0% to 3%) for residents, with market pricing for non-residents and online students (ABOR presentation, 2012)
- **FY 2013:** ASU announces no tuition increase for residents (press release, February 2012)
- **FY 2014:** ASU reaffirms tuition commitment to resident students (ABOR presentation, February 2014)
- **FY 2015:** ASU's will hold annual tuition adjustments to 3% or less for residents (ABOR presentation, April 2015)
- **FY 2016:** ASU continues to limit tuition increases to 3% for residents (press release, April 2015)
- **FY 2017:** ASU keeps annual tuition adjustments to 3% or less for resident students (ABOR presentation, February 2017)
- **FY 2018:** ASU will maintain commitment to tuition increases of less than 3% for residents (press release, March 2017)
- **FY 2019:** ASU plans to keep tuition adjustments for residents to 3% or less (ABOR presentation, February 2018)
- **FY 2020:** ASU extends for another 10 years existing tuition commitment to Arizona residents (press release, April 2019)

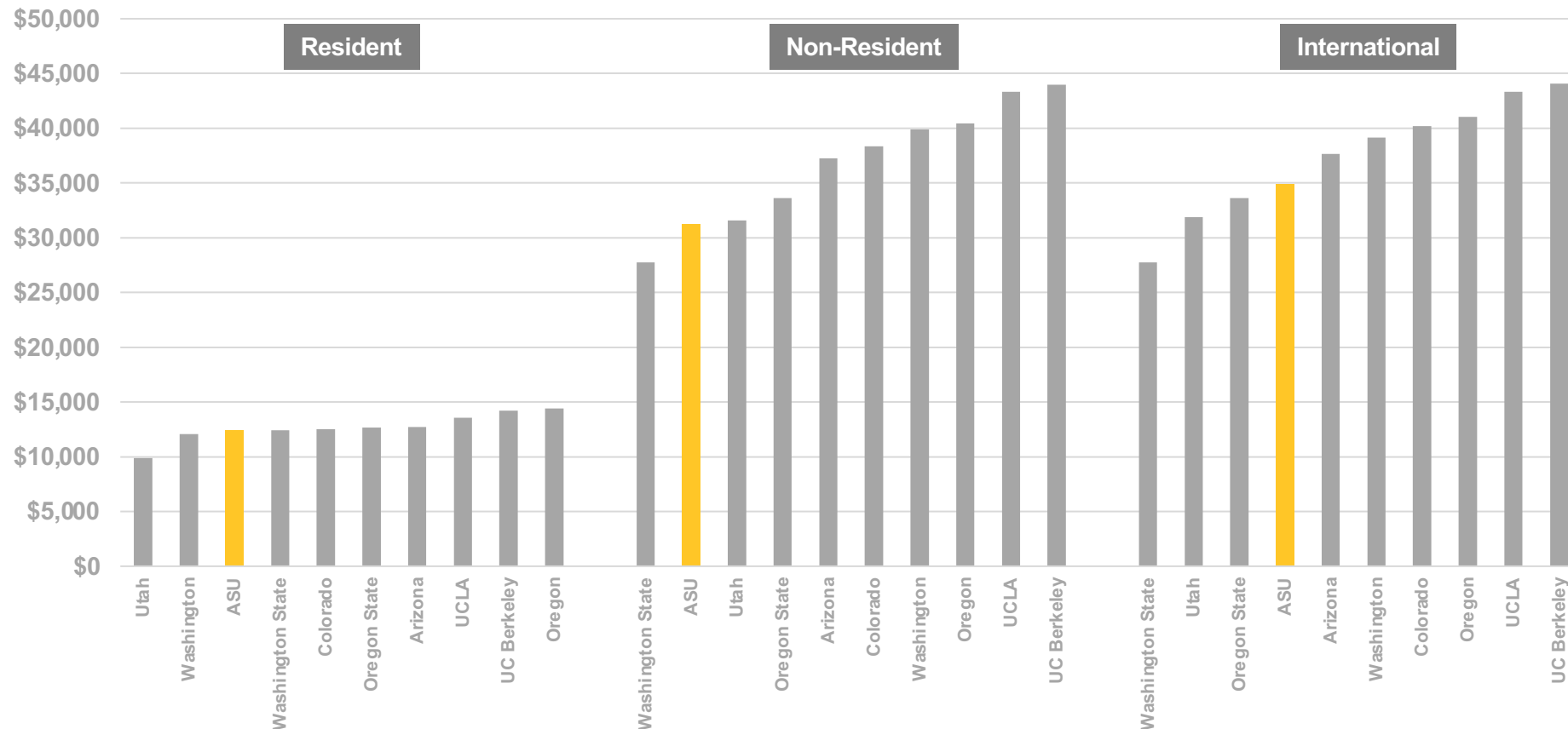
ASU had committed to modest annual tuition adjustments

Tuition and Fees for New Resident First-Year Students (Fall 2012 to Fall 2021)



ASU tuition remains low across all groups compared to Pac-12 public universities

Full-Time Tuition and Fees for New Undergraduate Students (Fall 2021)

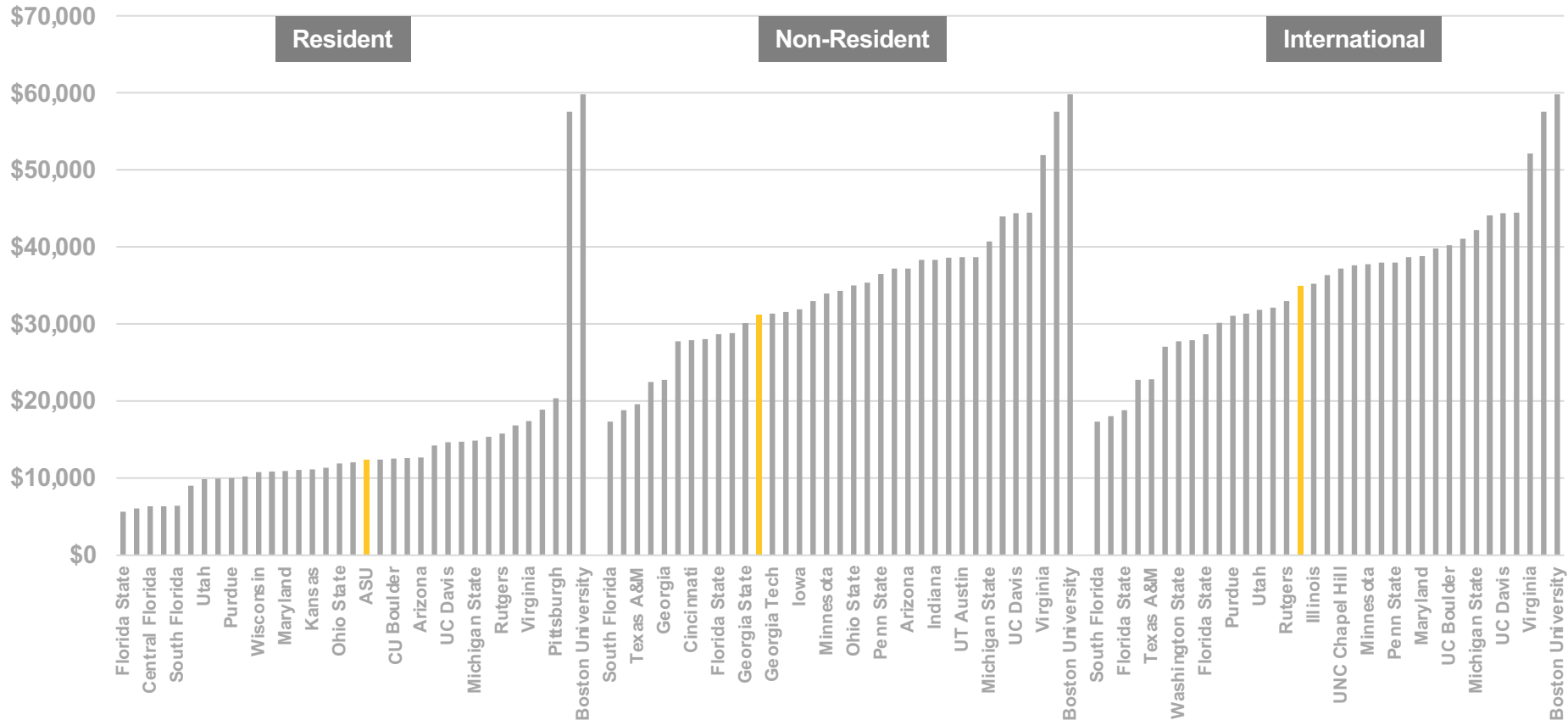


Arizona State University



ASU tuition remains low across all groups compared to similar universities

Full-Time Tuition and Fees for New Undergraduate Students (Fall 2021)

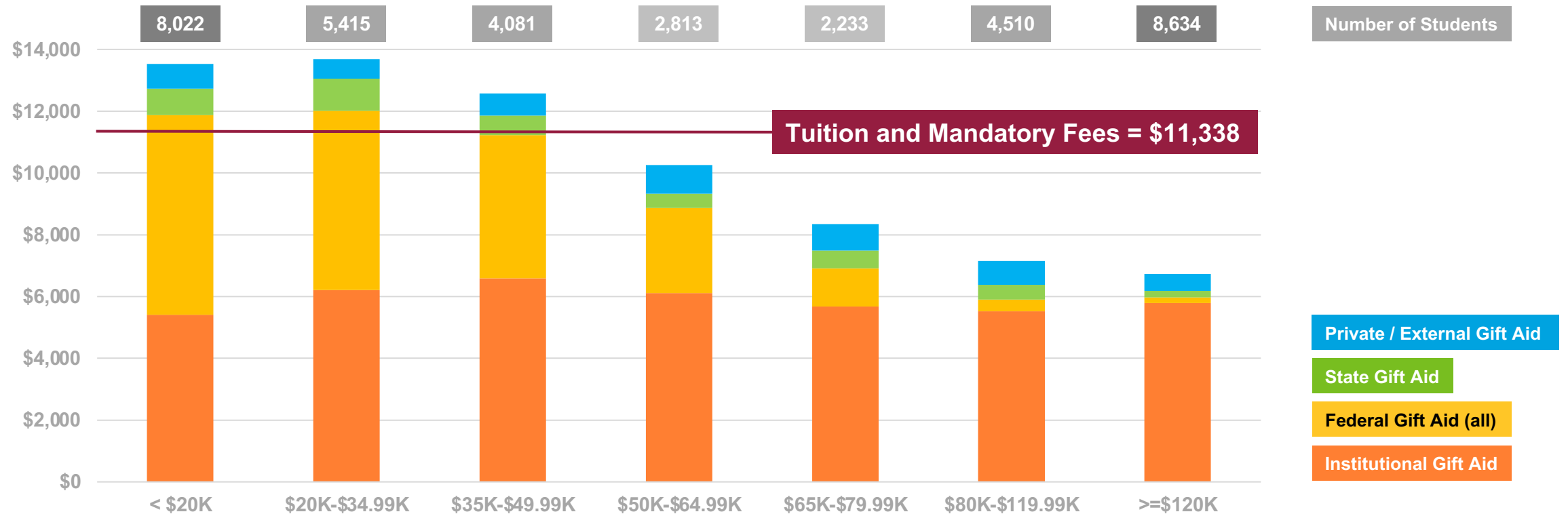


Arizona State University



ASU remains affordable by providing significant gift aid

Average Gift Aid Awards by Family Income, 35,708 Resident Undergraduate Students (2020-21)



AZ Median Household Income = \$67,462

U.S. Median Household Income = \$67,403

Source: U.S. Census Bureau, 2018-2020



ASU advanced major capital projects in 2021



ISTB 7



Los Angeles Herald Examiner Building



MIX Center



NOVUS



Health Futures Center



Fusion on First



Wexford



Multi-Purpose Arena



Thunderbird School of Global Management



Durham Hall



Omni Tempe Hotel at ASU



Creativity Commons



Bateman Physical Sciences Center

ASU advanced major capital projects in 2021

ISTB 7



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Los Angeles Herald Examiner



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Media and Immersive eXperience Center (MIX)



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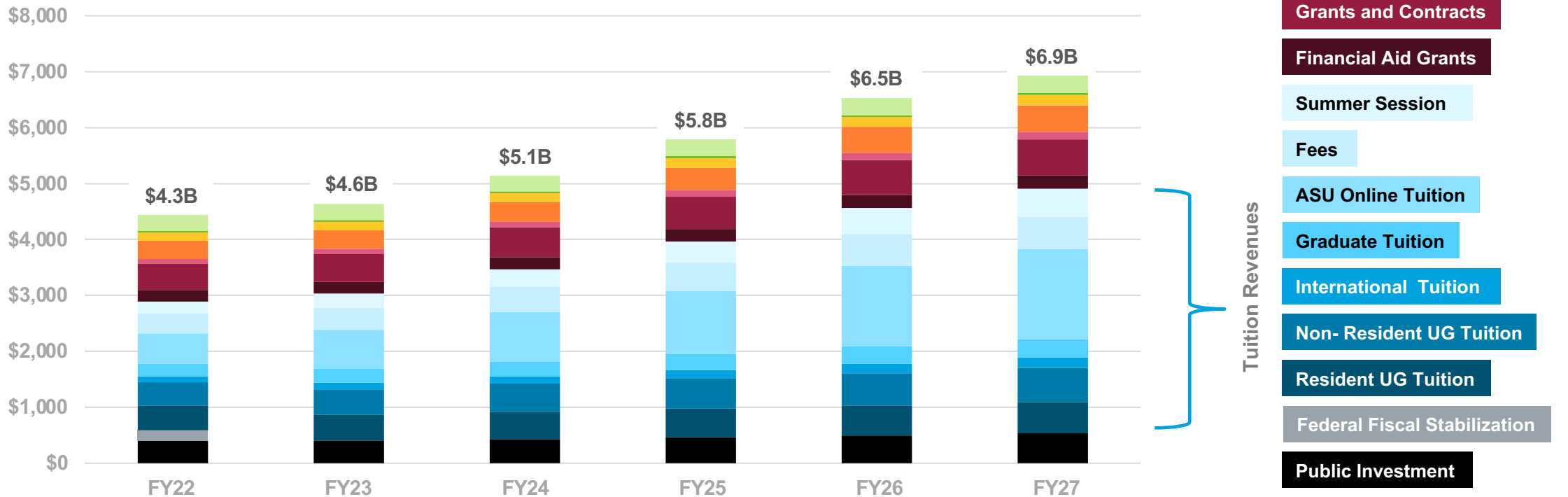


The background image shows the silhouettes of two graduates in caps and gowns. One graduate is in the foreground, seen from behind, holding a diploma. The other is further back, in profile. They are standing on a hill against a bright sunset sky. A building is visible on the left, and palm trees on the right.

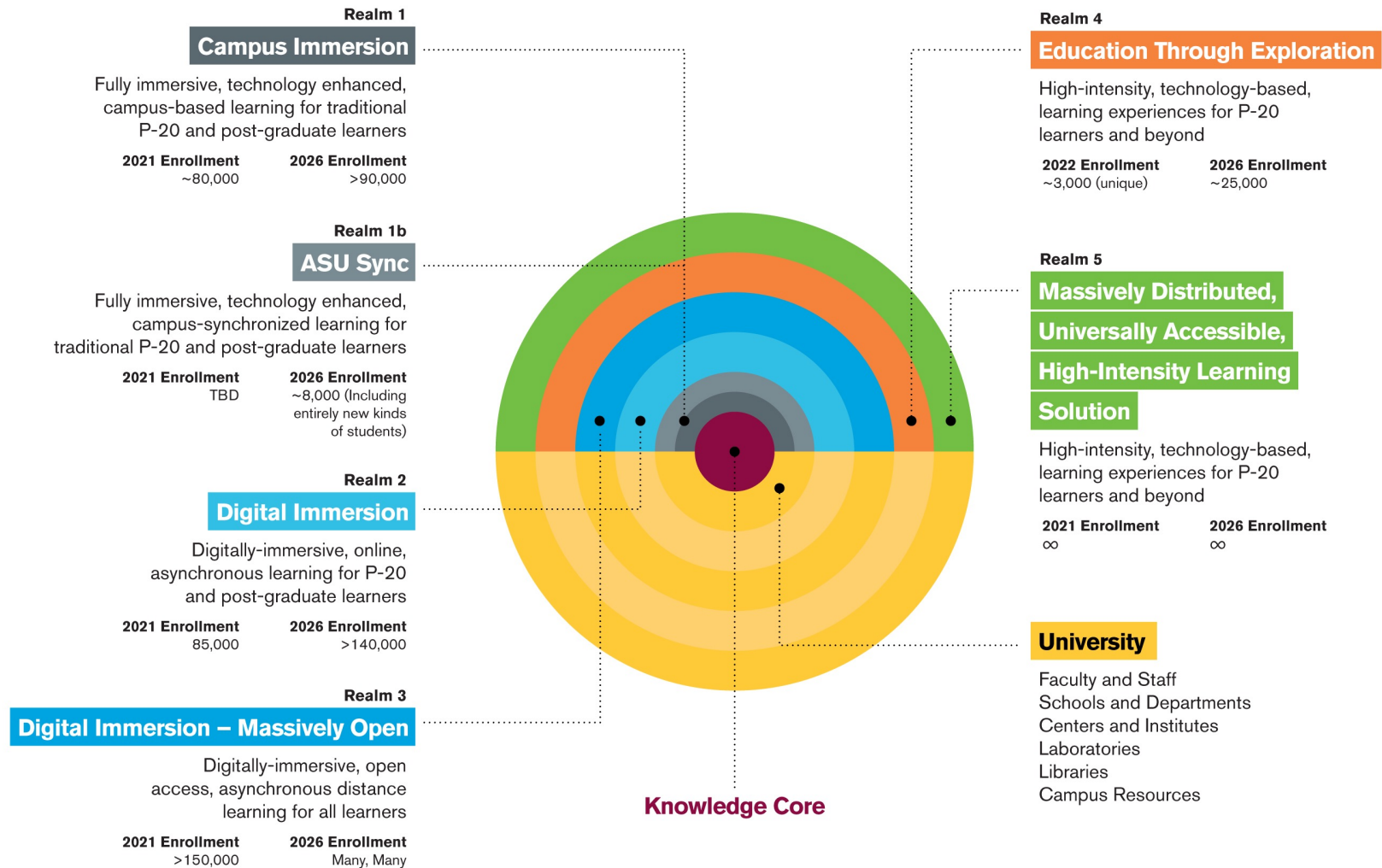
What's Next?

ASU Public Enterprise will continue to grow and diversify revenue streams

Projected Gross Revenues in Millions (FY 2022 to FY 2027)



Realms of Teaching and Learning demonstrate scale



The ASU Public Enterprise will **continue to tackle Arizona's and the world's big challenges**

- Scale ASU Prep and ASU Prep Digital to build capacity in the K-12 system
- Expand ASU West and ASU Polytechnic campuses
- Work with Arizona community colleges on joint bachelor's degrees
- Reach new populations through ASU Sync
- Transform student success for Arizonans through technologically-enhanced instruction
- Launch the New Economy Initiative for Arizona

Scale ASU Prep and ASU Prep Digital to meet the needs of K-12 learners

Where we are going by 2030

- #1 charter network in Arizona
- Statewide virtual program
- Leader in content and innovation
- National leader in professional development
- 860,000 enrollments
- 600+ national school partners
- 15+ international school models
- 50,000 teachers trained



Expand ASU West and ASU Polytechnic campuses



Work with Arizona community colleges on joint bachelor's degrees

What?

Offer a distinctly unique and different option for students pursuing associate's and bachelor's degrees: a low-cost, streamlined state college option heavily focused on adaptive learning and new technologies and leveraging all available tools and resources to increase enrollment and persistence to degree completion dramatically.

For whom?

The large population of students who intend to go to college but aren't enrolling in post-secondary programs after high school.

Returning adult students and career changers.

Students seeking a smaller, more intimate college experience with more significant opportunities to engage fellow students and faculty.

Students from community college campuses who wish to complete their bachelor's degrees.

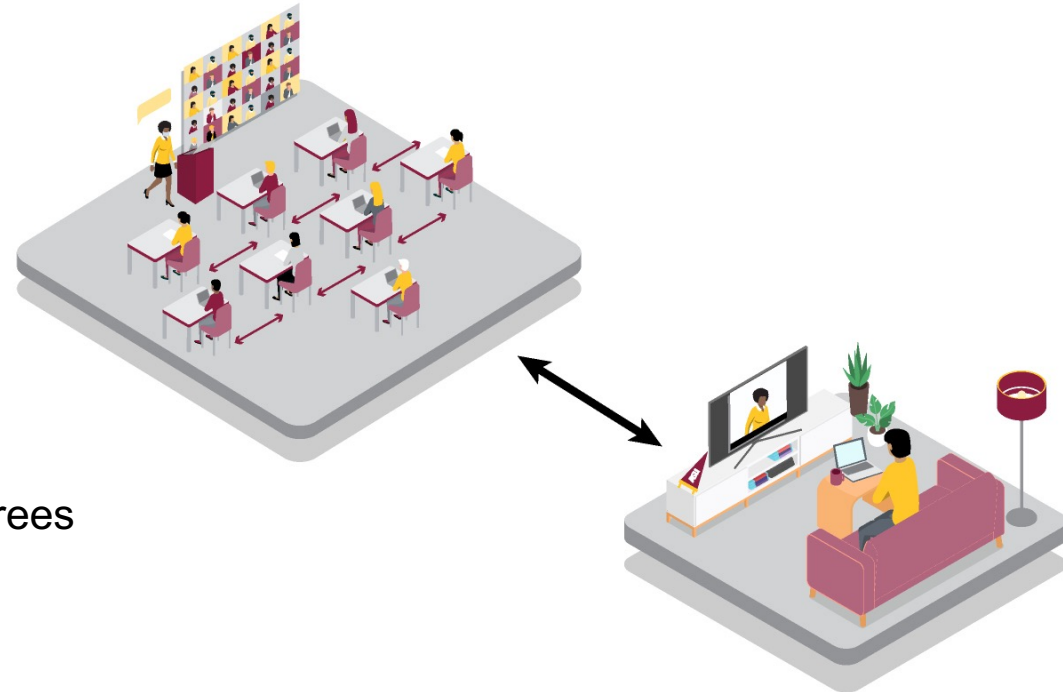
How?

Programs offered on-site at the partnering community college campus, with students taking classes from both institutions in a variety of formats and instructional methodologies. Seamless access to full range of comprehensive support services.

Reach new populations through ASU Sync

Proposed and Existing Programs in Sync

- Certificates
- Degrees not yet available online
- Degrees already offered in Sync modality
- Degrees focused on professional experience
- Degrees targeted to remote populations
- Courses designed to enhance student success
- Premium experience added to online based degrees



Spring 2022 enrollment

- About 1,600 students enrolled in Sync-only degree programs
- About 5,500 students in individual Sync-only courses

Transform student success for Arizonans through technologically enhanced instruction

Intelligent Tutor

Adaptive math diagnostic assessment tool that provides personalized learning and granularity in solving math problems, step by step.

250 Arizona schools in spring semester pilot

Selected for diversity of students, learning levels, modality and geographic location

8th-10th graders, 62% minority

Delivery to Low- and No-Bandwidth Areas in AZ

Working with partners from across Arizona, ASU will work to develop actionable strategies to deliver online courseware into low- and no-bandwidth environments of Arizona.

32%
of Arizona residents have no internet access at home

me3

A free interactive major and career quiz tool designed to help connect college majors with career interests.

EOSS routinely conducts me3 workshops with AZ high schools.

80,000
Arizona high school learners using me3

700
Arizona high schools using me3

Pathways for the Future (State Farm)

Provides learners the knowledge necessary for life and work in the twenty-first century. Financial assistance is available for qualified students.

61 awardees to date
An award includes payment of identity verification and payment of course conversion fees upon successful completion to transcript the course for credit.

59 degree scholars
Degree Scholars are students currently enrolled in a PFF degree program that received a scholarship of up to \$6,000 per academic year.



Launch the New Economy Initiative for Arizona

ASU's New Economy Initiative Assignment

What does it do?

Accelerates talent and skills development

Advances innovation that drives industrial growth by leveraging Arizona's public universities

Strengthens Arizona as a New Economy leader

How does it do it?

Workforce development
New graduates, re-training and upskilling for existing workforce

Science and Technology Centers
Catalyze industry-relevant research, development and manufacturing

Support for New Economy enterprises
Multiple ASU units partnering with enterprise and supporting entrepreneurship

Launch the New Economy Initiative for Arizona

Workforce Development

Enhancing job readiness

through hands-on research experiences

Accelerated learning

through hybrid online/in-person models

Upskilling the current workforce

through stackable certificates, micro-degrees, badges and other credentials

Increasing graduation rates

and decreasing time-to-degree through AI-infused advising platforms

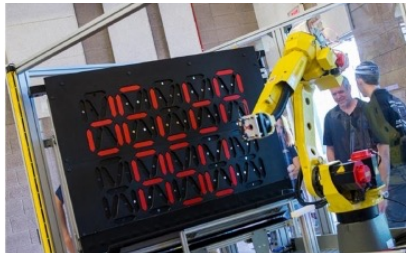
Increasing capacity to serve students

by attracting world-class faculty

Launch the New Economy Initiative for Arizona

Science and Technology Centers

These five STCs will add to Arizona's existing two applied research centers focused on industry-led research – **WearTech** and **Blockchain**



Advanced manufacturing

Focus on new technologies that strengthen links to private industry support in aerospace and defense



Energy, materials and devices

Focus on advancing new energy materials and device technologies to market, growing industry engagement



Extreme environments

Focus on engineering resiliency into transportation, energy, water and materials systems of future cities



Human performance

Focus on enhancing physical and cognitive performance, as well as medical prevention and intervention



Future communications technologies

Focus on driving Arizona to the forefront of physical information systems for sensing and communications

Launch the New Economy Initiative for Arizona

Support for New Economy Enterprises

Vision is compelling to bring in key partners

Aerospace and Defense



Semiconductor



Industrial Equipment



MedTech



Utility



Automotive



Health Care



Others



Launch the New Economy Initiative for Arizona

State Support = Catalyst for Innovation

FY22

\$52.1M

Total investment
funded

FY23

\$67.9M

Total investment
request

Launch the New Economy Initiative for Arizona

Return on Investment: Arizona's New Economy in 2032



10,000

new engineering
graduates per year



\$300 million

increase in
engineering
research



48,000

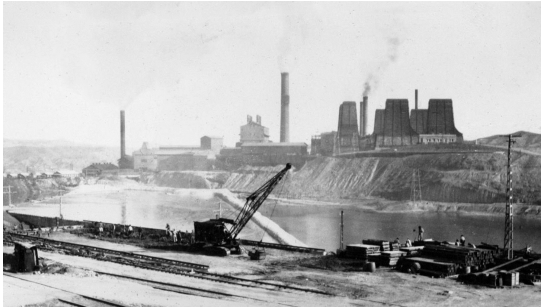
new jobs



\$6.9 billion

in increased
economic output

Are we designing the organizations that will produce the future Arizonans want?



Statehood ————— Present Day



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