

State of the ASU Public Enterprise and Arizona State University

Operational and Financial Review

Michael M. Crow
Tempe, Arizona
February 22, 2024



ASU Design

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**.

The ASU design aspirations guide how we fulfill the charter

Leverage Our Place

ASU embraces its cultural, socioeconomic and physical setting.

Transform Society

ASU catalyzes social change by being connected to social needs.

Value Entrepreneurship

ASU uses its knowledge and encourages innovation.

Conduct Use-Inspired Research

ASU research has purpose and impact.

Enable Student Success

ASU is committed to the success of each unique student.

Fuse Intellectual Disciplines

ASU creates knowledge by transcending academic disciplines.

Be Socially Embedded

ASU connects with communities through mutually beneficial partnerships.

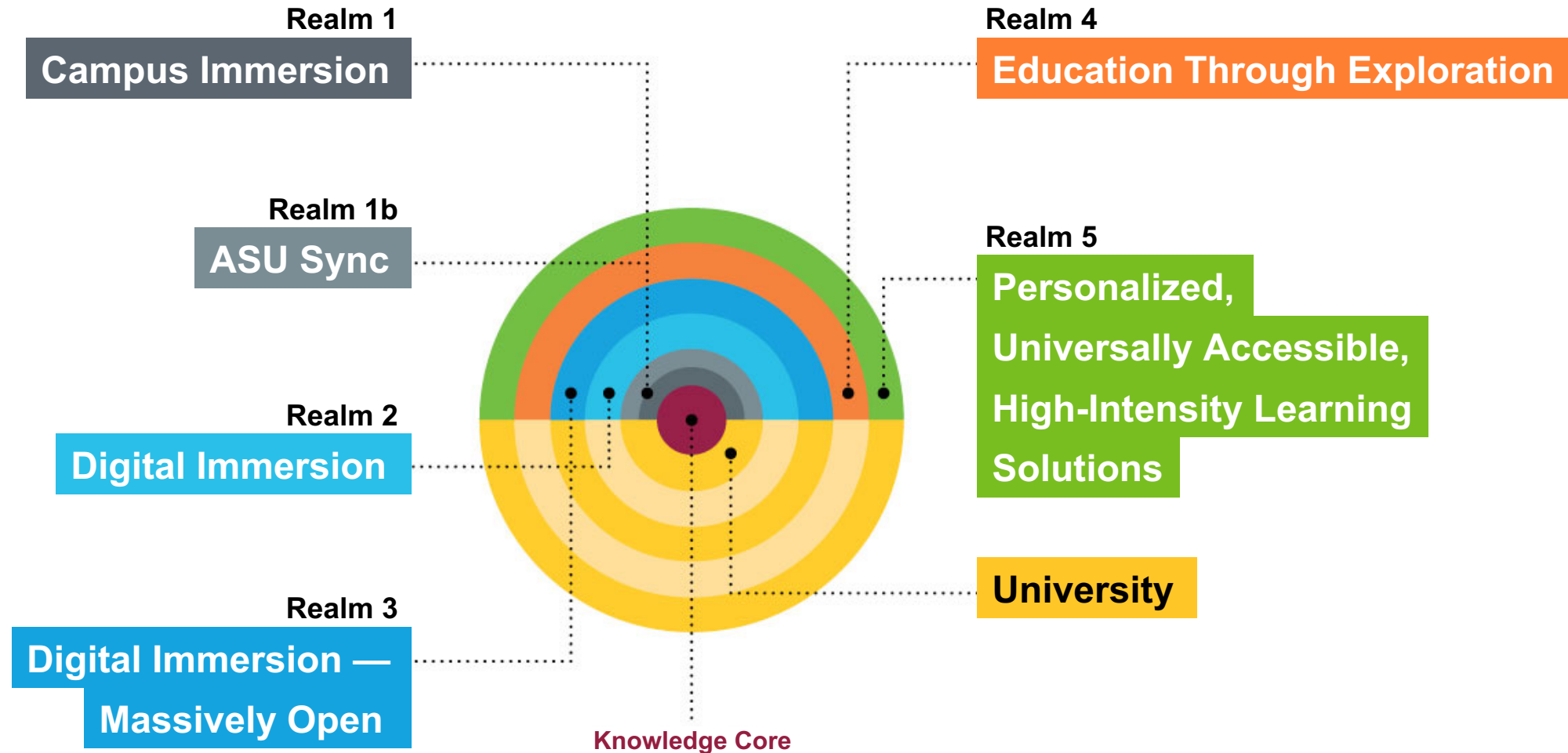
Engage Globally

ASU engages with people and issues locally, nationally and internationally.

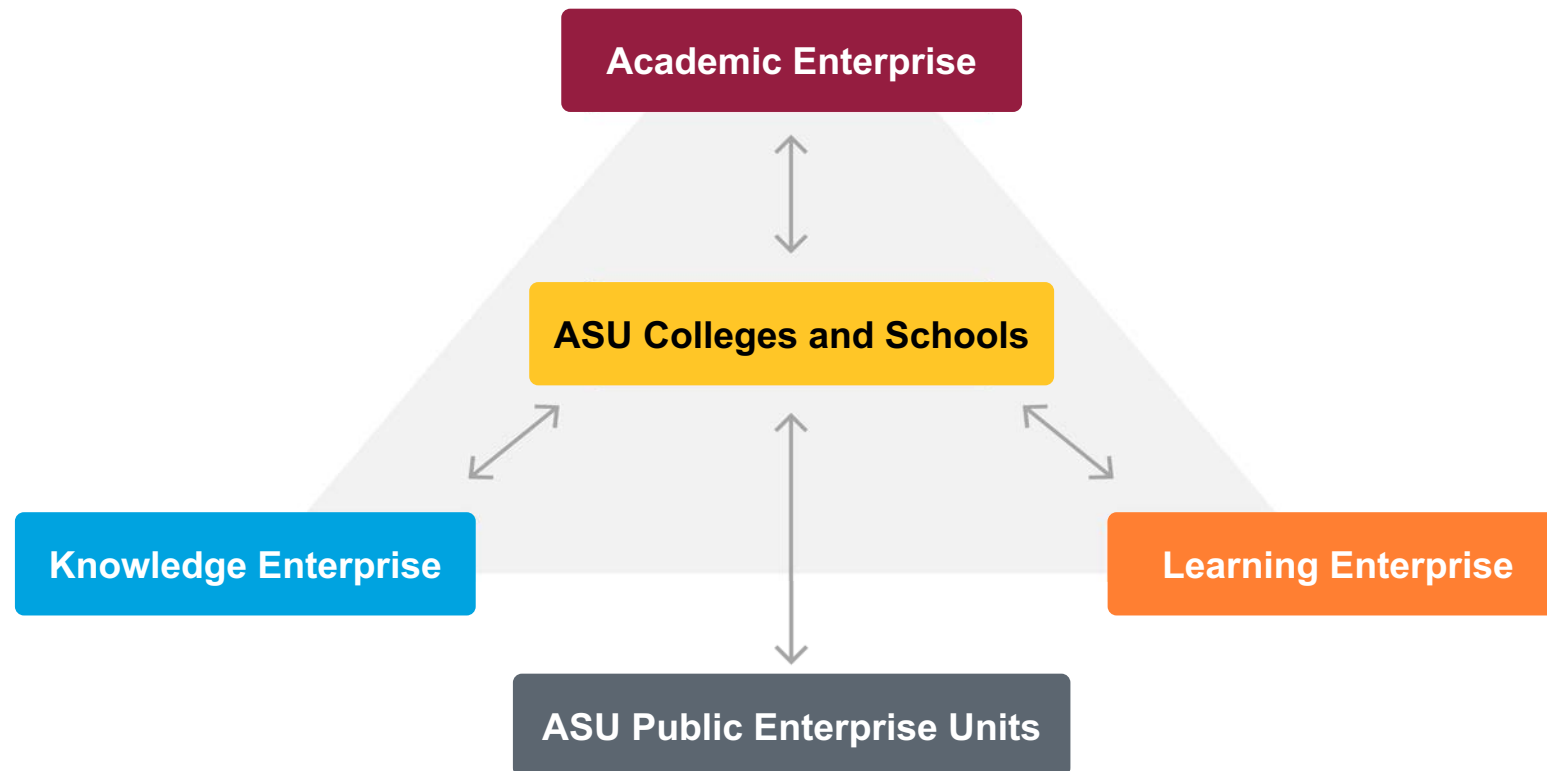
Practice Principled Innovation

ASU places character and values at the center of decisions and actions.

ASU's aspirations require us to advance across all realms of teaching and learning



The ASU Public Enterprise operates across three domains to accomplish our mission



ASU operates as a public enterprise

	Private Company	Public Company or Private Enterprise	State-Owned Enterprise	Public Enterprise	Public Agency
Animating Purpose	Profit maximization for owner(s)	Maximization of profit for shareholders and/or benefits for stakeholders	Profit maximization for shareholders	Achievement of specified objectives through enterprise	Achievement of specified objectives through policy
Legal Formation	Partnership or closely held corporation	Publicly-held corporation or non-profit corporation	For-profit or non-profit corporation	Various	Government agency
Equity Holders	Private; small number of owners	Public ownership facilitated through public markets or membership	The government as controlling or majority shareholders	The people	The people
Distribution of Profits	To owners	To shareholders if applicable	To shareholders	Retained in enterprise	None
General Example	Omni Hotels & Resorts	Marriott International inc.	PBS, Amtrak	SRP, FDIC	U.S. Department of Defense
Higher Education Example	University of Phoenix	Stanford University	None currently	Arizona State University	Texas A&M University



ASU Financial Strategies and Tactics

ASU introduced public enterprise financial management strategies in 2004

From: Michael Crow

Sent: Tuesday, September 21, 2004 12:08 PM

To: Benjamin Graff; Bob Bulla; Chris Herstam; Christina Palacios; Ernest Calderon; Fred Boice; Gary Stuart; Jack Jewett; Janet Napolitano; Lorraine Frank; Tom Horne; Wes McCalley; Joel Sideman; John Haeger; Peter Likins

Subject: ASU Financial Principles and Strategies

MEMORANDUM

September 21, 2004

TO: Members, Arizona Board of Regents
Council of Presidents

FROM: Michael M. Crow
President

RE: ASU Financial Principles and Strategies

ASU introduced public enterprise financial management strategies in 2004



Implement mechanisms that result in quality improvement despite minimal public investment



Aggressively grow and diversify sources of revenue



Centrally manage enterprise resources for strategic deployment



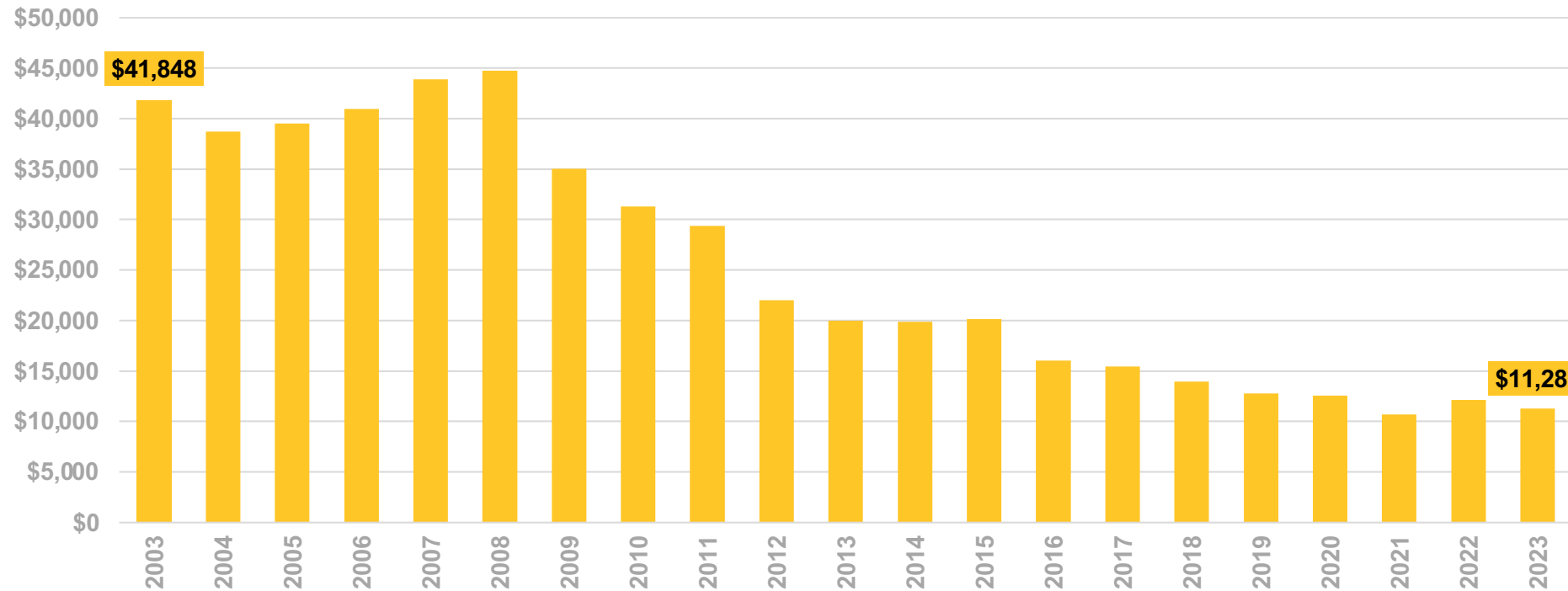
Create incentives for colleges and schools to be responsible academic entrepreneurs

ASU degree production is highly efficient given state investment



Implement mechanisms that result in quality improvement despite minimal public investment

State Appropriations per Degree (FY 2003 to FY 2023) in 2023 Dollars



Includes all degrees. First and Second Majors. Amounts set to base year 2023 using Consumer Price Index (CPI).
Source: Integrated Postsecondary Education Data System, Bureau of Labor Statistics

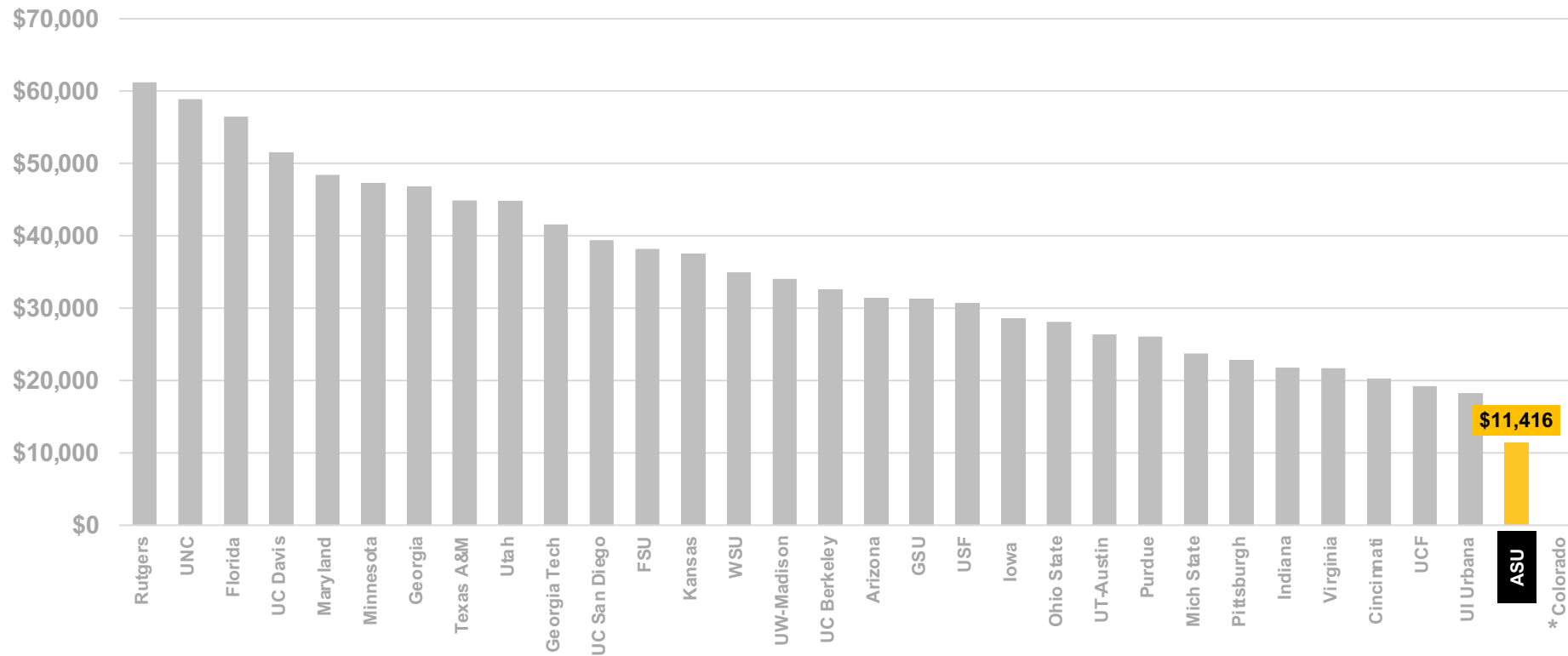


ASU receives less in state investment per degree awarded than comparators



Implement mechanisms that result in quality improvement despite minimal public investment

State Appropriations per Degree for Public Universities Sharing Key Design Elements with ASU (FY 2022)



*Colorado's \$23.5M in state appropriations are directed to specific purposes, so are not counted as appropriations for IPEDS reporting. Source: Integrated Postsecondary Education Data System. Includes all degrees. First and Second Majors.



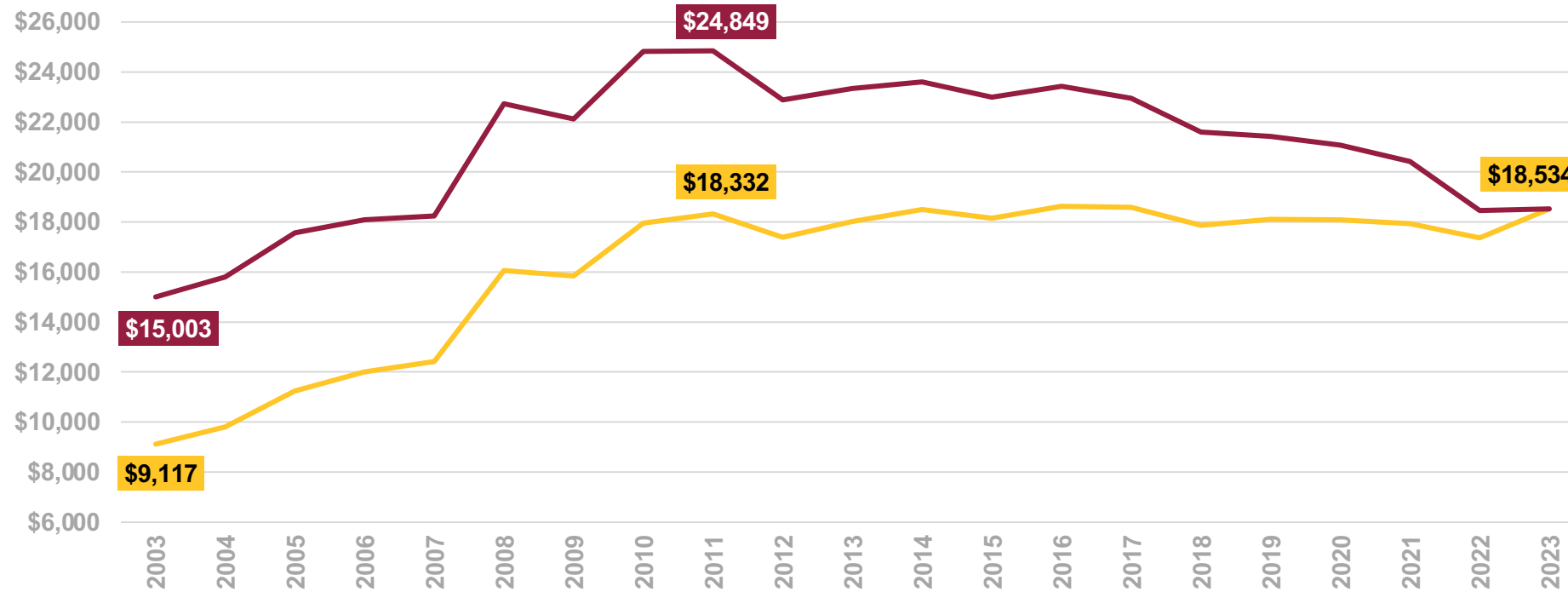
ASU focuses on cost savings, efficiencies and scale



Implement mechanisms that result in quality improvement despite minimal public investment



Education and General (E&G) Expense per Headcount (FY 2003 to FY 2023)



E&G expenses have fallen by \$6,300 per student from FY 2011 to FY 2023.

E&G (Nominal Dollars)
E&G (2023 Dollars)

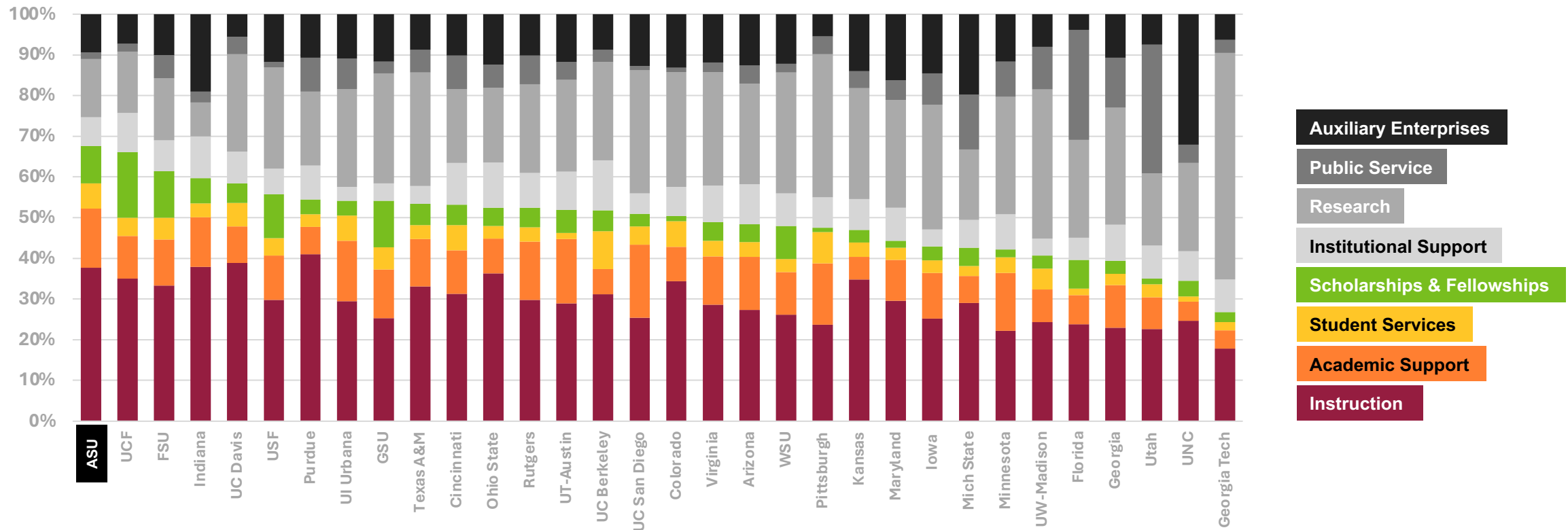


ASU spends more on student-focused functions than comparators



Implement mechanisms that result in quality improvement despite minimal public investment

Expenses by Functional Classification for Public Universities Sharing Key Design Elements with ASU (FY 2022)



Source: Integrated Postsecondary Education Data System
 Student-focused expenses include Instruction, Academic Support, Student Service, and Scholarships and fellows.



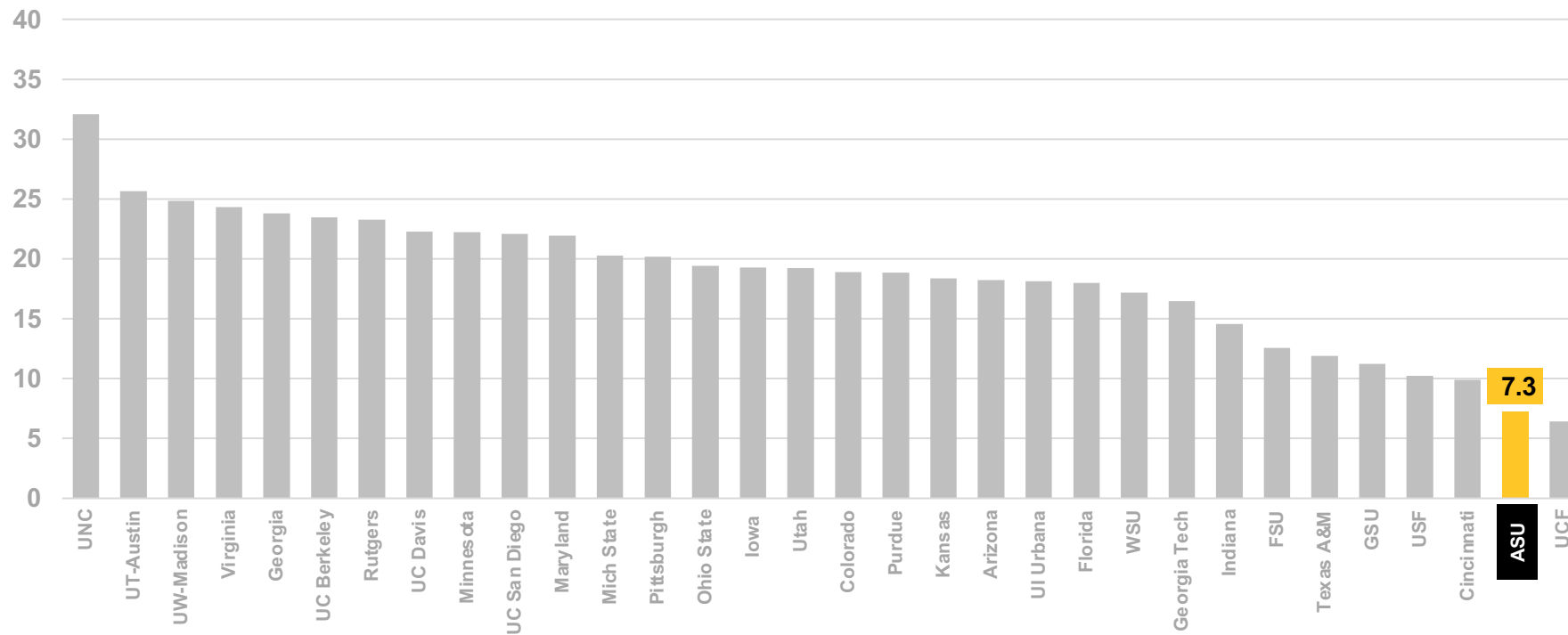
ASU operates with fewer employees per student than nearly all comparators



Implement mechanisms that result in quality improvement despite minimal public investment



FTE Employees, Excluding Medical School Employees, per 100 Students for Public Universities Sharing Key Design Elements with ASU (FY 2022)

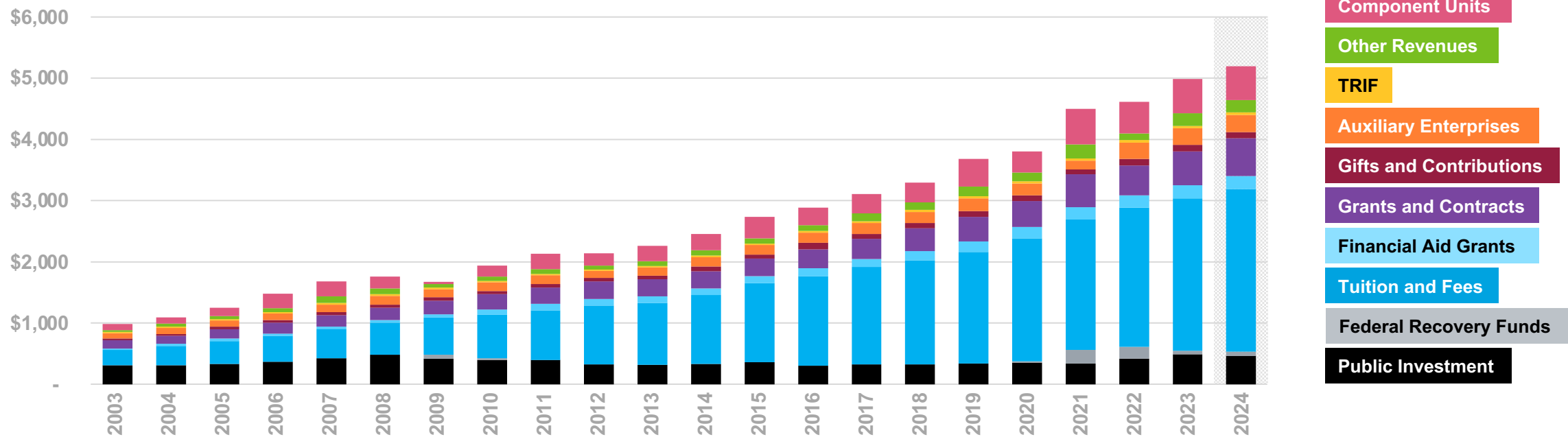


Revenues have increased more than fivefold over the past two decades



Aggressively grow and diversify sources of revenue

Total Revenues for ASU and Component Units in Millions
 (Actual for FY 2003 to FY 2023, Estimate for FY 2024)

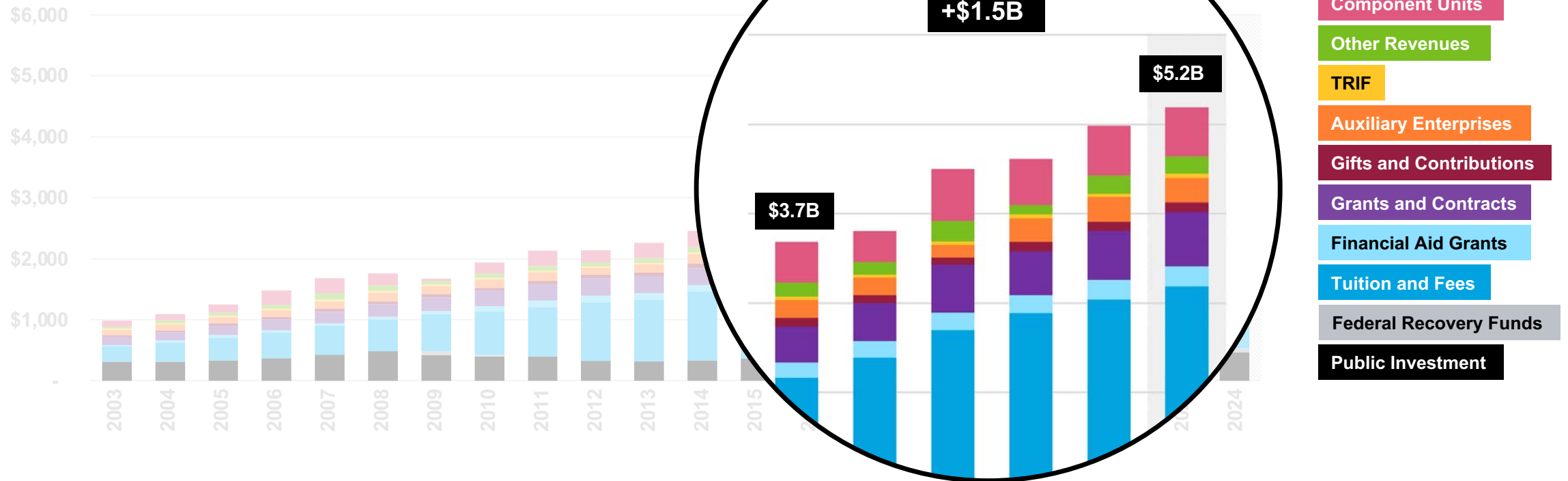


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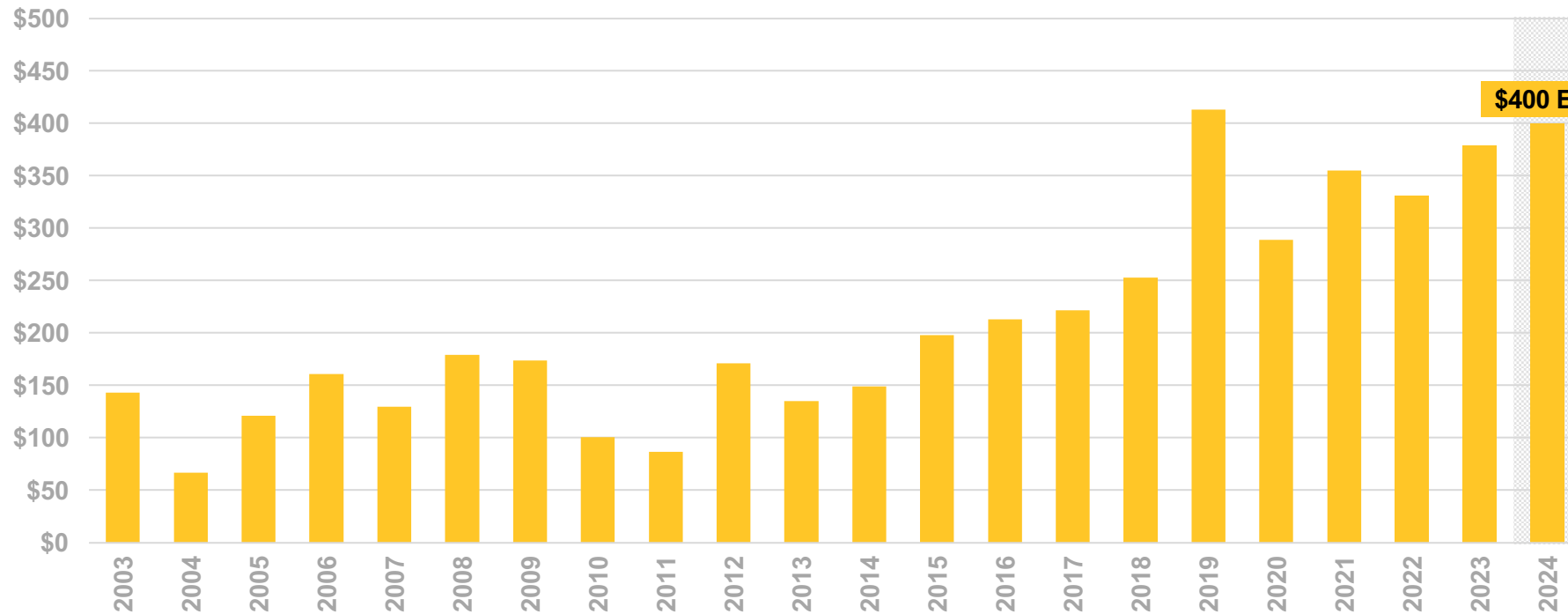


ASU increases available resources through fundraising success



Aggressively grow and diversify sources of revenue

New Gifts and Commitments (Dollars in Millions, Actuals for FY 2003 to FY 2023, Estimate for FY 2024)



2028 Goal
\$600 million

Endowment Value
\$1.55 billion
as of December 2023



Revenue model assumes continued growth and diversification of revenues



Aggressively grow and diversify sources of revenue

ASU will continue to aggressively pursue new revenues as a means of contributing to core investments, including quality education and financial aid for Arizona students.

These revenues will reflect:

Continued growth

- Enrollment at Phoenix metropolitan campuses
- Core enrollment in digital immersion programs

Selected New Annual Revenues
By FY 2029 (Compared to FY 2024)

\$500 million

New enrollment channels

- International students from Cintana-affiliated institutions
- New corporate partners through InStride
- Expanded presence at ASU California Center

\$400 million

New pathways

- Increase in Learning Enterprise learners
- New ASU Prep opportunities

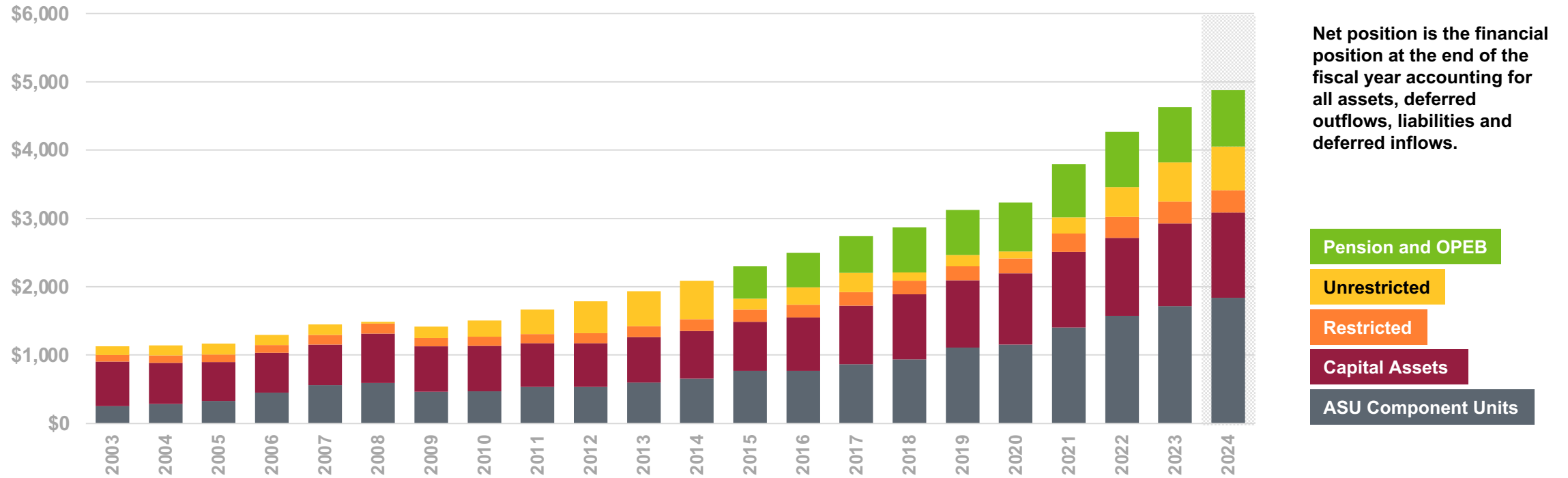
\$100 million

Planning has increased ASU's ability to thrive in an uncertain environment



Centrally manage enterprise resources for strategic deployment

Net Position and Component Units in Millions (FY 2003 to FY 2023, Estimate for FY 2024)

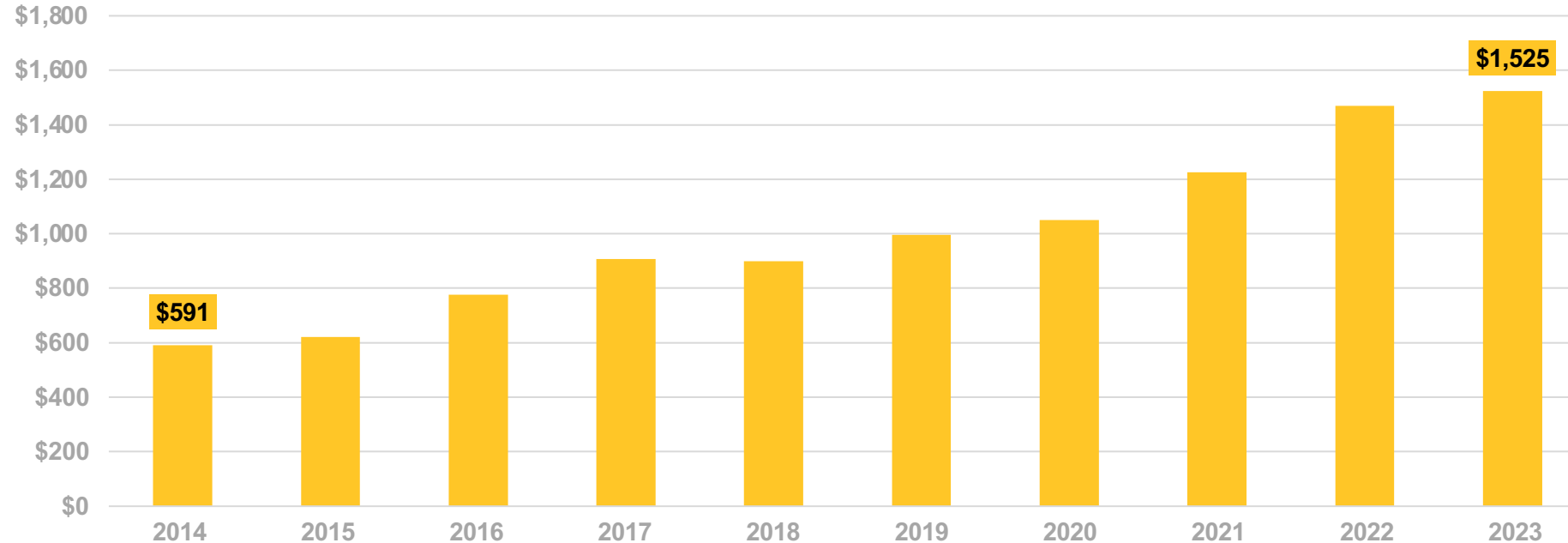


ASU advances mission by maintaining flexibility to deploy resources



Centrally manage enterprise resources for strategic deployment

Annual Average Liquid Cash and Investments in Millions (FY 2014 to FY 2023)

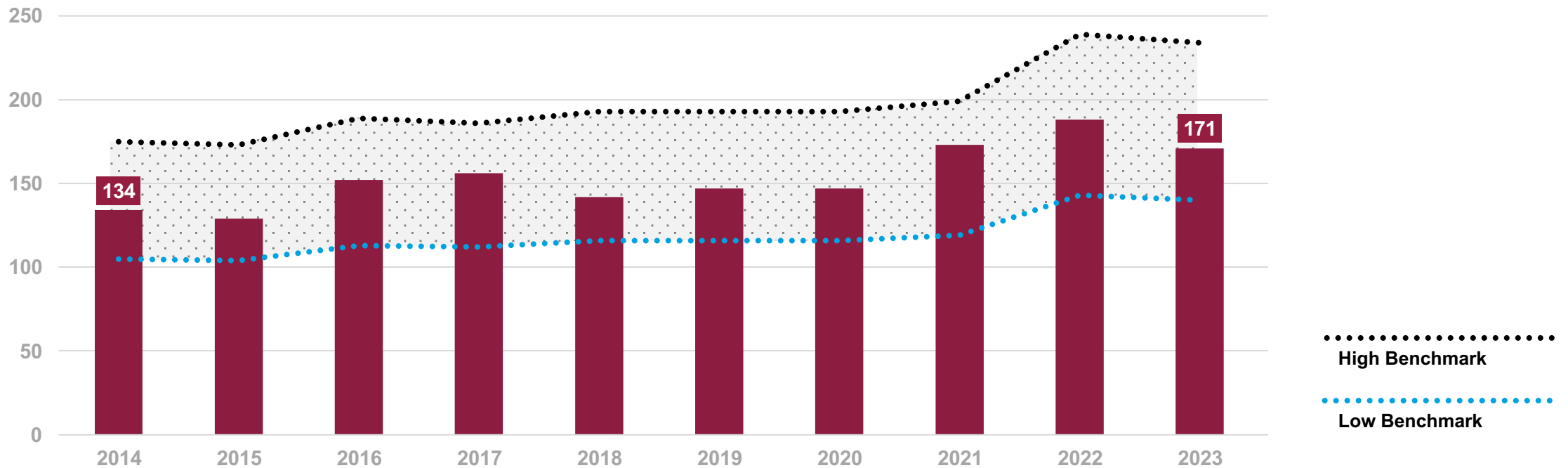


ASU manages financial resources to meet short-term financial obligations



Centrally manage enterprise resources for strategic deployment

Days Cash on Hand (FY 2014 to FY 2023)



Working Group Matrix develops financial strategy and tactics



Centrally manage enterprise resources for strategic deployment



Michael Crow

President, ASU
Chief Executive Officer,
ASU Public Enterprise



Nancy Gonzales

Executive Vice President
and University Provost,
Academic Enterprise



Sally Morton

Executive Vice President,
Knowledge Enterprise



Maria Anguiano

Executive Vice President,
Learning Enterprise



Chris Howard

Executive Vice President
and Chief Operating Officer



Morgan Olsen

Executive Vice President,
Treasurer and Chief
Financial Officer



Sherine Gabriel

Executive Vice President,
ASU Health



Jim O'Brien

Senior Vice President,
University Affairs

Chief of Staff,
Office of the President

Working Group Finance manages financial tactics and operations



Centrally manage enterprise resources for strategic deployment



Michael Crow

**President, ASU
CEO, ASU Public Enterprise**

- Former Executive Vice Provost, Columbia University
- Director, Workiva, Inc
- Chair, In-Q-Tel, Inc.
- Former Director, Engineering Animation, Inc.



Nancy Gonzales

Executive Vice President and University Provost, Academic Enterprise

- Former Dean of Natural Sciences, ASU
- Former Director, REACH Institute, ASU



Sally Morton

Executive Vice President, Knowledge Enterprise

- Former Dean of Science, Virginia Tech
- Former Vice President, Statistics and Epidemiology, RTI International in North Carolina's Research Triangle Park
- Former Endowed Chair in Statistics, RAND Corporation



Maria Anguiano

Executive Vice President, Learning Enterprise

- Former CFO, Minerva Project
- Former CFO, UC Riverside
- Former Advisor to the President and Chief of Staff to the CFO, University of California Office of the President



Chris Howard

Executive Vice President and COO

- Former President, Robert Morris University and Hampden-Sydney College



Morgan Olsen

Executive Vice President, Treasurer and CFO

- Former CFO, Purdue University and Southern Methodist University
- Past President, National Association of College and University Business Officers



Jim O'Brien

**Senior Vice President, University Affairs
Chief of Staff,
Office of the President**

- Former Corporate Attorney at three publicly traded companies
- Former Attorney, Dickinson, Throckmorton, Parker, Mannheimer & Raife



Rich Stanley

Senior Vice President and University Planner

- Former Executive Vice Provost, New York University



Christian Osmeña

Vice President, Enterprise Planning

- Former CFO, California Community Colleges
- Former Budget Advisor, California Department of Finance



Matthew Smith

Vice President, Budget Planning and Management

- Former Assistant Vice President for Budget, Planning and Analysis, Brown University
- Former Director, Strategy and Operations, Huron Consulting Group

ASU creates incentives for colleges and schools to facilitate entrepreneurship



Create incentives for colleges and schools to be responsible academic entrepreneurs

Designed and implemented a revenue incentive model with clear controls that promote entrepreneurship at the unit level

- All deans and their directors operate with an entrepreneurial mindset and lead revenue generation for their colleges and schools.
- The enterprise encourages growth through clear and robust incentives:
 - Enrollment funding.
 - Allocation of academic fees.
 - Distribution of facilities and administrative (F&A) cost recovery funds.

Maintain overall central administration controls and oversight

- The Provost, Chief Financial Officer and University Planner regularly review unit finances.

Continue to build capacity for enterprise-level initiatives

- Revenues are managed centrally with regular discussions with units about investments needed for growth and with expertise on financial modeling and planning.

ASU Mission and Goals

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 2029



Enhance our **local impact** and social embeddedness



Design and launch **ASU Health** as a comprehensive cluster of teaching, learning and discovery health systems for the enhancement of social-scale health outcomes



Demonstrate leadership in enabling academic excellence and accessibility at scale

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 annually.**
- **Continuously enhance quality while maintaining affordability.**
- **Overcome geographic and financial barriers to education by enrolling 150,000 online degree-seeking students.**
- **Continuously increase measured student development and learning outcomes.**
- **Engage learners of all socioeconomic, geographic and demographic backgrounds.**

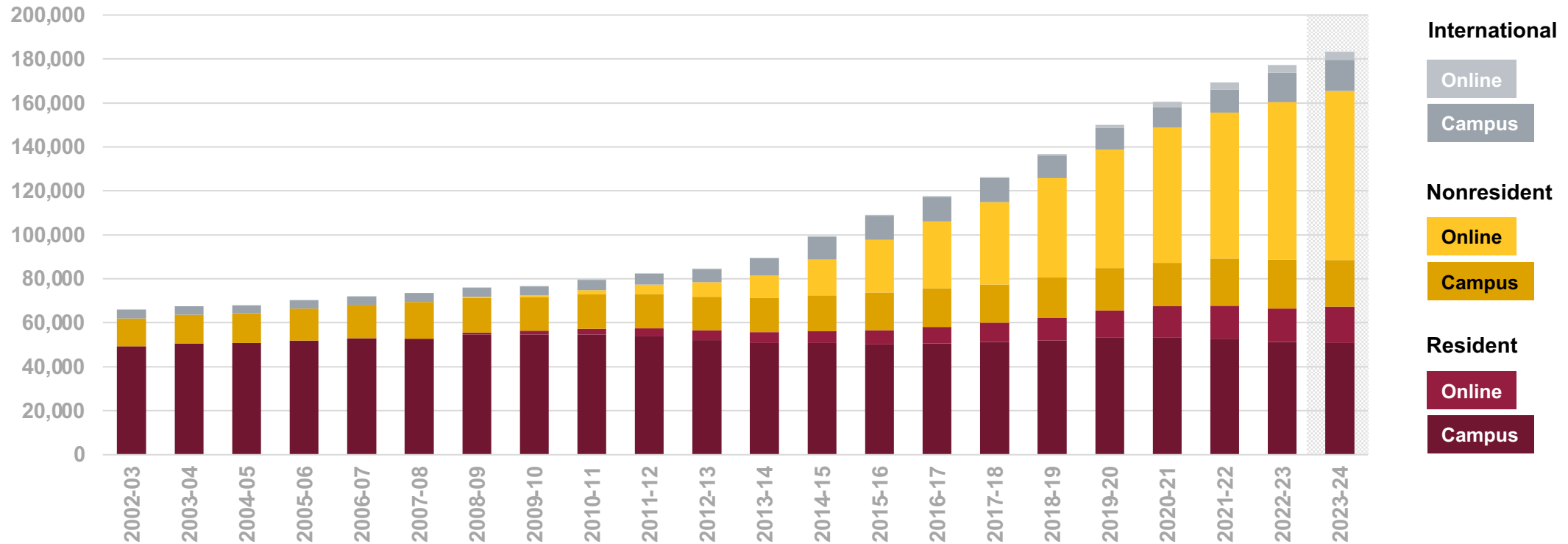
ASU enrollment reaches highest ever levels



Maintain the fundamental principle of accessibility to all students qualified to study at a research university



Total Enrollment (2002-03 to 2022-23, Estimate for 2023-24)



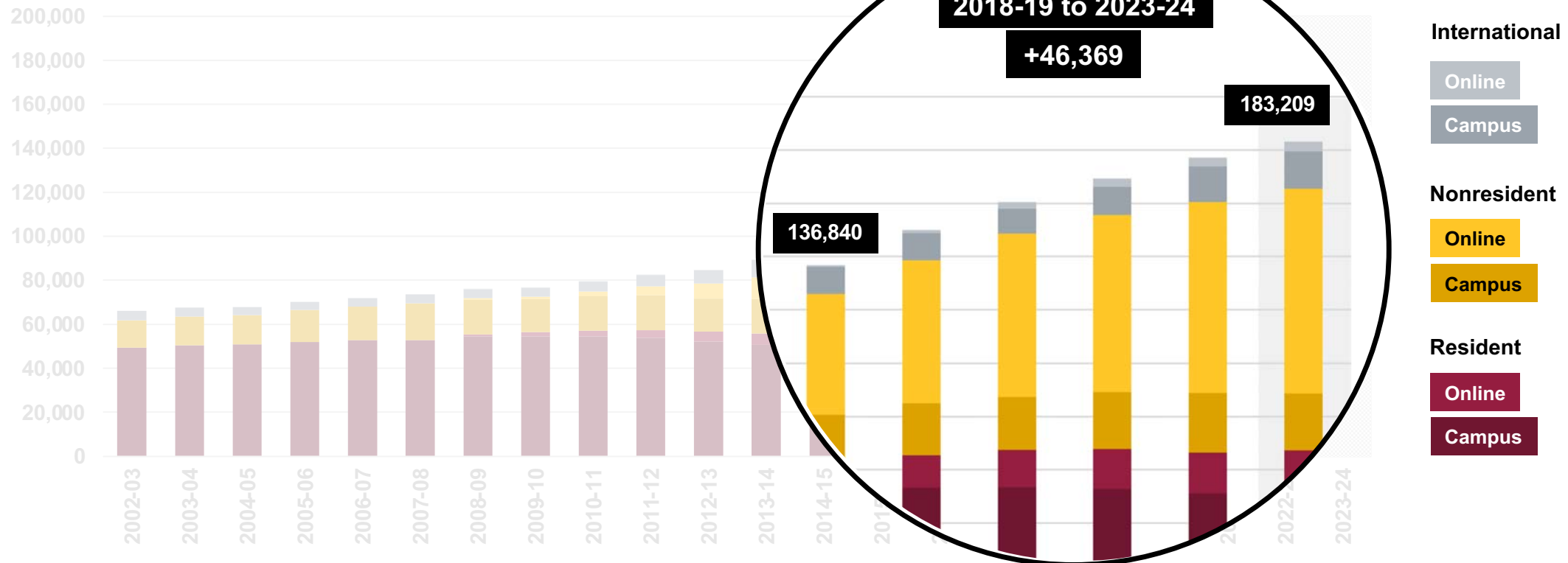
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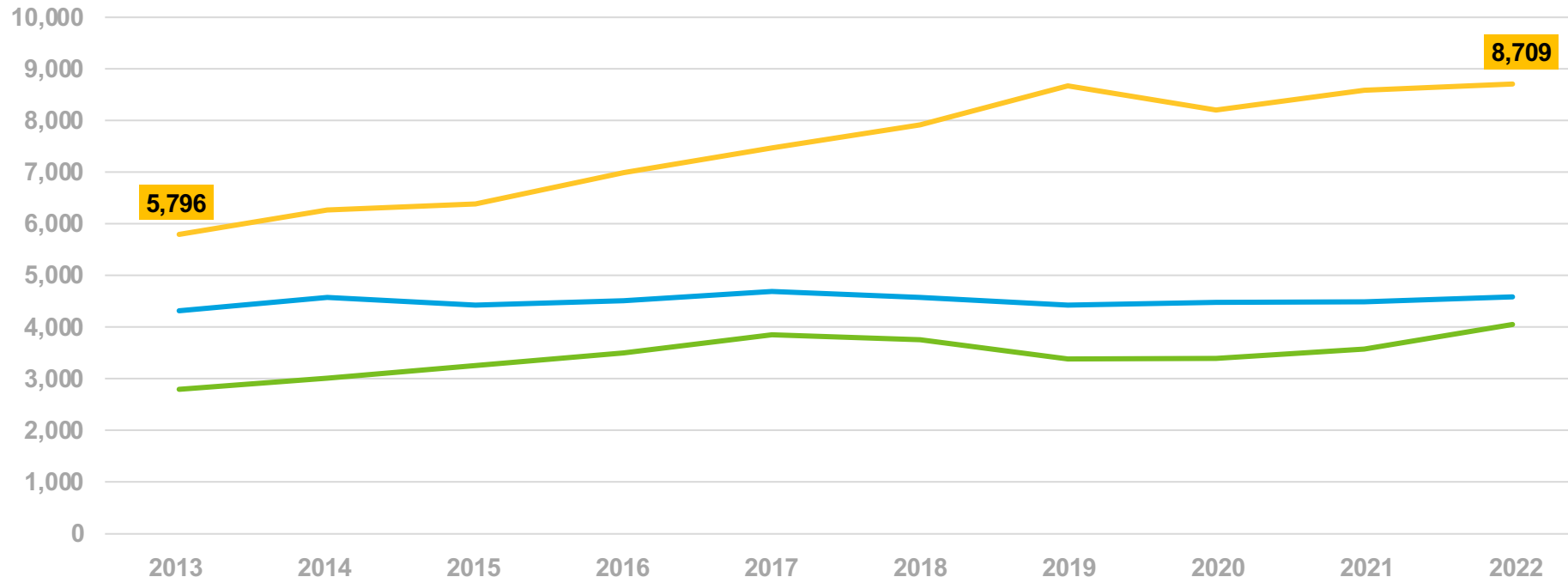


ASU expands access for Arizona high school graduates



Maintain university accessibility to match Arizona's socioeconomic diversity, with undifferentiated outcomes for success

Arizona First-Year Students Enrolled at ASU (Fall 2013 to Fall 2022)



10.5%

of Arizona public high school graduates enrolled at ASU in Fall 2022.

- Arizona State University
- University of Arizona
- Northern Arizona University



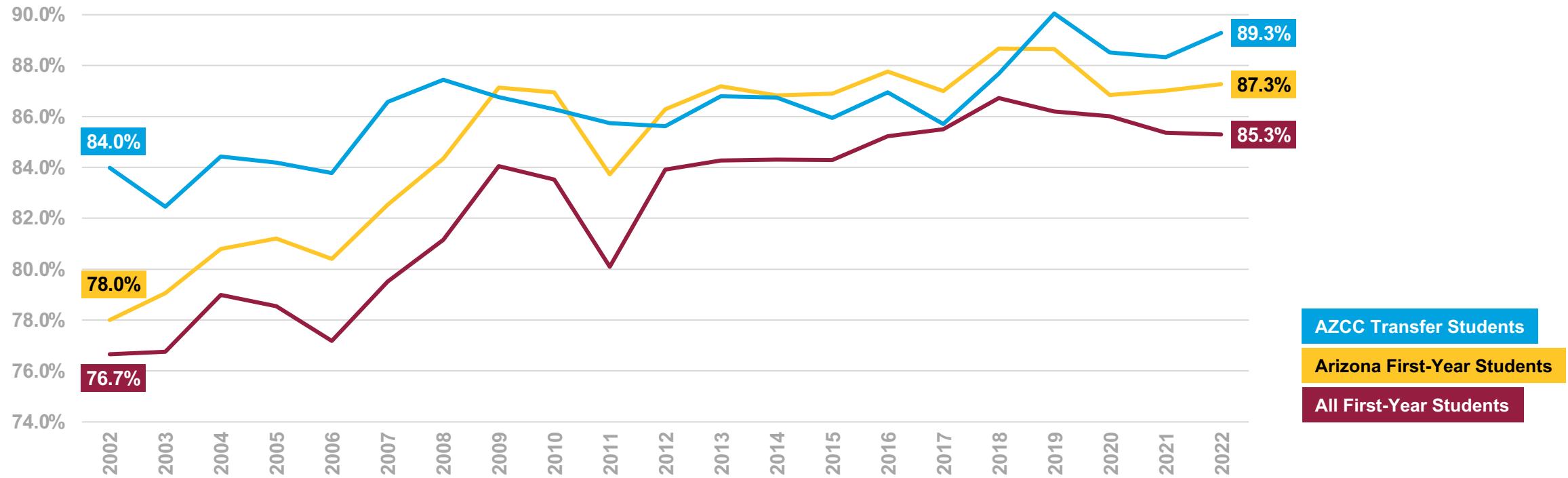
ASU first-year retention is nearing 90%



Ensure that more than 90% of students continue studies beyond their first year



Full-Time First-Year Campus Immersion Student Retention Rates (Fall 2002 to Fall 2022)



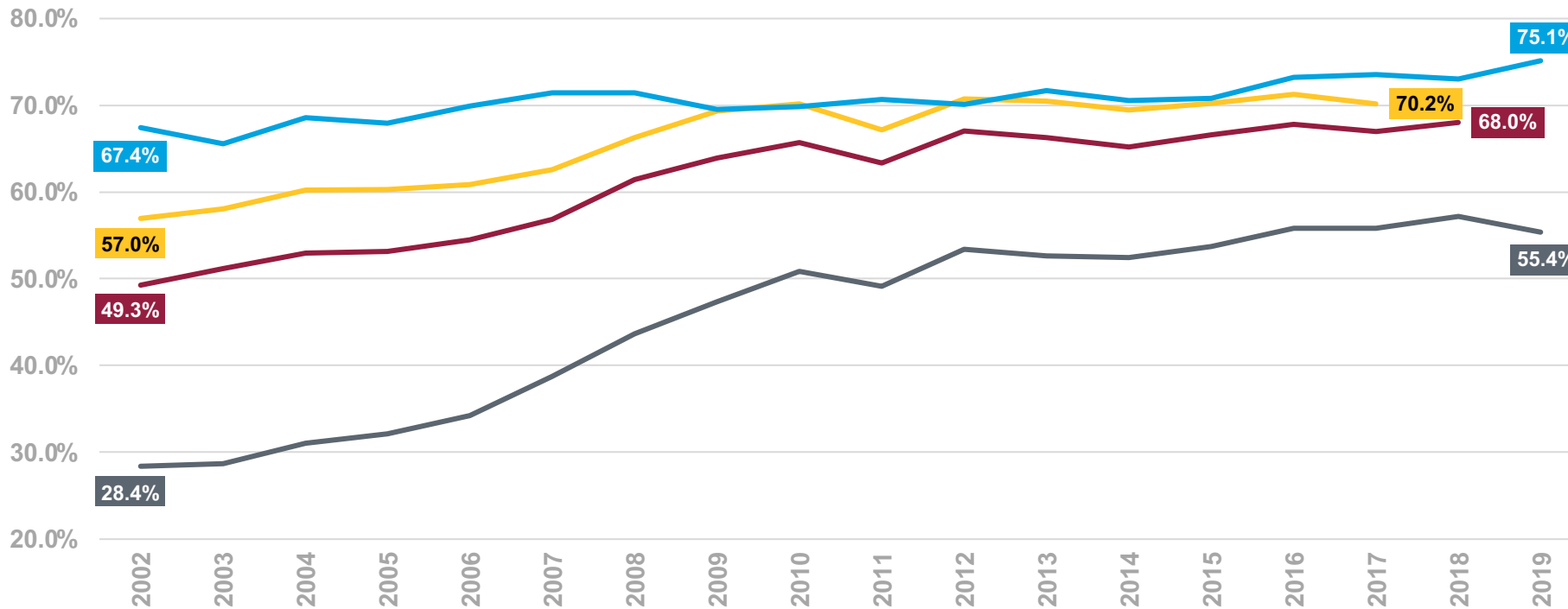
Graduation rates continue growth toward the 85% goal



Enhance university graduation rate to greater than 85% and more than 40,000 graduates



First-Year, Full-Time Campus Immersion Resident Student Graduation Rates (Fall 2002 to Fall 2019)



- 4-Year AZCC Transfers Rate
- 6-Year Resident Rate
- 5-Year Resident Rate
- 4-Year Resident Rate



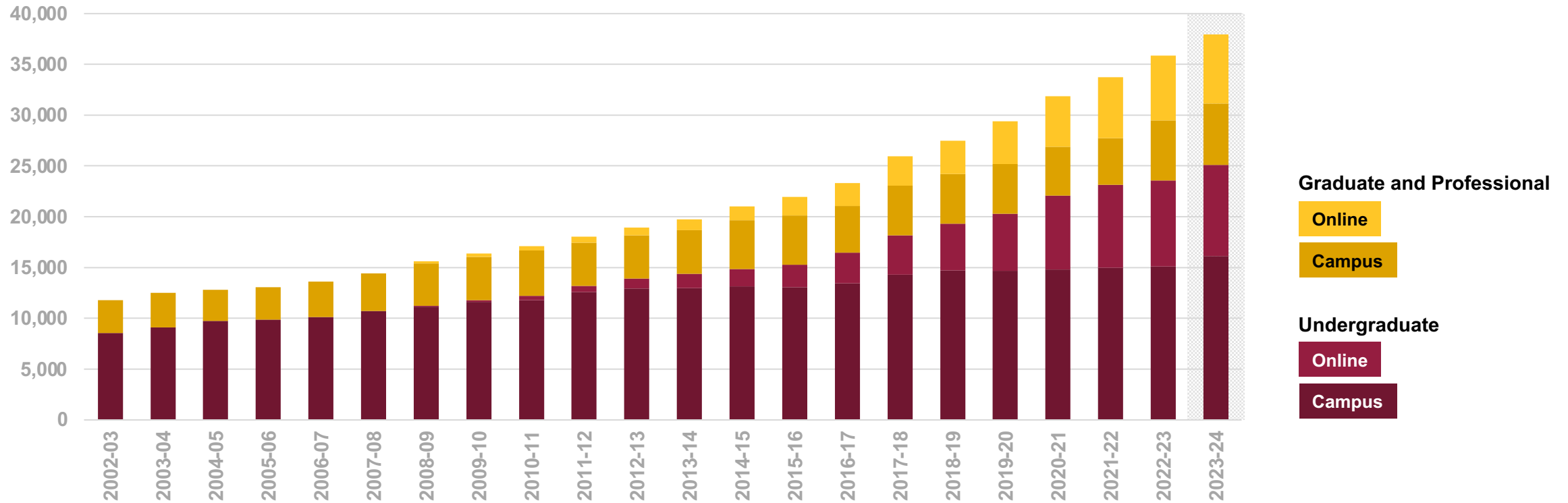
ASU progresses toward the goal of 40,000 degrees annually



Enhance university graduation rate to greater than 85% and more than 40,000 graduates



Total Degrees by Year (2002-03 to 2022-23, Estimate for 2023-24)

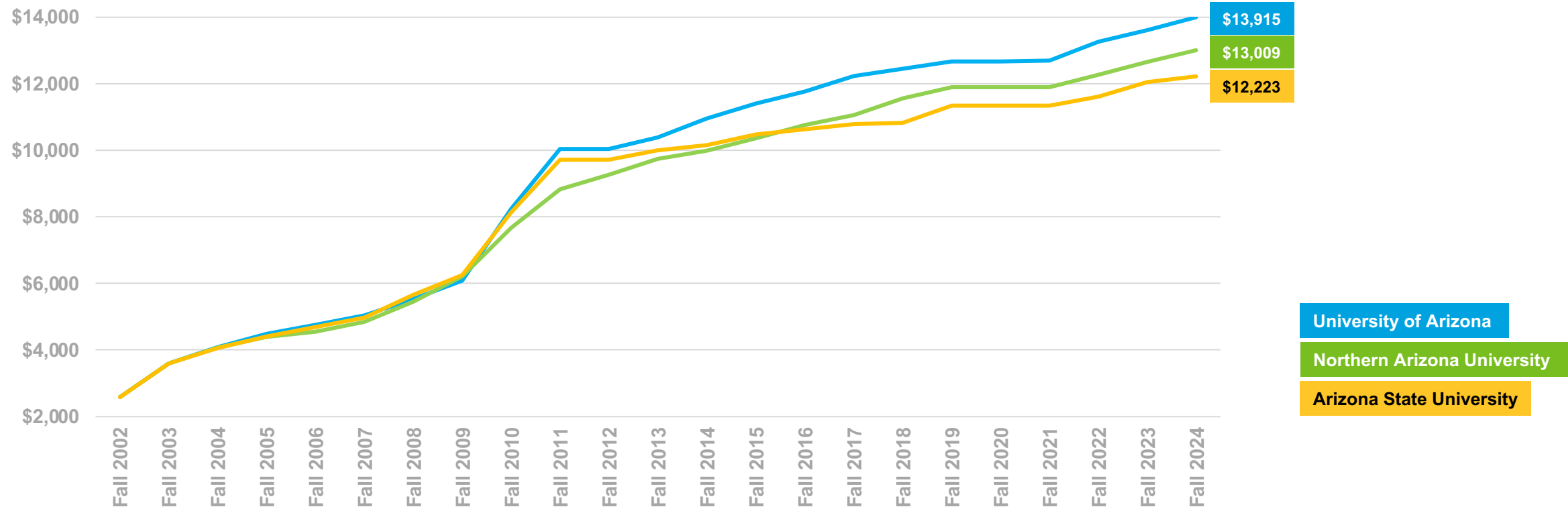


ASU has committed to modest annual tuition adjustments



Continuously enhance quality while maintaining affordability

Tuition and Student-Initiated Fees for New Resident First-Year Students (Fall 2002 to Fall 2024)



University of Arizona - Source: president.arizona.edu/news/2024-25-tuition-and-fee-proposal
Northern Arizona University - Source: nau.edu/office-of-scholarships-and-financial-aid/tuition-fees-2024-25/

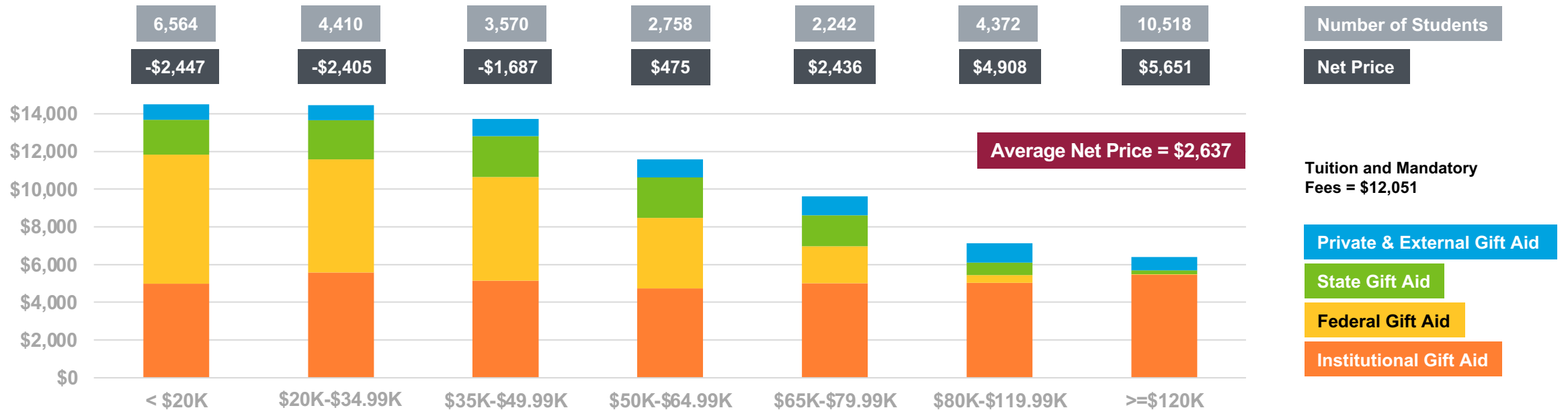


ASU remains affordable by providing significant gift aid



Continuously enhance quality while maintaining affordability

Estimated Average Gift Aid by Family Income for Arizona Resident Campus Immersion Undergraduate Students (2023-24)



AZ Median Household Income = \$74,568 U.S. Median Household Income = \$74,755 Income data : U.S. Census Bureau, 2024

Estimated values based on Fall aid patterns before Spring and Summer disbursements. Year-end actuals may differ.
 Net price represents the net amount paid for tuition and fees after financial aid.



Student employment enhances financial access and facilitates career development



Continuously enhance quality while maintaining affordability



16,943

Total campus employment, including graduate assistantships and federal Work-Study (2022-23)

Work+ redesigns student employment as an integrated working and learning experience that contributes to student career growth.

- Work+ will be scaled to all student employees by December 2025.
- The program is now being implemented by 11 partners at their institutions.
- Over \$2 million has been secured in grant funding.

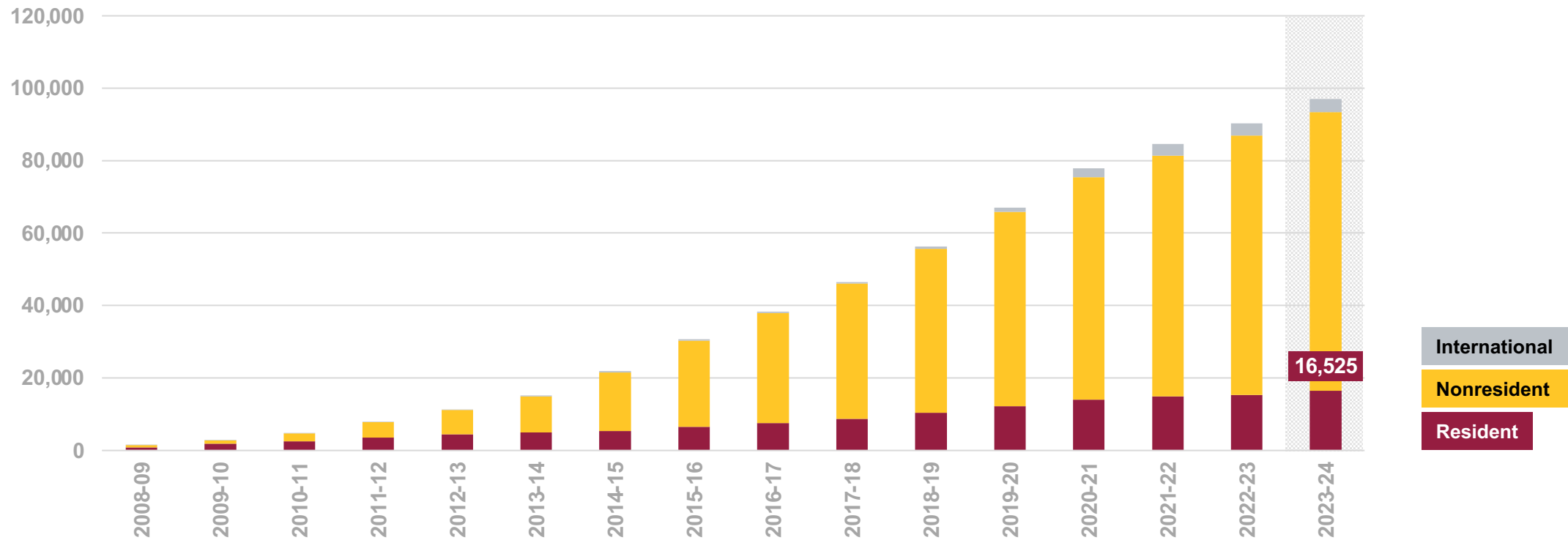
Total online enrollment has continued to increase



Overcome geographic and financial barriers to education by enrolling 150,000 online degree-seeking students



Total Online Enrollment (2008-09 to 2022-23, Estimate for 2023-24)



ASU continues to drive innovation for improved student success



Continuously increase measured student development and learning outcomes

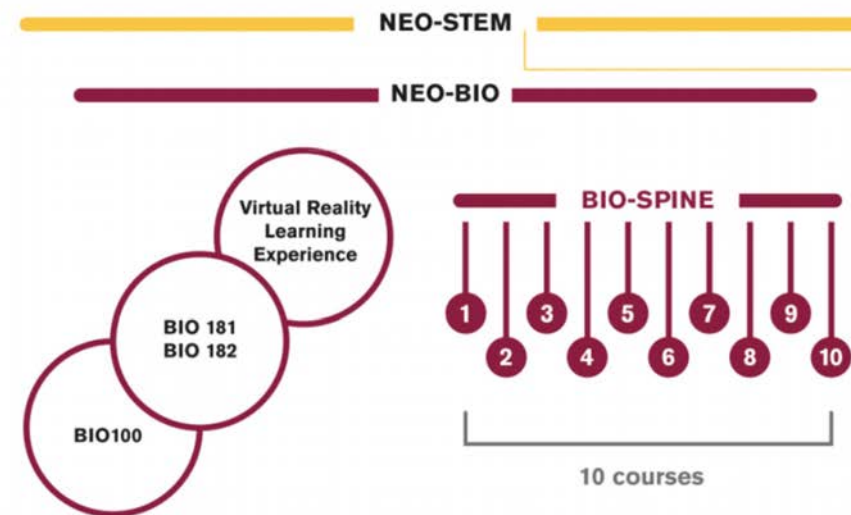


Neo-STEM

- Since spring 2022, more than **22,000 students** have experienced ASU's Dreamscape Learn biology courses.
- Initial reports show that Neo-Bio students were more engaged in the course and earned higher lab grades.

Innovations in Online Learning

- **Global Flex Program:** Allows students to complete courses online while studying abroad.
- **The Global Virtual Internship:** Allows students to complete internships in one of 80+ countries.
- **Online Undergraduate Research Scholars:** Provides faculty-directed research experiences for online students.



Coming Soon:
Chemistry
Astronomy
Earth Sciences

General Studies Gold will develop students into engaged citizens



Continuously increase measured student development and learning outcomes



General Studies Gold curriculum was approved by ASU's University Senate in November 2023 and is **on track for fall 2024** implementation.

Students are required to complete courses in categories aligned with the **ASU charter and design aspirations** and that represent the breadth of scholarship in the university.

Categories include **American Institutions, Governance and Civic Engagement, Global Communities, Societies and Individuals; and Sustainability.**

Sustainability is a distinct knowledge area that reflects ASU's national leadership and **commitment to sustainability and global impact.**

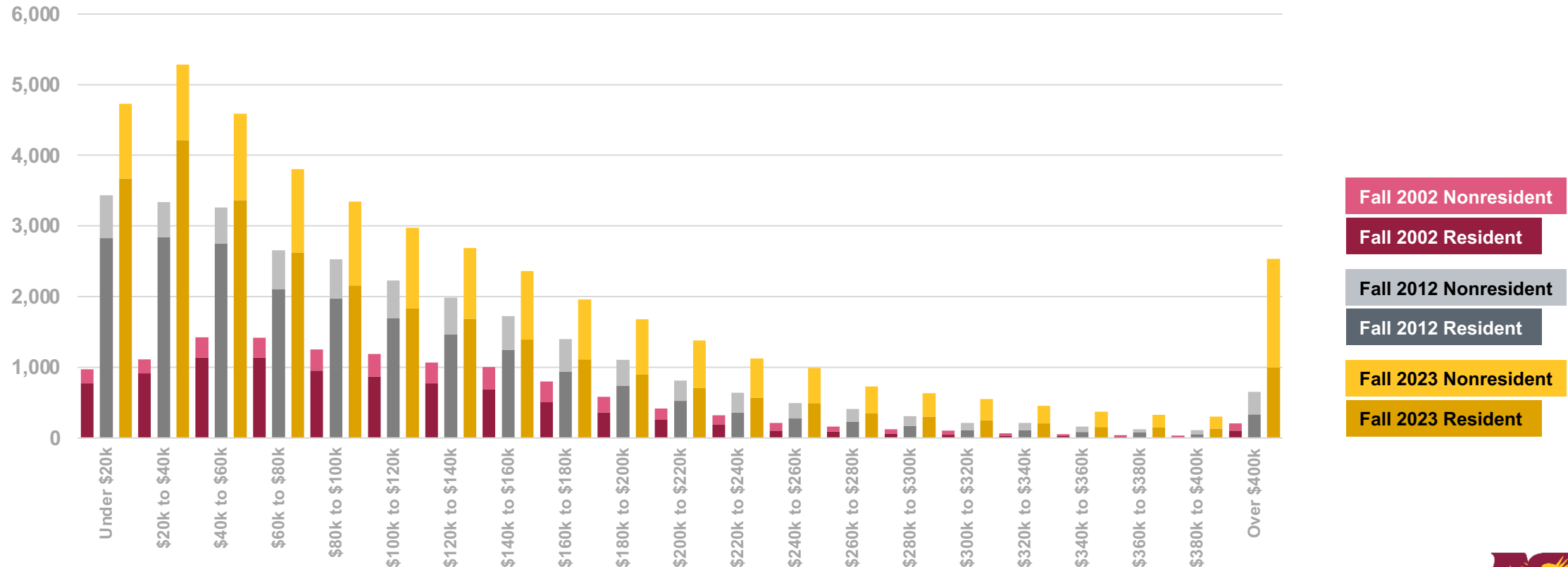
Each category is defined by **faculty-authored, interdisciplinary learning outcomes** that drive **continuous improvement** of the program.

ASU is increasingly accessible to low-income students



Engage learners of all socioeconomic, geographic and demographic backgrounds

Total Full-Time Undergraduate Enrollment by Income and Residency (Fall 2002, Fall 2012, Fall 2023)

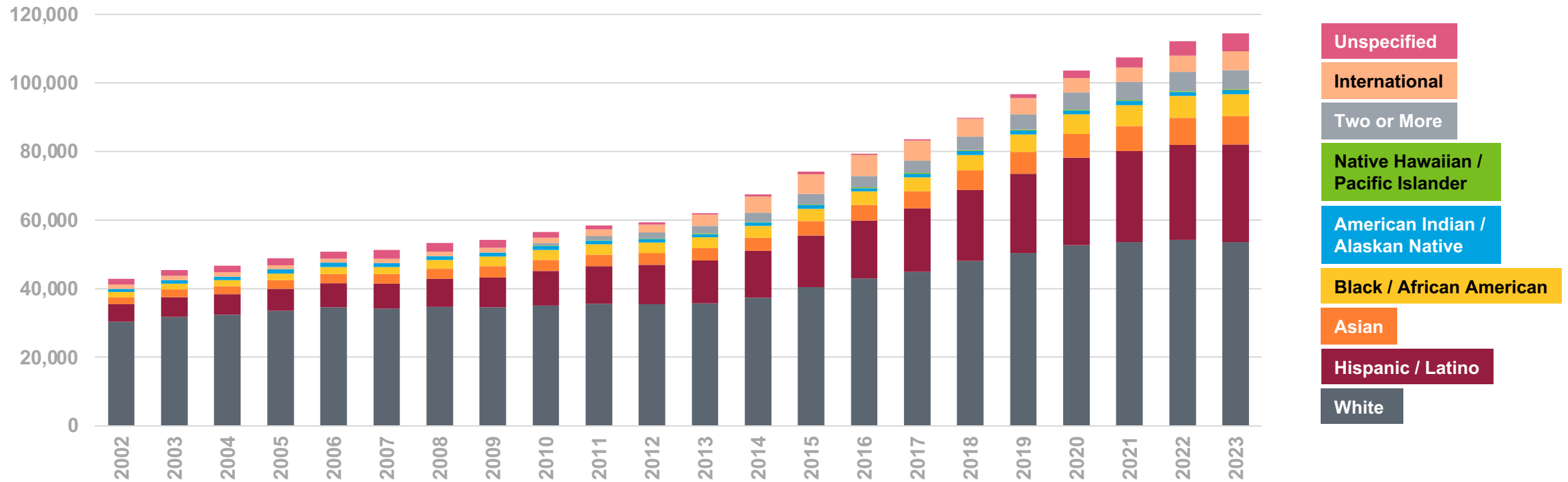


ASU serves growing number of students from many demographic backgrounds



Engage learners of all socioeconomic, geographic and demographic backgrounds

Total Undergraduate Enrollment by Race/Ethnicity (Fall 2002 to Fall 2023)

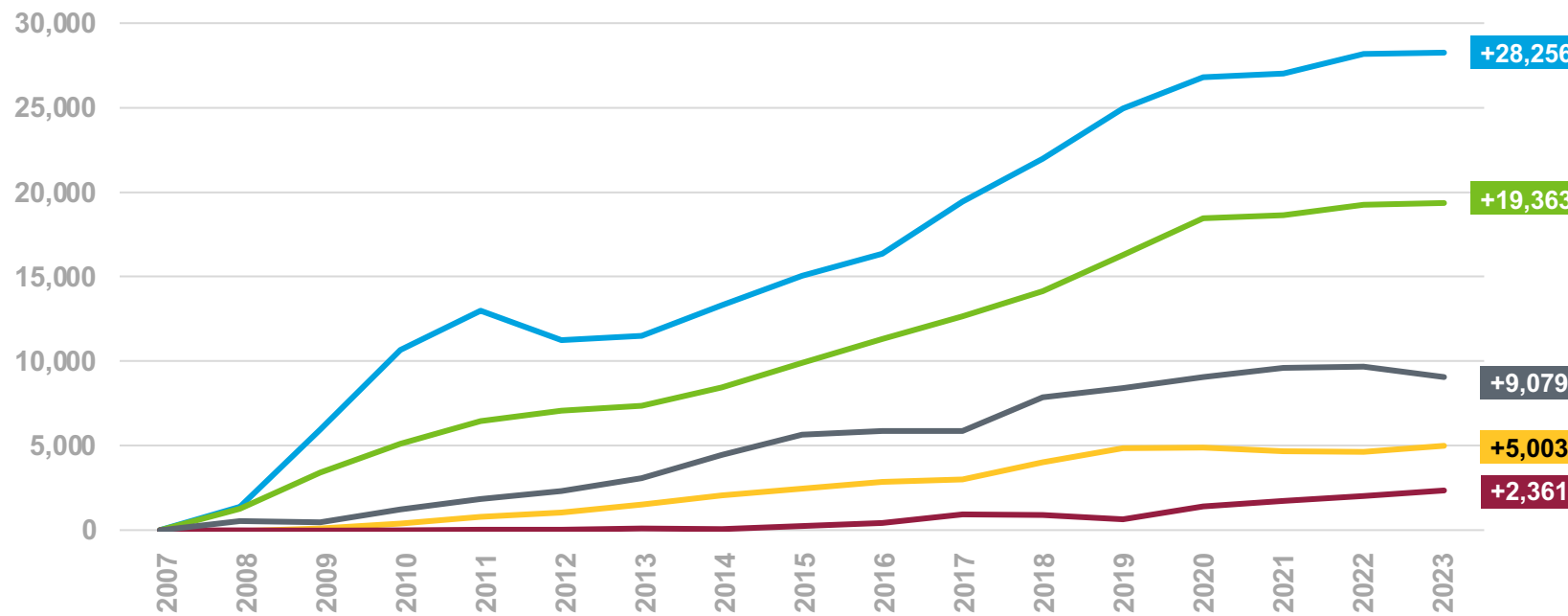


ASU expands access for all student populations



Engage learners of all socioeconomic, geographic and demographic backgrounds

Change in Undergraduate Enrollment by Student Population Relative to Fall 2007 (Fall 2007 to Fall 2023)



Fall 2023 Totals

39,029

28,791

Pell Grant Recipients

First-Generation Students

Transfer Students

Veteran Students

Active Military Students

13,989

5,743

2,491

+9,079

+5,003

+2,361

ASU engages learners and helps to power universities around the world



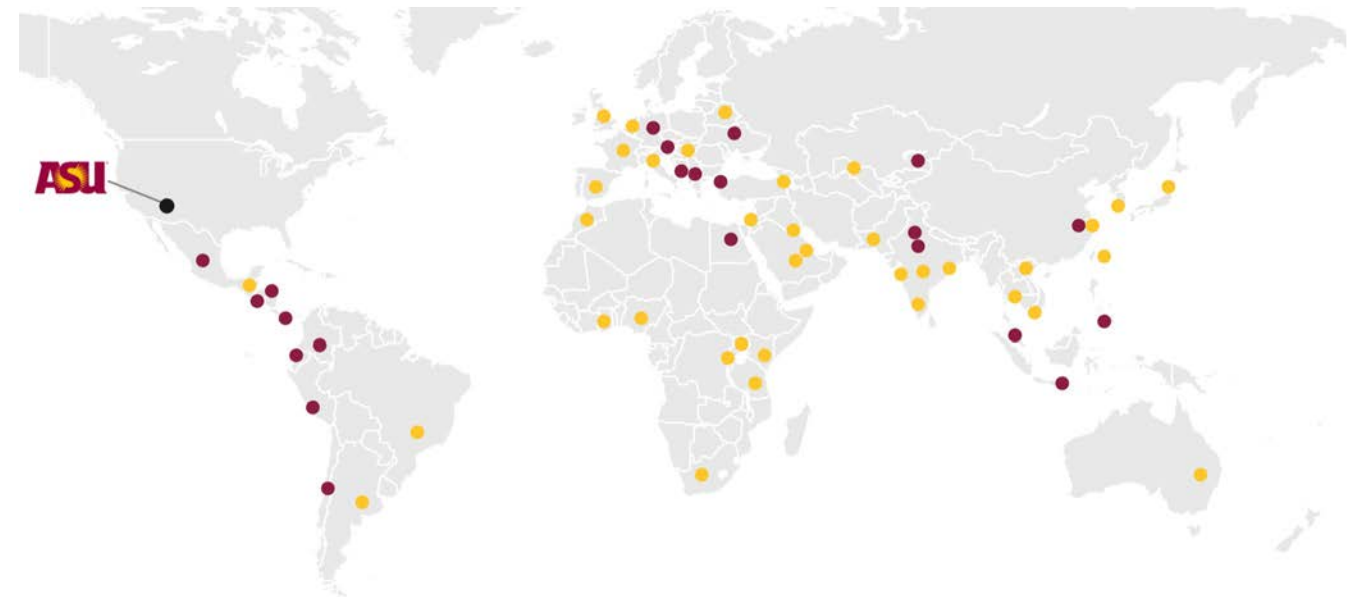
Engage learners of all socioeconomic, geographic and demographic backgrounds

ASU is the **top U.S. public university of choice** for international students.

The **ASU-Cintana Alliance** is a global university network with a shared mission to serve **more than 1 million students** around the world **by 2030**.

Top 10 Countries of Origin

- | | |
|--------------|-------------------|
| India | Republic of Korea |
| China | Vietnam |
| Saudi Arabia | Mexico |
| Taiwan | Kuwait |
| Canada | Iran |



- Current ASU Cintana Alliance Institutions
- Future ASU Cintana Alliance Institutions





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

Establish national standing in academic quality and impact of colleges and 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 academic programs are top ranked



Advance and maintain national standing in academic quality for each college and school.

<p>No. 1 journalism school in top overall awards for news</p> <p>Ahead of Syracuse, University of Florida and USC</p> <p>— Broadcast Education Association, 2023</p>	<p>W. P. Carey School of Business named a “Best Business School” in the U.S.</p> <p>Ahead of Michigan State, Penn State and MIT</p> <p>— Times Higher Education, 2023</p>	<p>One of the best public law schools in the nation</p> <p>Ahead of University of California-Irvine, University of Illinois at Urbana-Champaign and University of Washington</p> <p>— U.S. News & World Report, 2024</p>	<p>No. 1 graduate program in emergency management and homeland security for two consecutive years</p> <p>— U.S. News & World Report, 2021-2024</p>	<p>School of Public Affairs earns 8 of the top 10 spots in national rankings</p> <p>— U.S. News & World Report, 2021-2024</p>	<p>Thunderbird School of Global Management is No. 1 in the world for international trade</p> <p>Ahead of Cambridge, Stanford and Harvard</p> <p>— QS International Trade Rankings, 2023</p>	<p>No. 2 in geo-chemistry</p> <p>Tied with Columbia, Princeton and University of Arizona</p> <p>Ahead of University of Michigan - Ann Arbor, Harvard and UT-Austin</p> <p>— U.S. News & World Report, 2023</p>	<p>No 3 graduate local government management program</p> <p>Ahead of Syracuse University and USC</p> <p>— U.S. News & World Report, 2023-2024</p>
<p>Top 3 for best online programs for veterans</p> <p>— U.S. News & World Report, 2023</p>	<p>No. 6 worldwide for MBA entrepreneurship programs</p> <p>Ahead of University of Chicago, Northwestern and University of Pennsylvania</p> <p>— Poets & Quants and Inc. Magazine, 2023</p>	<p>6 academic programs rank in the top 25 globally, including No. 6 in public administration</p> <p>— ShanghaiRanking's Global Ranking of Academic Subjects, 2022</p>	<p>No. 11 overall for best online master's in engineering</p> <p>Ahead of Virginia Tech, Cornell and Stanford University</p> <p>— U.S. News & World Report, 2024</p>	<p>6 online graduate business programs rank in the top 10, including online MBA</p> <p>— U.S. News & World Report, 2023</p>	<p>No. 14 in the U.S. earth sciences graduate program</p> <p>Ahead of University of Chicago, University of Wisconsin and UC-Santa Barbara</p> <p>— U.S. News & World Report, 2023</p>	<p>Top 20 for earned doctorates</p> <p>Ahead of Yale, Johns Hopkins and Duke</p> <p>— National Science Foundation, 2023</p>	<p>Two fine arts programs (ceramics - No. 4 and photography - No. 6) rank in the top 10 nationally</p> <p>Along with Rhode Island School of Design and Rochester Institute of Technology</p> <p>— U.S. News & World Report, 2023</p>

ASU graduates are highly successful



Attain national standing in learning and post-graduation outcomes for students in all colleges and schools.

No. 16 in the U.S. for first-year student experiences

Ahead of Duke, Harvard and Stanford

— U.S. News & World Report, 2024

No. 2 producer of Teach For America corps members

Ahead of University of Virginia, UT-Austin and UC-Berkeley

— Teach For America, 2023

No. 2 public university for Fulbright student awards, last 10 years

8 scholars and 16 students

— Fulbright Program, 2023-2024

No. 13 in the U.S. and No. 34 in the world for employability

Ahead of Johns Hopkins, University of Chicago and UCLA

— Global Employability University Ranking & Survey, 2024

No. 20 in the U.S. for shaping future leaders

Ahead of USC, UCLA and Johns Hopkins University

— TIME and Statista "Best Colleges for Future Leaders," 2023

Top 20 for students studying abroad

— Institute of International Education, 2023

Top 20 among public universities for graduation rates and post-graduation success

Ahead of UCLA, UNC-Chapel Hill and University of Virginia

— The Wall Street Journal, 2024

'Top producing' university of elite scholars for 10 consecutive years

— Lorraine W. Frank Office of National Scholarships Advisement, 2023

Faculty across colleges demonstrate excellence



Become the leading university academically (faculty, discovery, research, creativity) in at least one department or school within each college and school



Micki Chi

**Regents' Professor,
Dorothy Bray Endowed Professor
of Science and Teaching**

**Learning Sciences Institute
Mary Lou Fulton Teachers College**

**2023 Yidan Prize for Education
Research (\$3.8 million)**

PhD, Carnegie-Mellon University



Olivia Liu Sheng

**W. P. Carey Distinguished Chair
& Professor, Department of
Information Systems**

Former Presidential Professor and the
Emma Eccles Jones Presidential Chair of
Information Systems, University of Utah

Director, Utah Center of Excellence –
Global Knowledge Management Center

PhD, University of Rochester



Amber Wutich

**President's Professor and Director,
Center for Global Health**

**President's Professor,
Institute for Social Science Research**

**School of Human Evolution and
Social Change**

2023 MacArthur Fellow (\$800,000)

PhD, University of Florida



**Expand ASU's role as the leading
global center for interdisciplinary
research, discovery and
development by 2029**

Expand ASU's role as the leading global center for interdisciplinary research, discovery and development by 2029

- Launch the prototype medical center for the planet.
- 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, entrepreneurship and sustainability.
- Create the leading global center for education and learning technology.

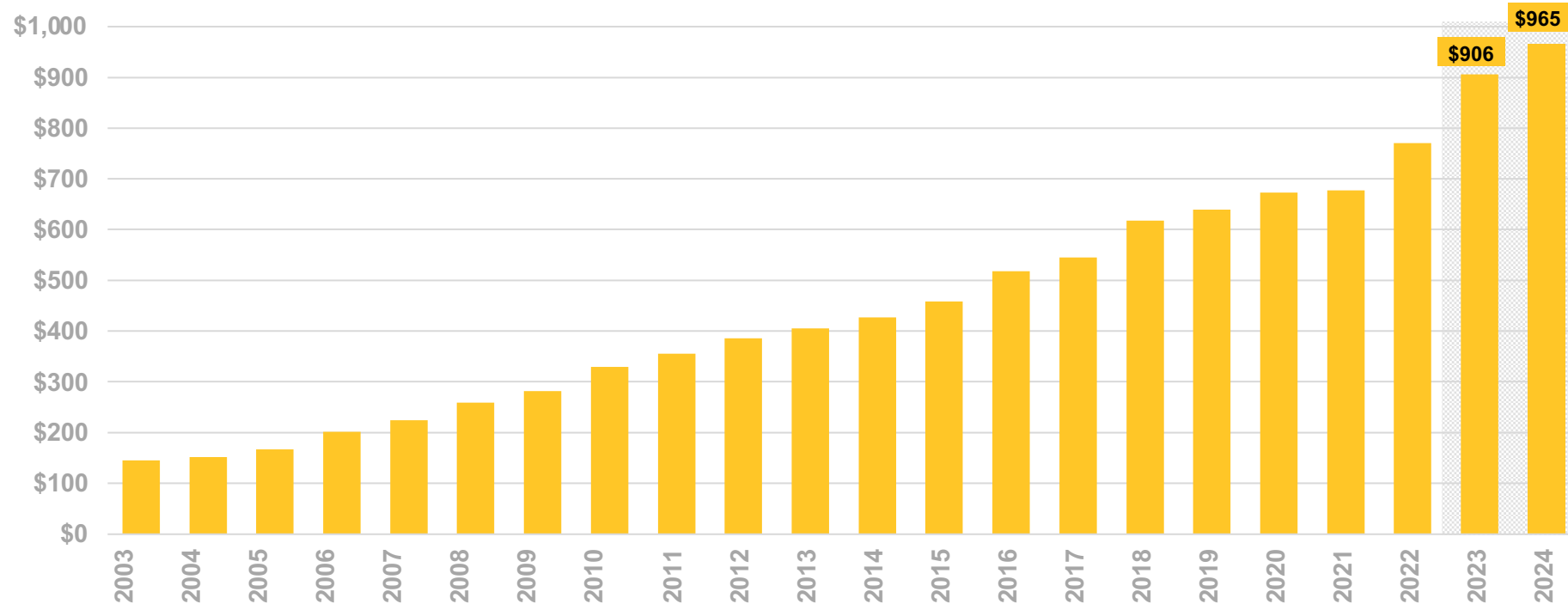
Research expenditures have more than doubled over the last decade



Enhance research competitiveness to more than \$1 billion in annual research expenditures



NSF HERD Expenditures (Dollars in Millions, Actual for FY 2003 to FY 2022, Estimates for FY 2023 and FY 2024)



Goal
\$1 billion

Research Priorities:

- Sustainability
- Advanced Technology
- Health
- Space
- National Security

ASU is a leading knowledge enterprise



Enhance research competitiveness to more than \$1 billion in annual research expenditures

National Science Foundation Higher Education Research and Development Rankings (2022)

Total Research Expenditures: **38 of 899** ahead of



UArizona ranked 37

Total Research Expenditures among Institutions without a Medical School: **5 of 310** ahead of



NSF Funded Expenditures: **17 of 597** ahead of



ASU successfully competes for major awards



Enhance research competitiveness to more than \$1 billion in annual research expenditures



Applied Materials

\$270M Total

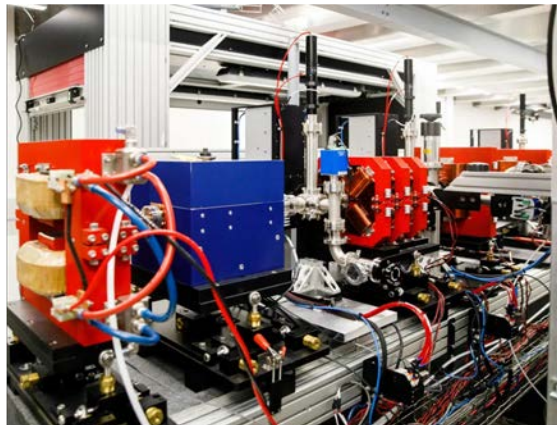
ASU, Applied Materials (AMAT) and the Arizona Commerce Authority (ACA) partnered to develop a \$270 million Materials-to-Fab Center at the ASU MacroTechnology Works, combining AMAT's state-of-the-art equipment with ASU expertise to provide an environment where industry, academia and government can collaborate and innovate.



Southwest Advanced Prototyping Hub

\$39.8M Total

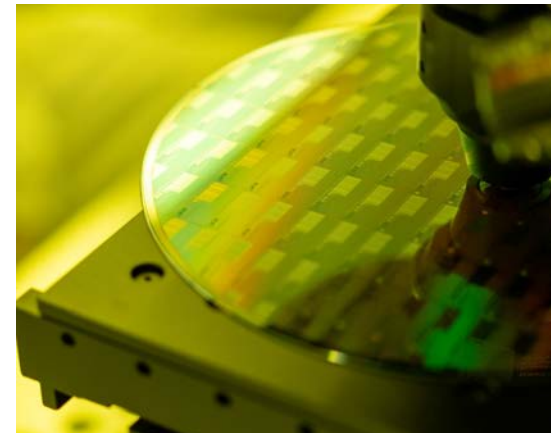
The ASU-led SWAP Hub was selected by the Department of Defense in September 2023 to be **one of 8 national Microelectronics Commons hubs** funded by the CHIPS and Science Act.



Compact X-Ray Free Electron Laser

\$90.8M Total

National Science Foundation awarded funds to advance X-ray science, allowing the discovery of previously hidden scientific processes across biology, chemistry, physics and other disciplines.



NXP Semiconductors

\$17.5M Total

In partnership with the ACA and NXP Semiconductors, ASU secured investment to enhance semiconductor packaging R&D at MacroTechnology Works, expand workforce development capabilities and establish a gallium nitride manufacturing and research ecosystem.



Julie Ann Wrigley Global Futures Laboratory is the prototype medical center for the planet



Launch the prototype medical
center for the planet



As the world's first comprehensive, university-based approach to ensuring a habitable planet and a future where well-being is attainable for all humankind, the Julie Ann Wrigley Global Futures Laboratory includes:

- School for the Future of Innovation in Society
- School of Sustainability
- School of Complex Adaptive Systems
- School of Ocean Futures

Faculty prepare students to advance solutions that maximize social benefits of powerful new technologies and create just and sustainable futures for all.

ASU leads discovery in the humanities and social sciences



Become the leading American center for discovery and scholarship in the integrated social sciences and comprehensive arts and sciences



National Science Foundation Higher Education Research and Development Rankings (2022)

Transdisciplinary (other sciences): **1 of 258** ahead of



\$119M
FY 2022 funding

Social Sciences: **3 of 490** ahead of



\$80M
FY 2022 funding

Humanities: **9 of 412** ahead of




\$11M
FY 2022 funding



Innovation Zones at ASU

Drive regional economic competitiveness through research, discovery and socioeconomically integrated programs

Key

-  ASU Innovation Zones
-  Airport
-  Light Rail
-  Interstate
-  Federal Highway
-  State Highway

Map not to scale

ASU
ASU West Innovation Zone
High-potential, underdeveloped land in the heart of an ASU campus

ASU
Scottsdale Airport

ASU
Discovery Oasis
Health Futures Center
Biomedical discovery hub offering opportunities for premier academic and clinical collaborations

ASU
Glendale Municipal Airport

ASU
Phoenix Bioscience Core
Vibrant community built on a foundation of research, discovery, innovation and entrepreneurial activity

ASU
SkySong, the ASU Scottsdale Innovation Center
High-growth community for technology-based companies

ASU
Novus Innovation Corridor
Prime location for large-scale regional offices or headquarters

ASU
Falcon Field Airport

ASU
Phoenix Goodyear Airport

ASU
Phoenix Sky Harbor International Airport

ASU
Downtown Phoenix campus

ASU
Tempe campus

ASU
ASU Research Park
One of the most sought-after office parks in Greater Phoenix

ASU
Mesa Center for Digital Creativity
State-of-the-art facility for film, media arts, design and emerging technology

ASU
ASU Polytechnic Innovation Zone
Ideal for advanced manufacturing, aviation and alternative-energy facilities

ASU
Chandler Municipal Airport

ASU
Polytechnic campus

ASU
Phoenix - Mesa Gateway Airport

ASU West Valley Campus expansion will fuel community growth and enhancement



Drive regional economic competitiveness through research, discovery and socioeconomically integrated programs



West Valley Campus Residence Hall



West Valley Campus Academic and Office Building

Three new schools, launching in fall 2023

- School of Technology, Innovation and Entrepreneurship
- School of Integrated Engineering
- School of Interdisciplinary Forensics

New residence hall, with occupancy in fall 2024

- 500-bed residence hall of approximately 134,000 square feet

New 55,000 square-foot academic building, with occupancy in 2025

- Student gallery space
- Computer labs
- Drawing labs
- Faculty offices

ASU Polytechnic campus expansion will drive economic growth in the region



Drive regional economic competitiveness through research, discovery and socioeconomically integrated programs



The ASU Polytechnic campus provides **more than 6,000 students** with project-based and industry-partnered learning opportunities in interdisciplinary sciences, engineering, management, technology and education.

Interdisciplinary Science and Technology Building 12 will open fall 2025 and house office, classroom, research and collaboration spaces for the **School of Manufacturing Systems and Networks** and other academic units.

ASU Mesa Center for Digital Creativity is innovating in film and media education



Drive regional economic competitiveness through research, discovery and socioeconomically integrated programs



ASU opened the **Media and Immersive eXperience (MIX) Center** in August 2022 in partnership with the City of Mesa.

The MIX Center houses:

- Production and post-production programs for the Sidney Poitier New American Film School.
- Digital media technology, worldbuilding, experience design and gaming programs for The Design School; the School of Arts, Media and Engineering; the Ira A. Fulton Schools of Engineering and the College of Global Futures.

The next phase is the **ASU Mesa Center for Digital Creativity**, which will renovate an existing facility to draw additional programs at the intersection of creative industries and technology.

SkySong Innovations impact spans sectors



Serve as a leading American center for innovation, entrepreneurship and sustainability

230+

New companies launched by ASU entrepreneurs working with SkySong Innovations

\$1.3B

Outside investments attracted by new companies

#6

In best tech transfer for universities without a medical school 21st overall, ahead of Northwestern University, Harvard University and Duke University

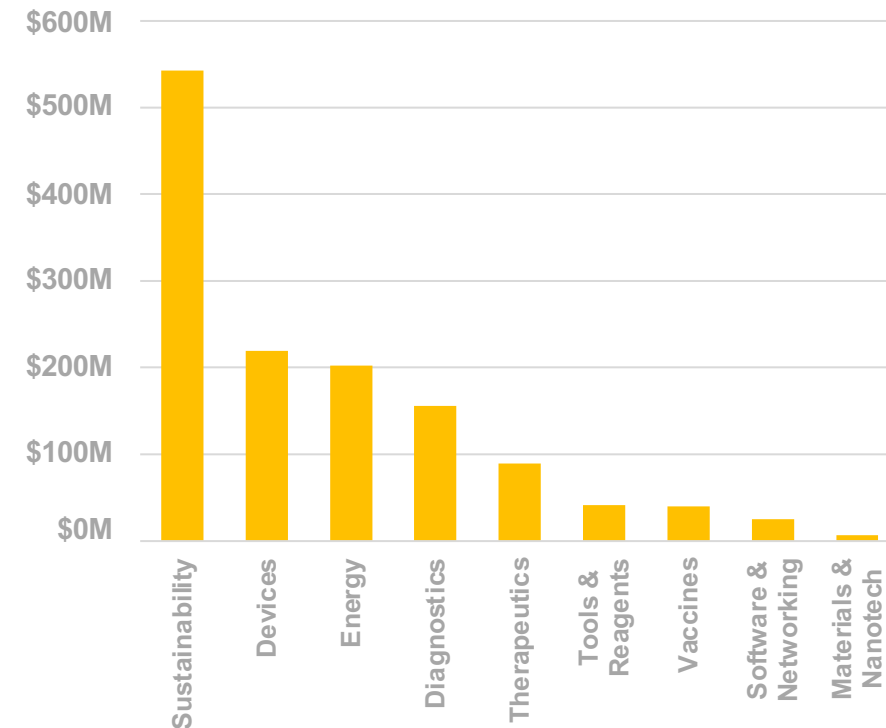
#9

In U.S. utility patents issued to universities worldwide in 2023, ahead of Johns Hopkins University, University of Michigan, University of Florida, University of Wisconsin and Duke University

#11

In innovation productivity among large comprehensive research universities ahead, of Stanford University, University of Pennsylvania and University of Washington

External Financing Reported by ASU Startups by Sector in Millions (2003 to 2023)



EdPlus develops transformative education and learning technologies



Create the leading global center for education and learning technology

331

Fully online programs offered through ASU Digital Immersion

#4

Best Online Bachelor's Programs

Ahead of University of Arizona, George Washington University and University of Georgia

#2

Best Online Bachelor's Programs for Veterans

Ahead of George Washington University, University of Massachusetts and Syracuse University

#3

Best Online Bachelor's Business Programs

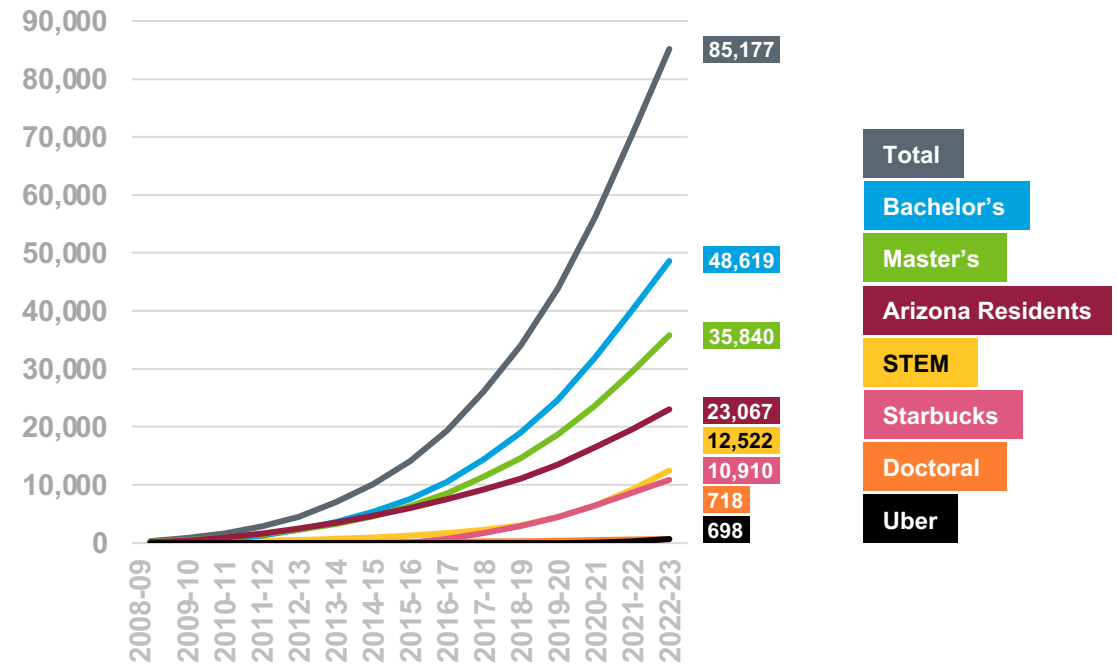
Ahead of Syracuse University, University of Arizona and Indiana University

Top 10

Best Online Graduate Programs

In W. P. Carey School of Business, Ira A. Fulton Schools of Engineering, Mary Lou Fulton Teachers College and Watts College of Public Service and Community Solutions

Total Cumulative Digital Immersion Degrees Awarded (2008-09 to 2022-23)



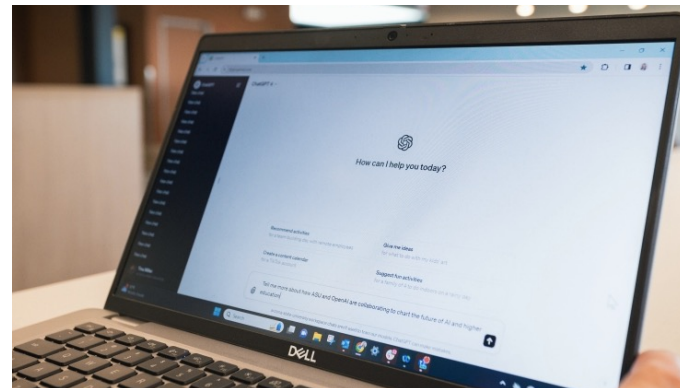
ASU embraces generative AI for collective creativity and problem-solving



Create the leading global center for education and learning technology



The **AI Acceleration** group at ASU creates new AI tools and infrastructure to support student success, research and operational efficiencies.



ASU became the first university to collaborate with **OpenAI** to help advance the responsible development of AI learning technologies.



ASU has launched a series of **educational offerings**, including a Masters of Science graduate degree program and an AI in Business certificate, for a wide range of learners.



Enhance our **local impact**
and social embeddedness

Enhance our local impact and social embeddedness

- **Leverage ASU as a public 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.**

Learning Enterprise has already served 450,000 learners at every life stage



Meet the needs of 21st-century Universal Learners



Youngest learner is 22 months old



Oldest learner is 96 years old

Exemplars

K-12

10,000+

learners served in K-12 full-time offerings around the world in FY 2023

Universal Pathways

20,000+

learners started on Universal Pathways in FY 2023

Career and Professional Learning

203,000+

learners enrolled in CareerCatalyst courses in FY 2023

Personal, Cultural and Civic Learning

5,000+

families enrolled in REACH programs on child mental and physical health since FY 2014 (cumulative)

Global Learning

173,000+

learners enrolled outside of the U.S. in FY 2023

Earned Admission enables postsecondary success for more than 20,000 learners



Meet the needs of 21st-century
Universal Learners



Through Earned Admission, aspiring students experience college-level coursework and only pay for credit if a passing grade is earned. After finishing the coursework, they are guaranteed admission to ASU and have the ability to apply earned credits toward a degree at other institutions.

5,443

Earned Admission
Learners admitted to
ASU degree programs
(all-time)

1,795

New Earned Admission
Learners admitted to
ASU degree programs
in FY 2023

ASU Prep prepares learners for the next stage of life



Leverage ASU as a public enterprise to strengthen Arizona's interactive network of teaching, learning and discovery resources



For the World

10,000+

Learners served in K-12 full-time offerings around the world

For Arizona

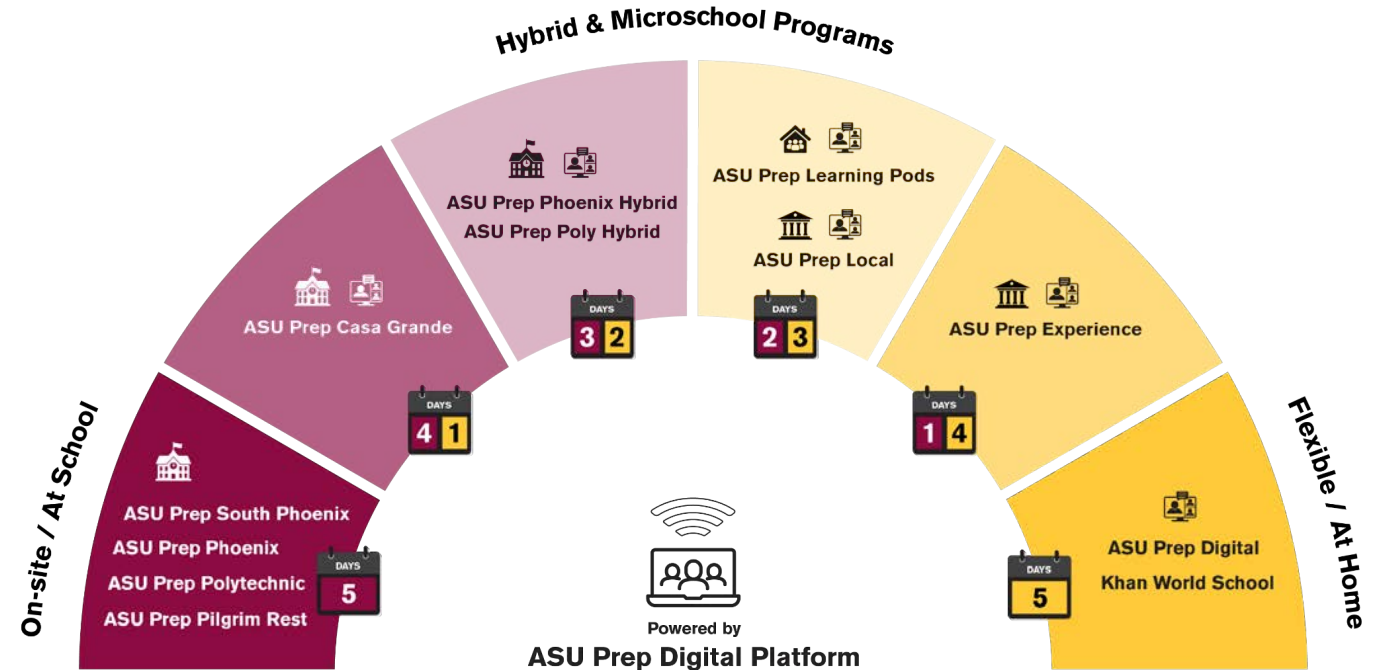
4,000+

K-12 students served in 12 schools on five Arizona campuses

For Rural and Underserved Learners

9,637

Rural and underserved high school students enrolled in ASU Digital Prep in FY 2022



ASU's CareerCatalyst delivers professional and career learning in Arizona and beyond



Leverage ASU as a public enterprise to strengthen Arizona's interactive network of teaching, learning and discovery resources

203,000+

learners served

450+

courses

240

new courses in FY 2023

Supporting human capital development in emerging industries

- Microelectronics
- Healthcare
- Artificial Intelligence
- Sustainability

Advancing Professional Skills for Everyone

Engaging major partners



ASU selected to lead major Arizona sustainability initiatives



Co-develop solutions to the critical social, technical, cultural and environmental issues facing 21st-century Arizona, ensuring sustainability and resilience



Arizona Water Innovation Initiative

\$45 million Total

The Julie Ann Wrigley Global Futures Laboratory, in collaboration with the Ira A. Fulton Schools of Engineering, works with industrial, municipal, agricultural, tribal and international partners to rapidly accelerate and deploy new approaches and technology. This project has generated new patents, launched technology testbeds, developed decision tools and engaged diverse communities.



NSF Regional Innovation Engine

\$15 million Initial Two-Year Total

ASU leads a multi-institutional enterprise to confront the climate challenges facing the Southwest and spur economic development in the region. The engine can be renewed for up to 10 years with \$160 million in funding.



Design and launch **ASU Health** as a comprehensive cluster of teaching, learning and discovery health systems for the enhancement of social-scale health outcomes

Design and launch ASU Health

- **Design and launch the Health Observatory at ASU.**
- **Design and launch the School of Medicine and Advanced Medical Engineering.**
- **Design and launch a school to advance the future of public health technology.**
- **Triple current nursing production and increase our nursing research tenfold.**

School of Medicine and Advanced Medical Engineering hits critical milestones



Design and launch the School of Medicine and Advanced Medical Engineering



Progress to Date

Established applicant status for the new school with the Liaison Committee on Medical Education.

Launched national search for inaugural dean.

Designed curriculum for medical doctor degree with concurrent master's degree that fuses eight disciplines.

Signed and strengthened clinical affiliations with local and regional health systems for clinical rotations, electives, fellowships and research experiences.

ASU is at forefront of technology and public health



Design and launch a school to advance the future of public health technology



Design

A new School of Technology and Public Health will house innovative degrees:

- BS in public health technology
- MS in public health technology
- MPH with a concentration in public health technology
- Concurrent MPH and MS

The new school will draw on interdisciplinary strengths of ASU faculty. More than 400 current faculty already focus on technology and public health.

ASU will soon seek accreditation of the Master of Public Health program by the Council on Education for Public Health.

Edson College of Nursing and Health Innovation will grow to meet needs



Triple our current nursing graduate production and increase our nursing research tenfold



Goals

Triple the number of nursing graduates by growing enrollment and expanding clinical experiences.

1,433

Current degree production

>4,300

Future degree production, among the highest output in the U.S.

Increase research, including growing the faculty with targeted hires and multiplying research productivity.

\$10.8 million

Current research expenditures

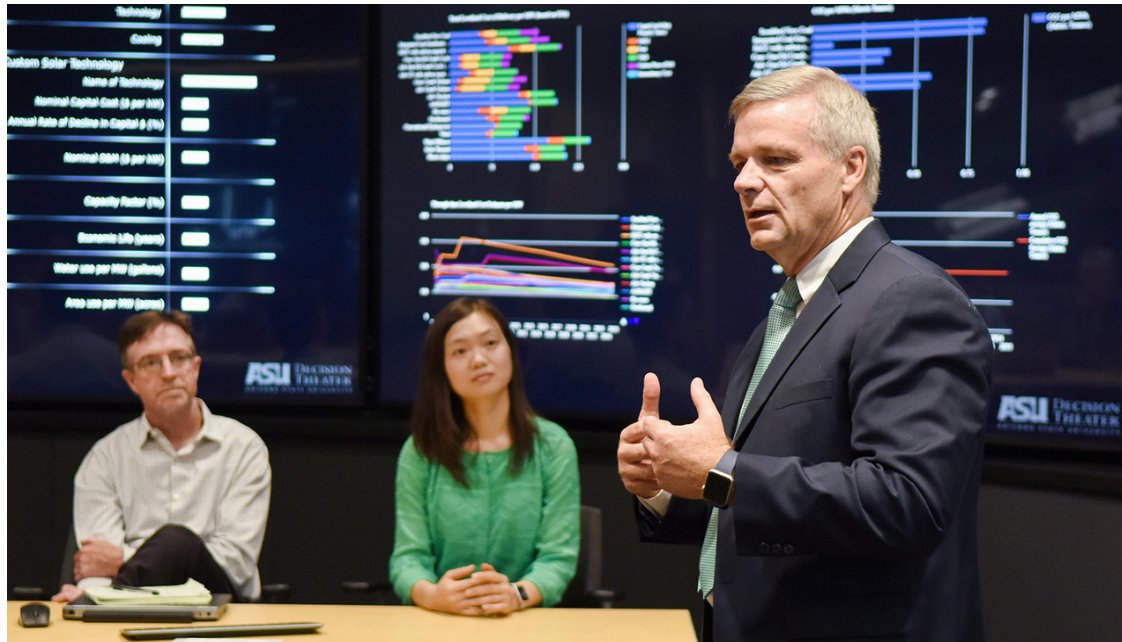
>\$50 million

Future research expenditures

The Health Observatory at ASU is being built on existing research strengths



Design and launch the Health Observatory at ASU



Progress to Date

Designed organizational structure to coordinate \$82 million of research in diagnostics, epidemiological surveillance and treatment for underserved populations.

Secured \$5 million for Arizona pathogen genomics project to build the observatory's technology foundation.

Currently engaged in active discussions with local government, blood banks, clinical partners and local biomedical industry to understand needs and expand value both for public health and the economy.

What's the Result?

#1 in the U.S. for innovation

ASU ahead of MIT and Stanford

— U.S. News & World Report, 9 years, 2016–24



No. 1 in U.S.
and No. 6 in
the world for
global impact

Times Higher Education, 2023

No. 5 in Total Research
Expenditures among
Institutions without a
Medical School

National Science Foundation
HERD Rankings, 2023

Member of
the Association
of American
Universities

since 2023



ASU excellence earns recognition

No. 1 in U.S. for innovation

Ahead of MIT and Stanford

— U.S. News & World Report, 2016-2024

No. 1 in the U.S. and Top 10 in the world for global impact in research, outreach and stewardship

Ahead of Michigan State, Penn State and MIT

— Times Higher Education, 2023

No. 1 in the U.S. and No. 2 in the world for sustainable practices

Ahead of Stanford, UC-Berkeley and Colorado State

— Sustainability Tracking, Assessment & Rating System, 2023

Top 5 in the U.S. for total research expenditures among universities without a medical school

Ahead of Caltech, Princeton University and Carnegie Mellon University

— National Science Foundation HERD Survey, 2022

Recipient of the Carnegie Foundation Community Engagement Classification through 2025

— Carnegie Foundation, 2015

Top public university of choice for international students

Ahead of University of Illinois, Purdue University and University of Michigan

— Institute of International Education, 2023

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

— The Fiske Guide to Colleges, 2023

A top university in the U.S. based on key indicators including academic reputation, sustainability, employment outcomes and international research network

Ahead of Dartmouth, Georgetown and Notre Dame

— QS World University Rankings, 2024

1 of 9 top producers of Fulbright awards for both students and faculty among doctoral institutions

Ahead of Harvard, Penn State and University of Michigan

— Chronicle of Higher Education, 2023

Top 10 among universities worldwide for patents

Along with Stanford, Harvard and Caltech

— U.S. National Academy of Inventors, 2023

No. 1 highest average multiyear Academic Progress Rate for student athletes

— NCAA, 2023

A top university worldwide for academic reputation

— Times Higher Education, World Reputation Rankings, 2023

What's Next?



president@asu.edu

ASU Capital Projects

School of Medicine and Advanced Medical Engineering



**West Valley Campus
Academic and Office Building**



West Valley Campus Residence Hall



Interdisciplinary Science and Technology Building 12



Novus Innovation Corridor: Rio Yards 1



**Tempe Campus
Academic and Office Building**



Mill Avenue Student Housing



Mill Avenue Parking Structure



New Wilson Hall



Bateman Physical Sciences Center Renovation



Murdock Hall Renovation



Alumni Lawn

