State of the ASU Public Enterprise and Arizona State University
Operational and Financial Review
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.

- **Realm 1**: Campus Immersion
- **Realm 1b**: ASU Sync
- **Realm 2**: Digital Immersion
- **Realm 3**: Digital Immersion — Massively Open
- **Realm 4**: Education Through Exploration
- **Realm 5**: University
  - Personalized, Universally Accessible, High-Intensity Learning Solutions
The ASU Public Enterprise operates across three domains to accomplish our mission:

- Academic Enterprise
- Knowledge Enterprise
- Learning Enterprise

ASU Colleges and Schools

ASU Public Enterprise Units
### ASU operates as a public enterprise

<table>
<thead>
<tr>
<th></th>
<th>Private Company</th>
<th>Public Company or Private Enterprise</th>
<th>State-Owned Enterprise</th>
<th>Public Enterprise</th>
<th>Public Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Animating Purpose</td>
<td>Profit maximization for owner(s)</td>
<td>Maximization of profit for shareholders and/or benefits for stakeholders</td>
<td>Profit maximization for shareholders</td>
<td>Achievement of specified objectives through enterprise</td>
<td>Achievement of specified objectives through policy</td>
</tr>
<tr>
<td>Legal Formation</td>
<td>Partnership or closely held corporation</td>
<td>Publicly-held corporation or non-profit corporation</td>
<td>For-profit or non-profit corporation</td>
<td>Various</td>
<td>Government agency</td>
</tr>
<tr>
<td>Equity Holders</td>
<td>Private; small number of owners</td>
<td>Public ownership facilitated through public markets or membership</td>
<td>The government as controlling or majority shareholders</td>
<td>The people</td>
<td>The people</td>
</tr>
<tr>
<td>Distribution of Profits</td>
<td>To owners</td>
<td>To shareholders if applicable</td>
<td>To shareholders</td>
<td>Retained in enterprise</td>
<td>None</td>
</tr>
<tr>
<td>General Example</td>
<td>Omni Hotels &amp; Resorts</td>
<td>Marriott International inc.</td>
<td>PBS, Amtrak</td>
<td>SRP, FDIC</td>
<td>U.S. Department of Defense</td>
</tr>
<tr>
<td>Higher Education Example</td>
<td>University of Phoenix</td>
<td>Stanford University</td>
<td>None currently</td>
<td>Arizona State University</td>
<td>Texas A&amp;M University</td>
</tr>
</tbody>
</table>
ASU Financial Strategies and Tactics
ASU introduced public enterprise financial management strategies in 2004

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

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

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)

Amounts set to base year 2022-23 using Consumer Price Index (CPI).
ASU spends more on student-focused functions than comparators

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

Implement mechanisms that result in quality improvement despite minimal public investment

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

Source: Integrated Postsecondary Education Data System. Excludes Pennsylvania State University due to data unavailability.
Revenues have increased more than fivefold over the past two decades

Total Revenues for ASU and Component Units in Millions
(Actual for FY 2003 to FY 2023, Estimate for FY 2024)
Revenues have increased more than fivefold over the past two decades.

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

Revenues have increased more than fivefold over the past two decades (Actual for FY 2003 to FY 2023, Estimate for FY 2024)
ASU increases available resources through fundraising success

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

Endowment Value

- $1.55 billion as of December 2023
- $600 million 2028 Goal

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

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

**New pathways**
- Increase in Learning Enterprise learners
- New ASU Prep opportunities

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

- $500 million
- $400 million
- $100 million
Planning has increased ASU’s ability to thrive in an uncertain environment.

Net position is the financial position at the end of the fiscal year accounting for all assets, deferred outflows, liabilities and deferred inflows.

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

- Pension and OPEB
- Unrestricted
- Restricted
- Capital Assets
- ASU Component Units

Centrally manage enterprise resources for strategic deployment.
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)

2014 $591
2015
2016
2017
2018
2019
2020
2021
2022 $1,525
2023

$0 $200 $400 $600 $800 $1,000 $1,200 $1,400 $1,600 $1,800
ASU manages financial resources to meet short-term financial obligations

Days Cash on Hand (FY 2014 to FY 2023)

Moody's Benchmark for public universities
Working Group Matrix develops financial strategy and tactics

- **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

Centrally manage enterprise resources for strategic deployment
Working Group Finance manages financial tactics and operations

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

Centrally manage enterprise resources for strategic deployment
ASU creates incentives for colleges and schools to facilitate entrepreneurship

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
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
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)

2018-19 to 2023-24
+46,369

183,209

136,840

Additional information

Enrollment data for Total, International, Nonresident, Resident Online, and Resident Campus from 2002-03 to 2023-24.
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 First-Year Students Enrolled at ASU (Fall 2013 to Fall 2022)

<table>
<thead>
<tr>
<th>Year</th>
<th>Arizona State University</th>
<th>University of Arizona</th>
<th>Northern Arizona University</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>5,796</td>
<td></td>
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<tr>
<td>2014</td>
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<td>2015</td>
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<td>2020</td>
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<tr>
<td>2021</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>8,709</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Source: uair.arizona.edu/content/admissions-pipeline
ASU first-year retention is nearing 90%
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)

“AZCC Transfers” refers to students with 12+ credits from an Arizona community college and whose last institution before ASU was an Arizona community college.
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
- Northern Arizona University
- Arizona State University

Source: president.arizona.edu/news/2024-25-tuition-and-fee-proposal
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)

<table>
<thead>
<tr>
<th>Income Range</th>
<th>Number of Students</th>
<th>State Gift Aid</th>
<th>Federal Gift Aid</th>
<th>Institutional Gift Aid</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $20K</td>
<td>6,564</td>
<td>-$2,447</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$20K-$34.99K</td>
<td>4,410</td>
<td>-$2,405</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$35K-$49.99K</td>
<td>3,570</td>
<td>-$1,687</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$50K-$64.99K</td>
<td>2,758</td>
<td>$475</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$65K-$79.99K</td>
<td>2,242</td>
<td>$2,436</td>
<td></td>
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<tr>
<td>$80K-$119.99K</td>
<td>4,372</td>
<td>$4,908</td>
<td></td>
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<tr>
<td>&gt;=$120K</td>
<td>10,518</td>
<td>$5,651</td>
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<td></td>
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</tbody>
</table>

Tuition and Mandatory Fees = $12,051

Net Price - $2,447
- $2,405
- $1,687
$475
$2,436
$4,908
$5,651

Average Net Price = $2,637

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.

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

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.
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

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

All incomes adjusted to $2023 using CPI

Engage learners of all socioeconomic, geographic and demographic backgrounds
ASU serves growing number of students from many demographic backgrounds

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

Engage learners of all socioeconomic, geographic and demographic backgrounds

Unspecified
International
Two or More
Native Hawaiian / Pacific Islander
American Indian / Alaskan Native
Black / African American
Asian
Hispanic / Latino
White
ASU expands access for all student populations

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

- **Transfer Students**: +28,256
- **Veteran Students**: +19,363
- **Active Military Students**: +9,079
- **Pell Grant Recipients**: +5,003
- **First-Generation Students**: +2,361
- **Total**: 39,029

Transfer students are all students who entered ASU with 12+ transfer credits.
ASU engages learners and helps to power universities around the world

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

*Source: Institute of International Education, 2023*
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

No. 1 journalism school in top overall awards for news
W.P. Carey School of Business named a “Best Business School” in the U.S.
One of the best public law schools in the nation
No. 1 graduate program in emergency management and homeland security for two consecutive years
School of Public Affairs earns 8 of the top 10 spots in national rankings
Thunderbird School of Global Management is No. 1 in the world for international trade
No. 2 in geochemistry
No. 3 graduate local government management program

Top 3 for best online programs for veterans
No. 6 worldwide for MBA entrepreneurship programs
6 academic programs rank in the top 25 globally, including No. 6 in public administration
No. 1 overall for best online master’s in engineering
6 online graduate business programs rank in the top 10, including online MBA
No. 14 in the U.S. earth sciences graduate program
Top 20 for earned doctorates

Advance and maintain national standing in academic quality for each college and school.
ASU graduates are highly successful

- 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
  — 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, 2022

- 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 Achievement, 2023
Faculty across colleges demonstrate excellence

**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

Research Priorities:
- Sustainability
- Advanced Technology
- Health
- Space
- National Security

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)
ASU is a leading knowledge enterprise

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

<table>
<thead>
<tr>
<th>Total Research Expenditures: 38 of 899 ahead of</th>
</tr>
</thead>
<tbody>
<tr>
<td>The University of Chicago</td>
</tr>
<tr>
<td>UA/Arizona ranked 37</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Research Expenditures among Institutions without a Medical School: 5 of 310 ahead of</th>
</tr>
</thead>
<tbody>
<tr>
<td>NC State University</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NSF Funded Expenditures: 17 of 597 ahead of</th>
</tr>
</thead>
<tbody>
<tr>
<td>Penn State</td>
</tr>
</tbody>
</table>

Enhance research competitiveness to more than $1 billion in annual research expenditures
ASU successfully competes for major awards

**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.

**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.

**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.

**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.

Enhance research competitiveness to more than $1 billion in annual research expenditures
Julie Ann Wrigley Global Futures Laboratory is 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

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

**Transdisciplinary (other sciences):** 1 of 258 ahead of
- Northwestern University
- University of Pittsburgh
- Johns Hopkins University
- The Ohio State University
- MIT
- Massachusetts Institute of Technology
- Michigan State University
- The University of Arizona

**Social Sciences:** 3 of 490 ahead of
- Cornell University
- UCLA
- University of North Carolina at Chapel Hill
- Berkeley
- The University of Arizona
- Penn State
- Penn

**Humanities:** 9 of 412 ahead of
- Yale
- Northwestern University
- Penn State
- Emory University
- UCLA
- Johns Hopkins University

$119M
FY 2022 funding

$80M
FY 2022 funding

$11M
FY 2022 funding
Innovation Zones at ASU

Drive regional economic competitiveness through research, discovery and socioeconomically integrated programs.
ASU West Valley Campus expansion will fuel community growth and enhancement

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

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

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

- **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)

- **Sustainability**: $600M
- **Devices**: $500M
- **Energy**: $400M
- **Diagnostics**: $300M
- **Therapeutics**: $200M
- **Tools & Reagents**: $100M
- **Vaccines**: $0M
- **Software & Networking**: $0M
- **Materials & Nanotech**: $0M

Serve as a leading American center for innovation, entrepreneurship and sustainability
EdPlus develops transformative education and learning technologies

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)

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>Bachelor’s</th>
<th>Master’s</th>
<th>Arizona Residents</th>
<th>STEM</th>
<th>Starbucks</th>
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</tbody>
</table>
ASU embraces generative AI for collective creativity and problem-solving

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

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

Youngest learner is 22 months old

Oldest learner is 96 years old
Earned Admission enables postsecondary success for more than 20,000 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

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

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

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

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

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

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

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

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**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

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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

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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

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National Science Foundation HEPD Survey, 2022

**Recipient of the Carnegie Foundation Community Engagement Classification through 2025**

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Carnegie Foundation, 2016

**Top public university of choice for international students**
Ahead of University of Illinois, Purdue University and University of Michigan

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Institute of International Education, 2023

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**Top 10 ‘Best Buy’ college in the U.S.**
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

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The Fall Guide to Colleges, 2023

---
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

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U.S. National Academy of Inventors, 2023

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

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NCAA, 2023

**A top university worldwide for academic reputation**

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Times Higher Education, World Reputation Rankings, 2023
What’s Next?
ASU Capital Projects
School of Medicine and Advanced Medical Engineering
Interdisciplinary Science and Technology Building 12
Novus Innovation Corridor:
Rio Yards 1
Mill Avenue Student Housing
Mill Avenue Parking Structure
Bateman Physical Sciences Center Renovation