State of the ASU Public Enterprise and Arizona State University

Operational and Financial Review

Michael M. Crow
Tempe, Arizona
February 22, 2024

ASU Design

ASU

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
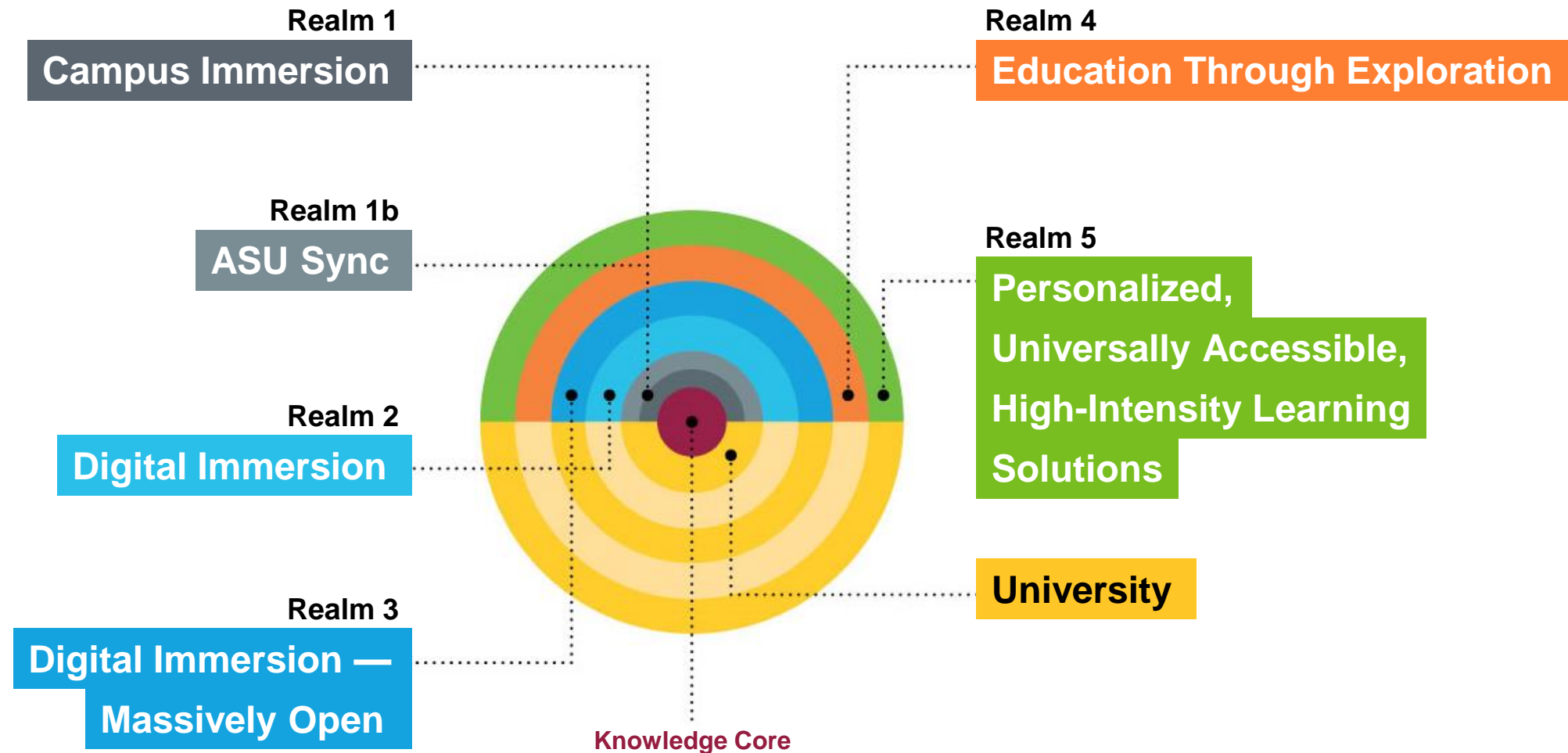ASU connects with communities through mutually beneficial partnerships.

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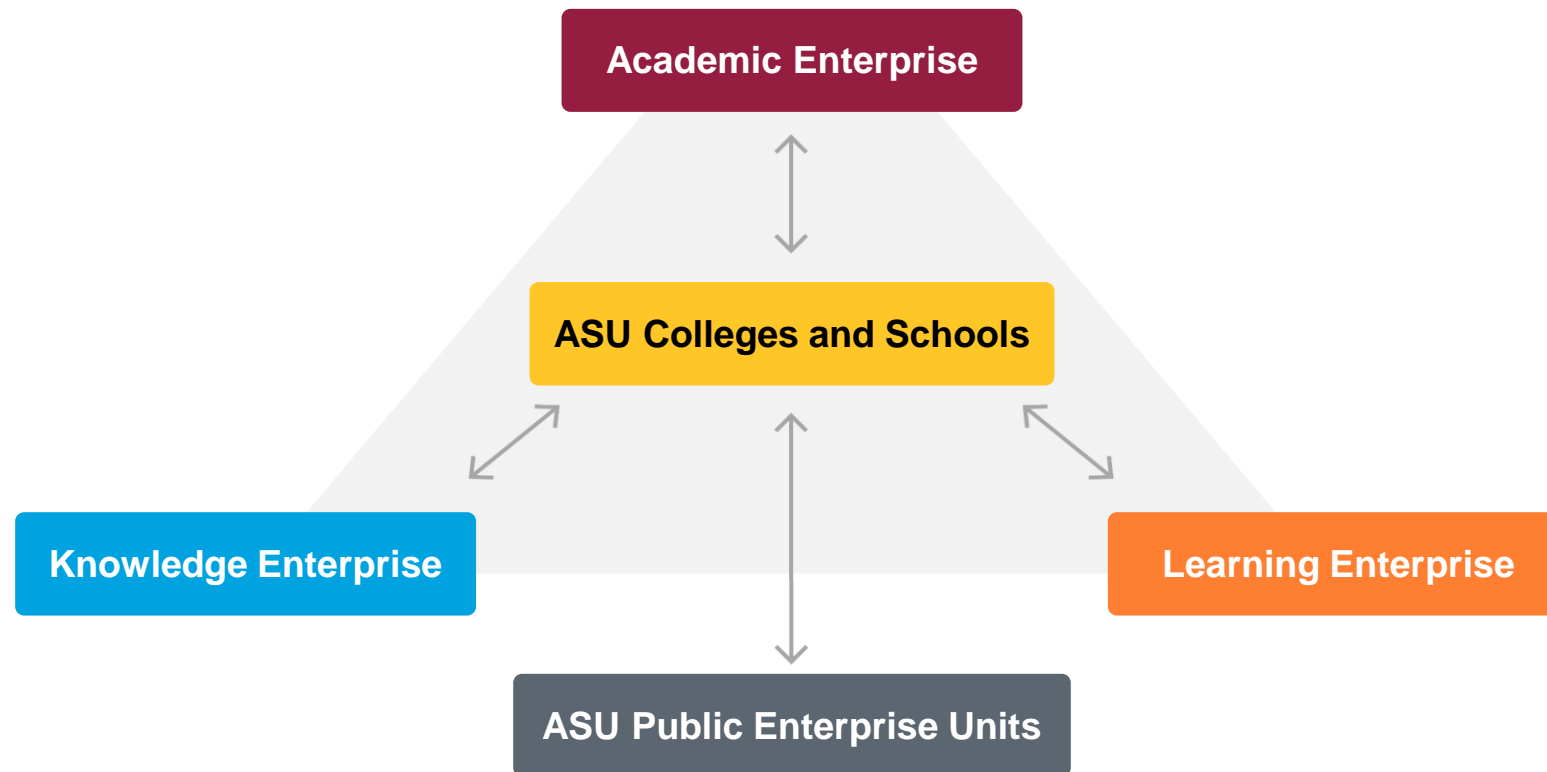ASU engages with people and issues locally, nationally and internationally.

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
Personalized, Universally Accessible, High-Intensity Learning Solutions

University

Knowledge Core

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

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ASU Financial Strategies and Tactics

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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

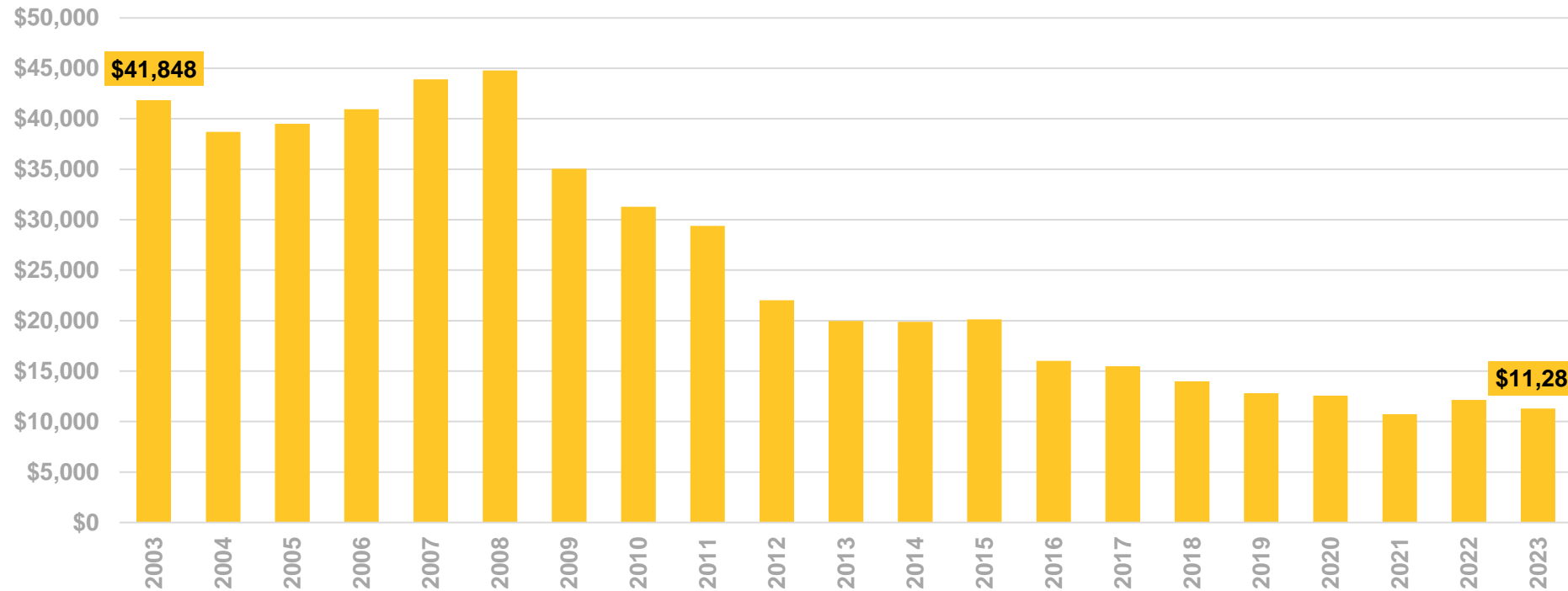Centrally manage enterprise resources for strategic deployment

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

Bar chart showing State Appropriations per Degree from 2003 to 2023. The 2003 value is labeled $41,848 and the 2023 value is labeled $11,281.
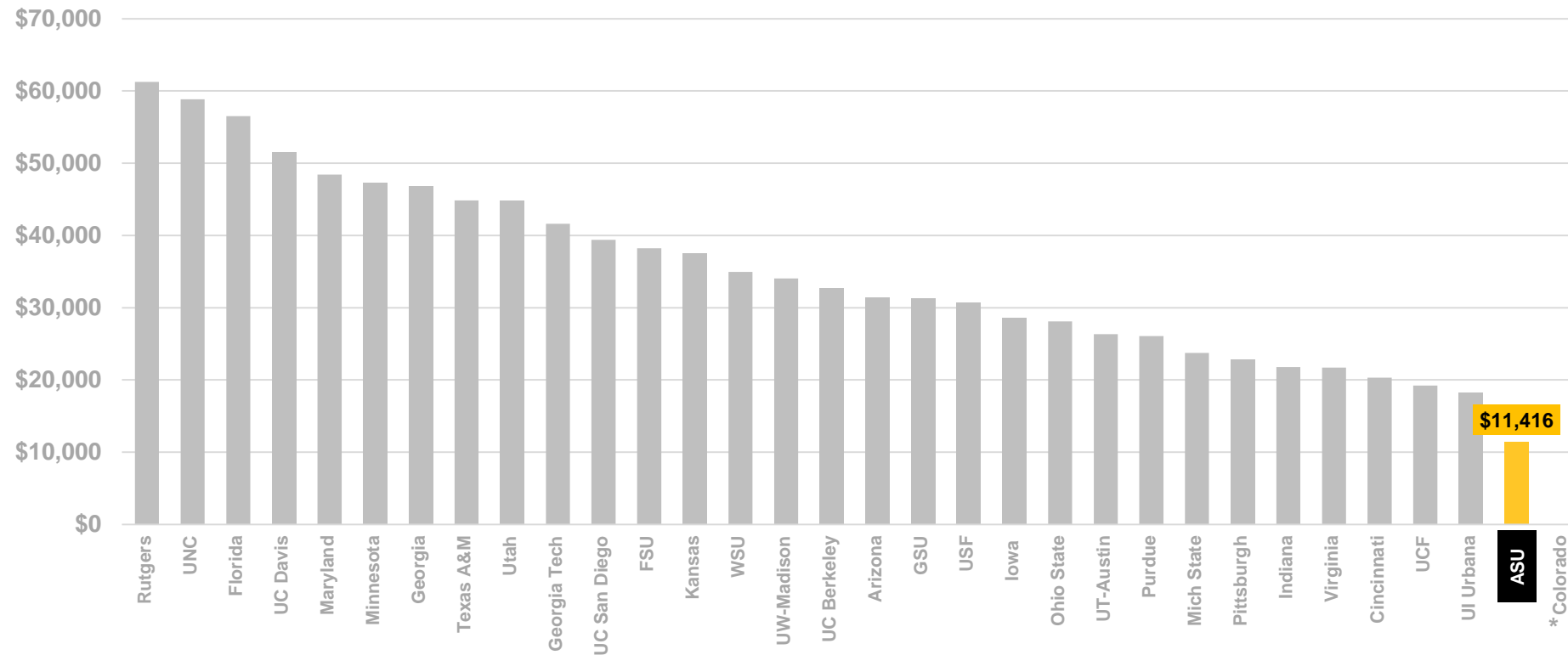
ASU receives less in state investment per degree awarded than comparators

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)

Bar chart showing state appropriations per degree, descending from left to right:
Rutgers, UNC, Florida, UC Davis, Maryland, Minnesota, Georgia, Texas A&M, Utah, Georgia Tech, UC San Diego, FSU, Kansas, WSU, UW-Madison, UC Berkeley, Arizona, GSU, USF, Iowa, Ohio State, UT-Austin, Purdue, Mich State, Pittsburgh, Indiana, Virginia, Cincinnati, UCF, UI Urbana, **ASU ($11,416)**, *Colorado

*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.
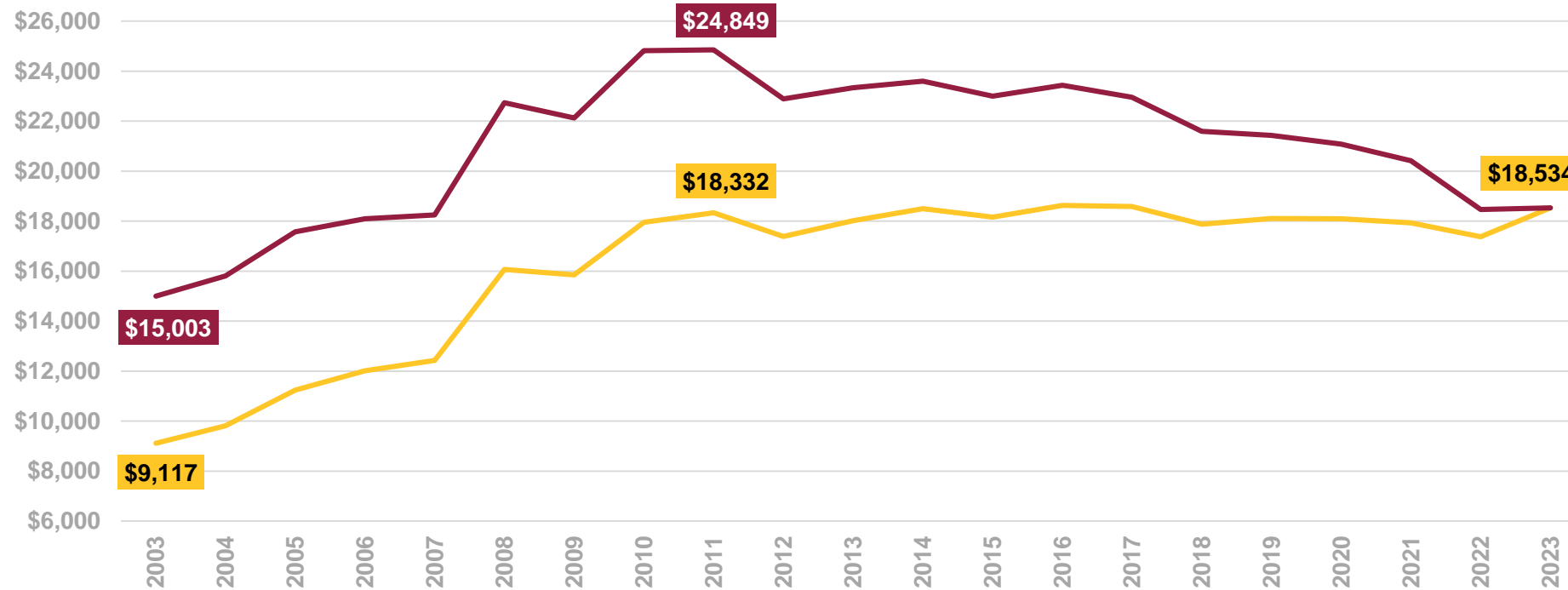
ASU focuses on cost savings, efficiencies and scale

Implement mechanisms that result in quality improvement despite minimal public investment

ABOR METRIC

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

$24,849

$18,332

$18,534

$15,003

$9,117

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).
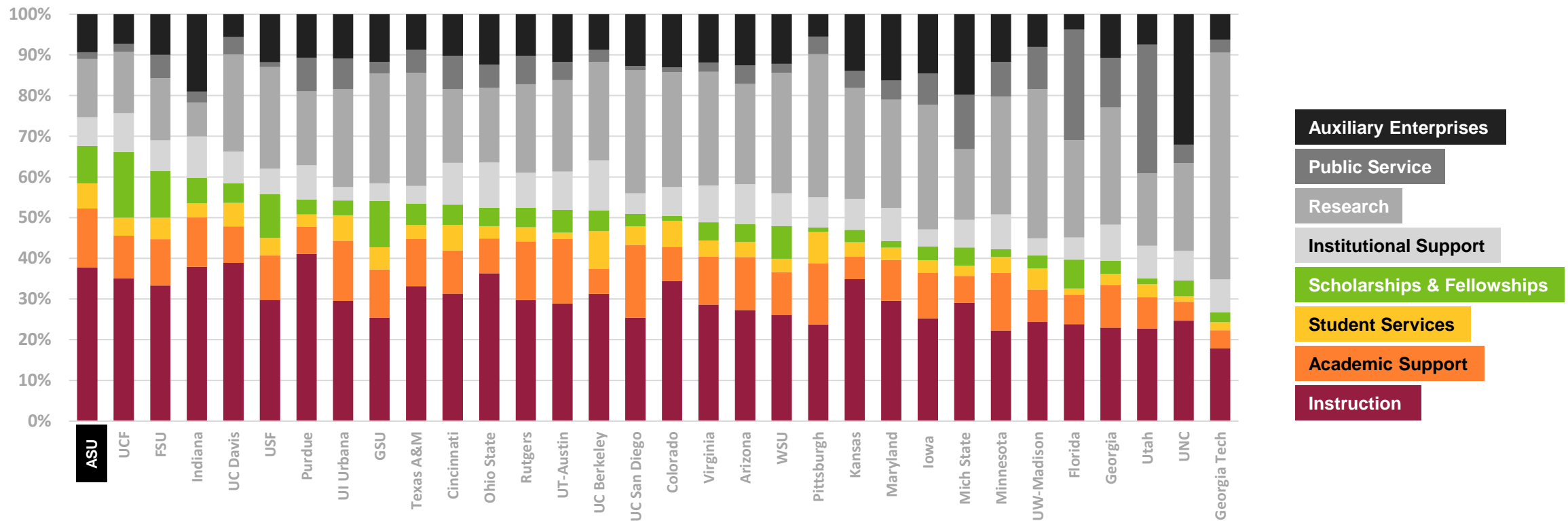
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ASU spends more on student-focused functions than comparators

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)

Legend:
- Auxiliary Enterprises
- Public Service
- Research
- Institutional Support
- Scholarships & Fellowships
- Student Services
- Academic Support
- Instruction

X-axis categories: ASU, UCF, FSU, Indiana, UC Davis, USF, Purdue, UI Urbana, GSU, Texas A&M, Cincinnati, Ohio State, Rutgers, UT-Austin, UC Berkeley, UC San Diego, Colorado, Virginia, Arizona, WSU, Pittsburgh, Kansas, Maryland, Iowa, Mich State, Minnesota, UW-Madison, Florida, Georgia, Utah, UNC, Georgia Tech

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)
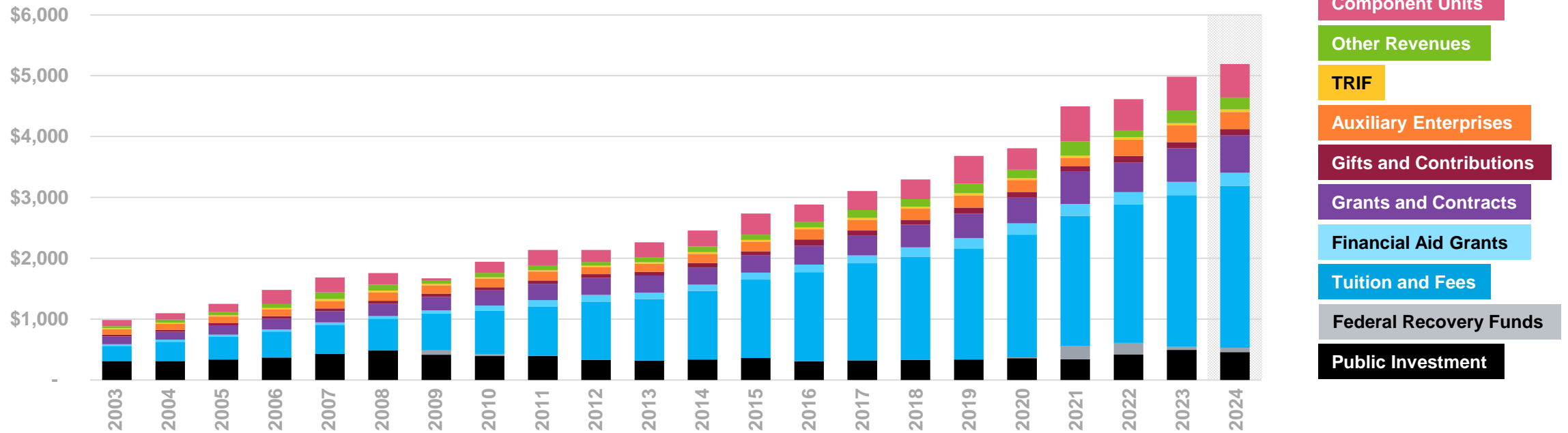

Source: Integrated Postsecondary Education Data System. Excludes Pennsylvania State University due to data unavailability.
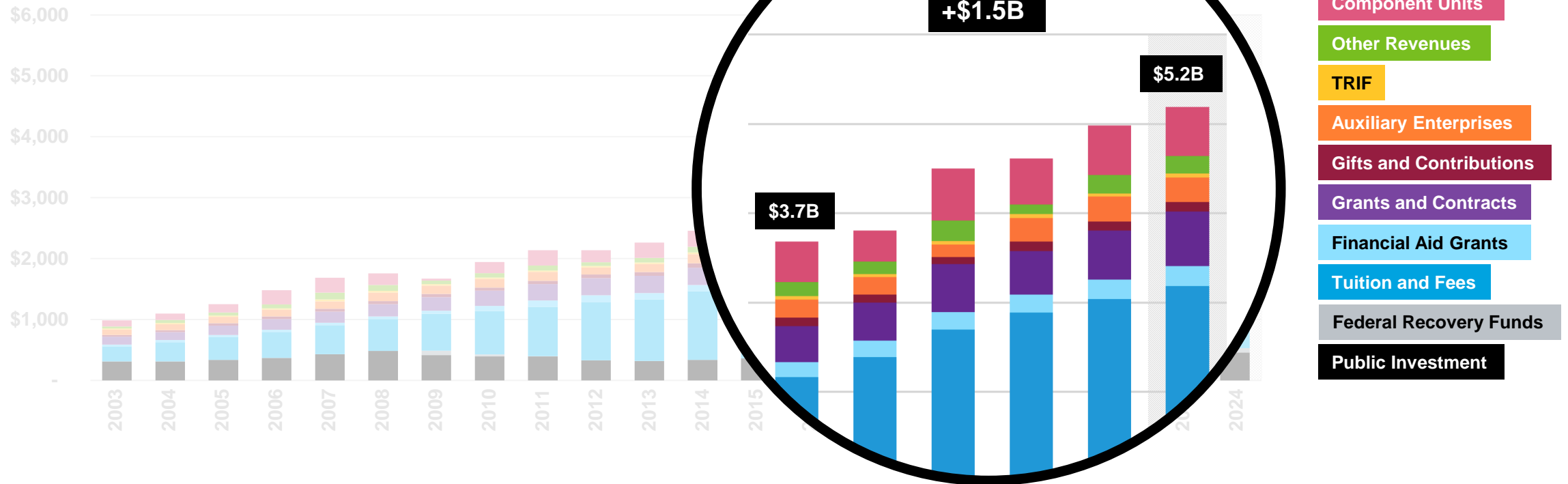
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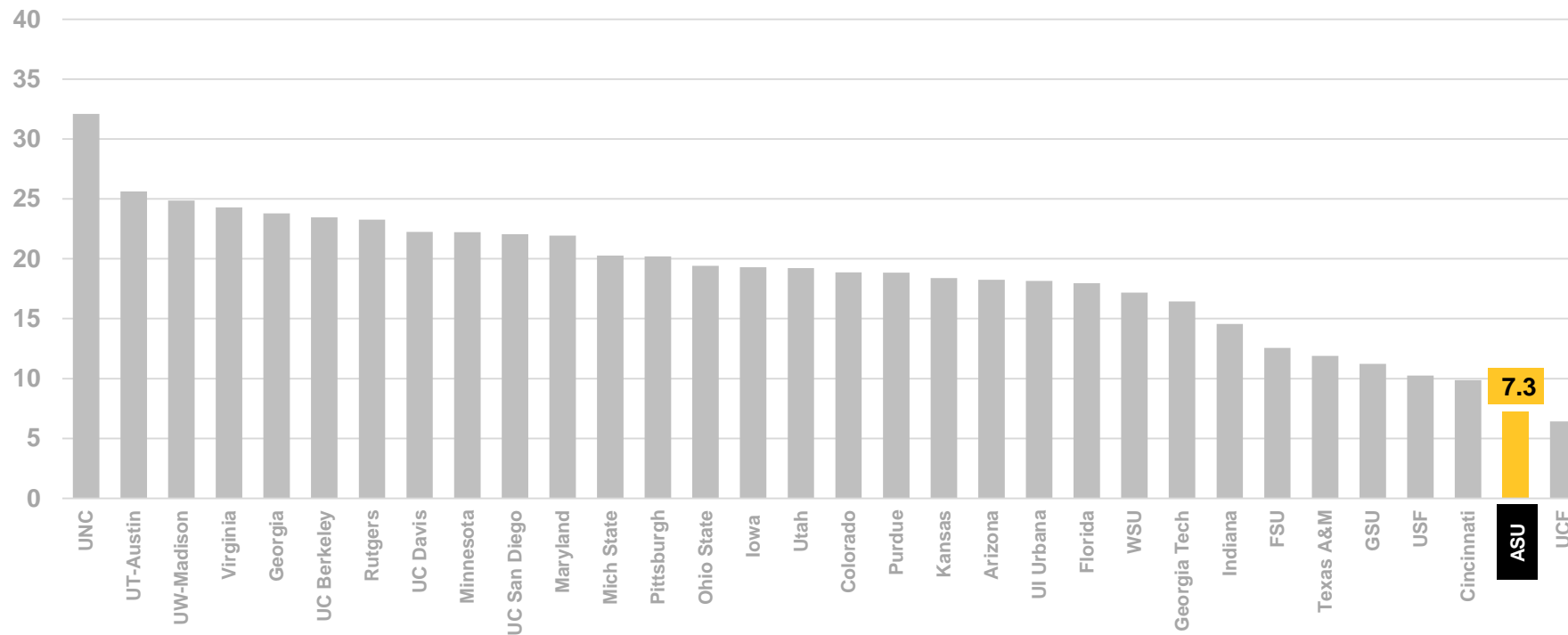
Revenues have increased more than fivefold over the past two decades

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)


Legend:
- Component Units
- Other Revenues
- TRIF
- Auxiliary Enterprises
- Gifts and Contributions
- Grants and Contracts
- Financial Aid Grants
- Tuition and Fees
- Federal Recovery Funds
- Public Investment

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)

$400 Est.
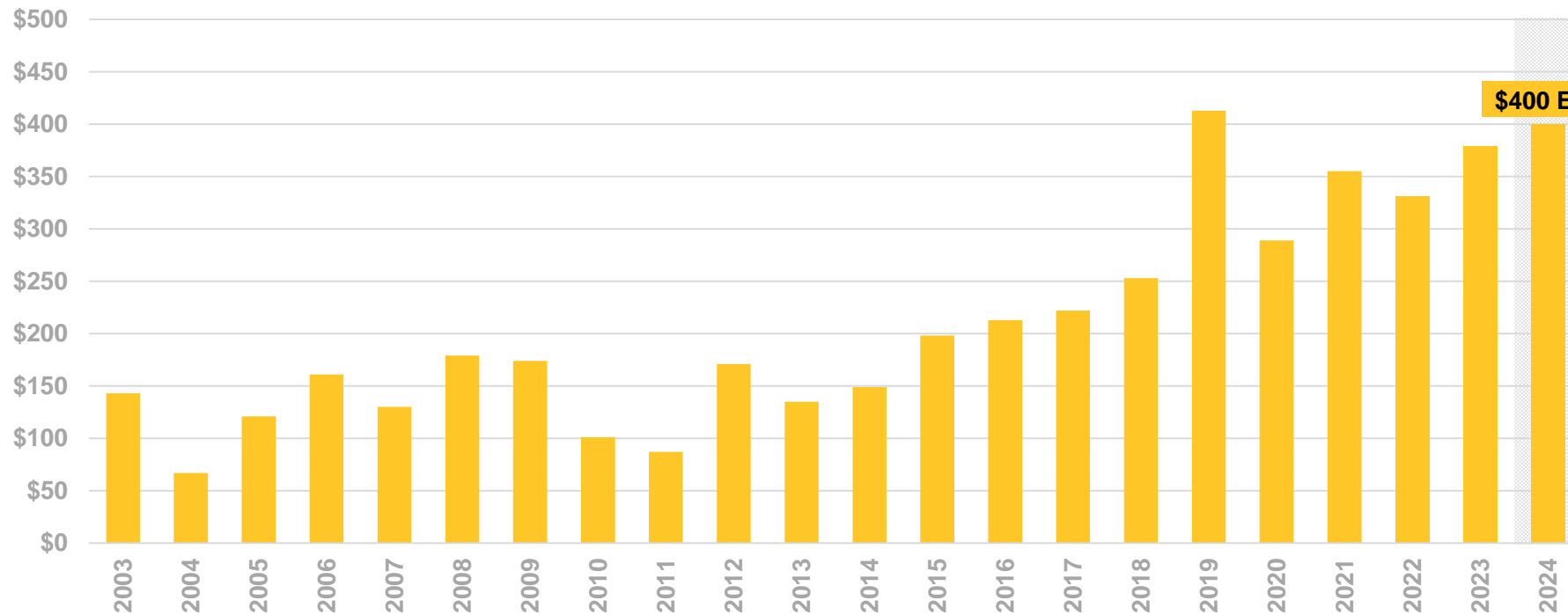
2028 Goal
$600 million

Endowment Value
$1.55 billion
as of December 2023

Revenue model assumes continued growth and diversification of revenues

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:

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

Continued growth

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

$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
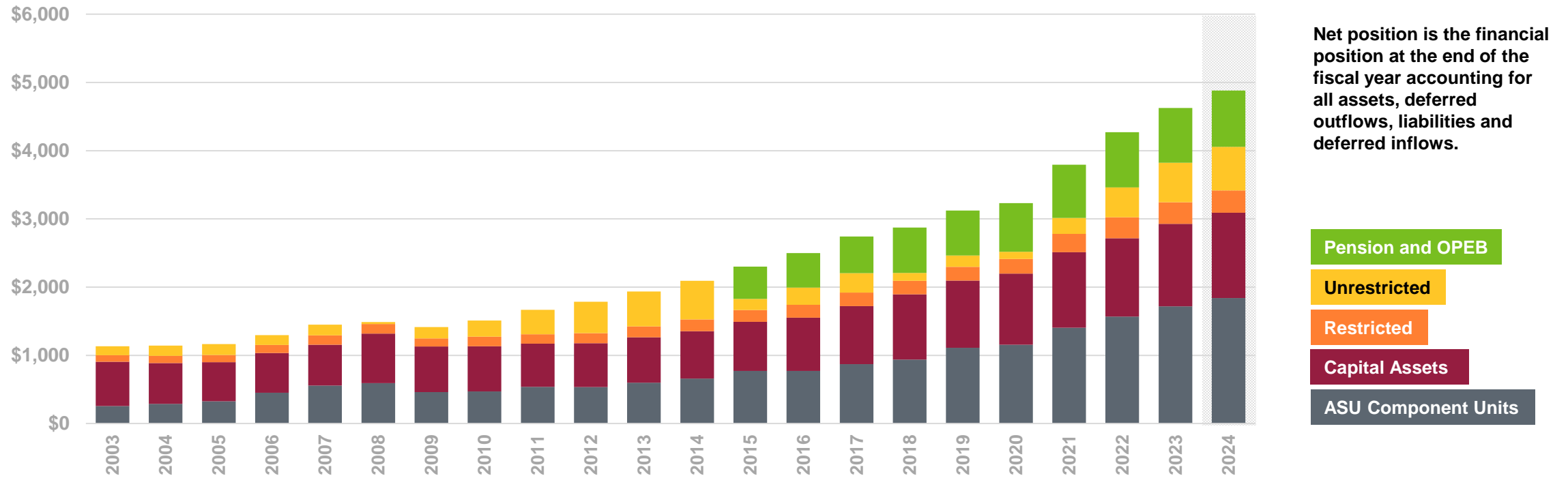- New ASU Prep opportunities

$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)
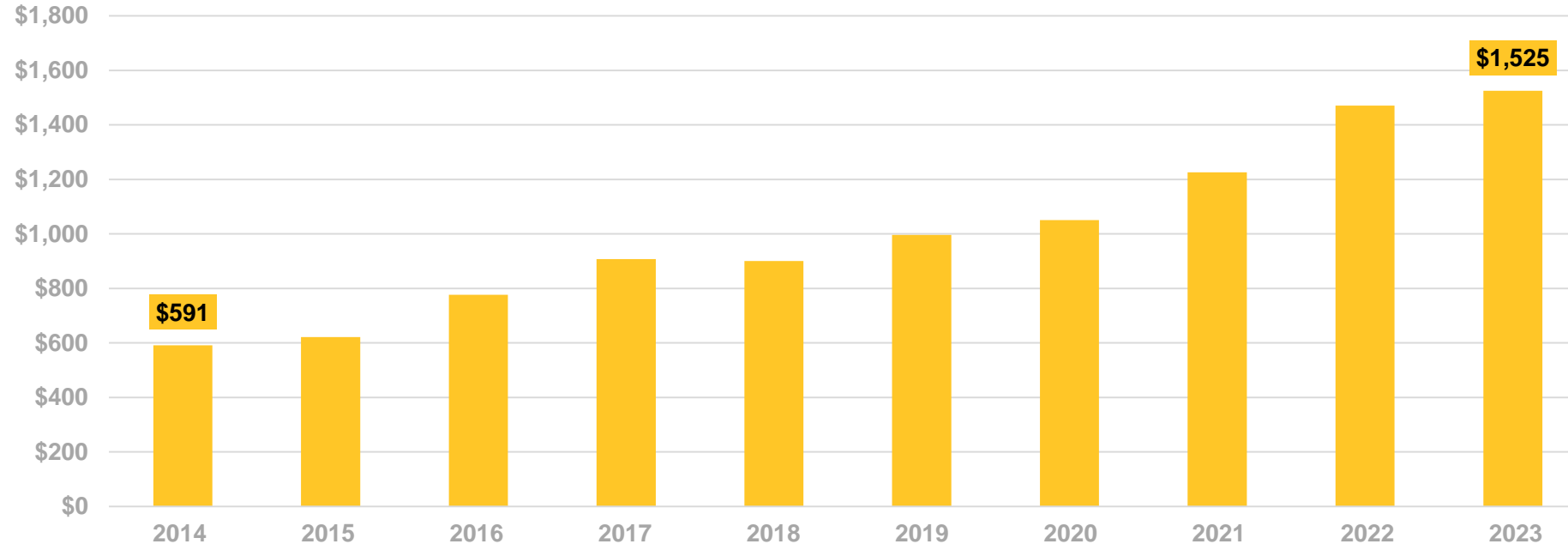

Net position is the financial position at the end of the fiscal year accounting for all assets, deferred outflows, liabilities and deferred inflows.

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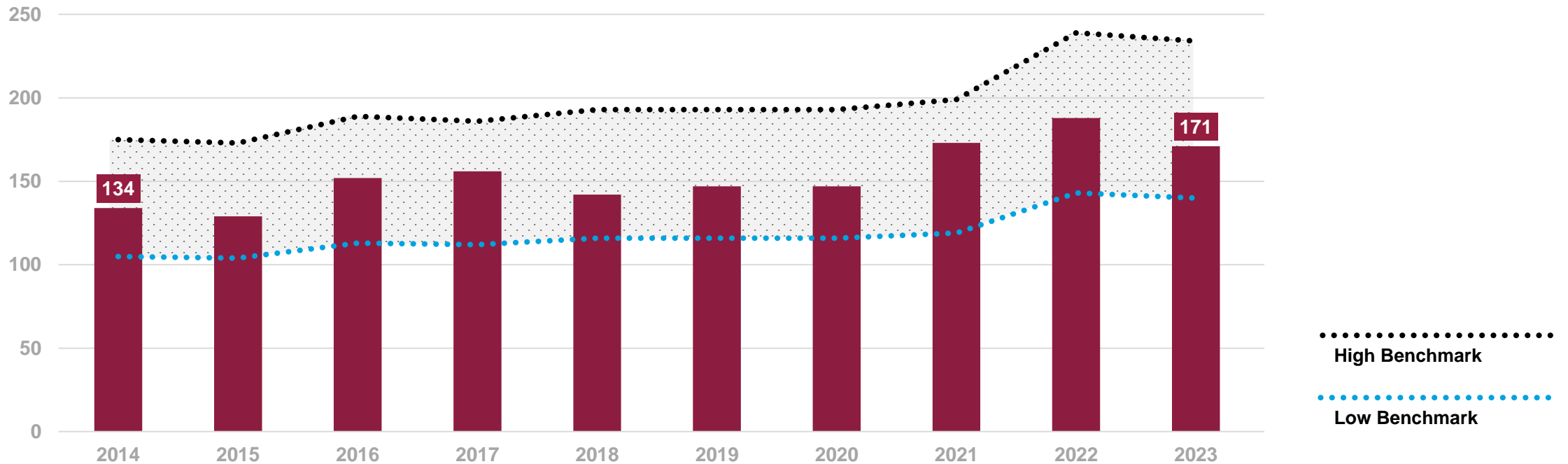- Capital Assets
- ASU Component Units

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)

High Benchmark

Low Benchmark

Moody's Benchmark for public universities

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

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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

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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 <u>the</u> 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.

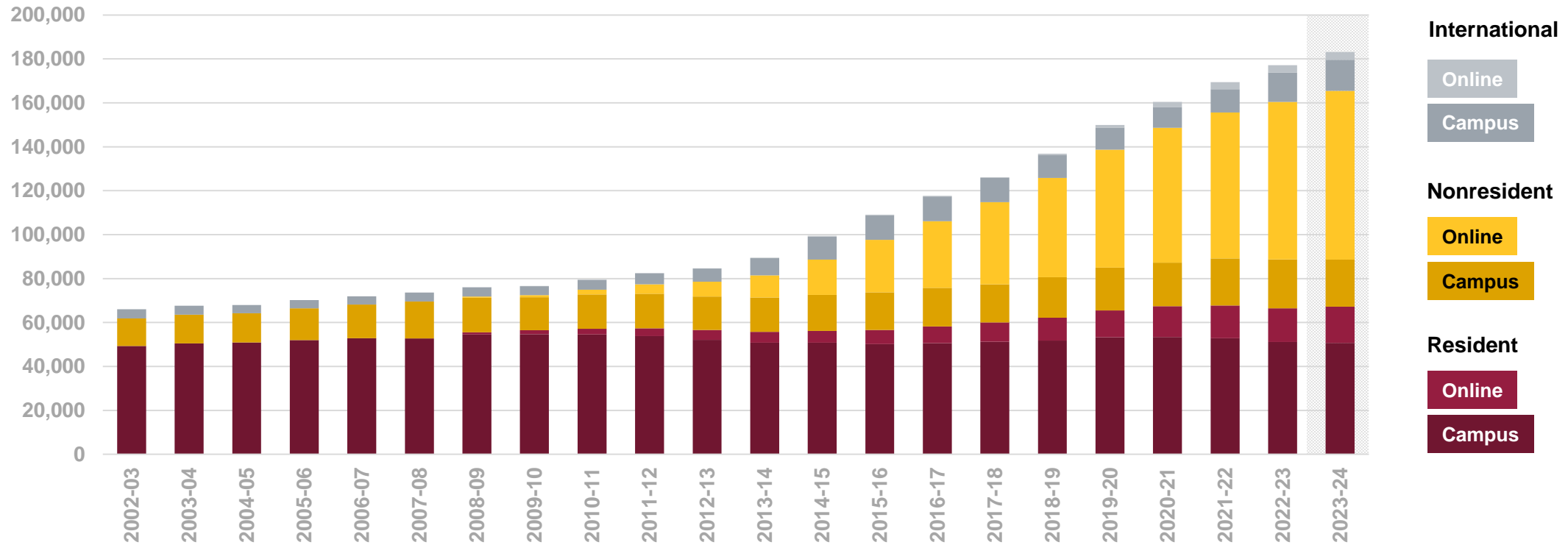- Engage learners of all socioeconomic, geographic and demographic backgrounds.

ASU enrollment reaches highest ever levels

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

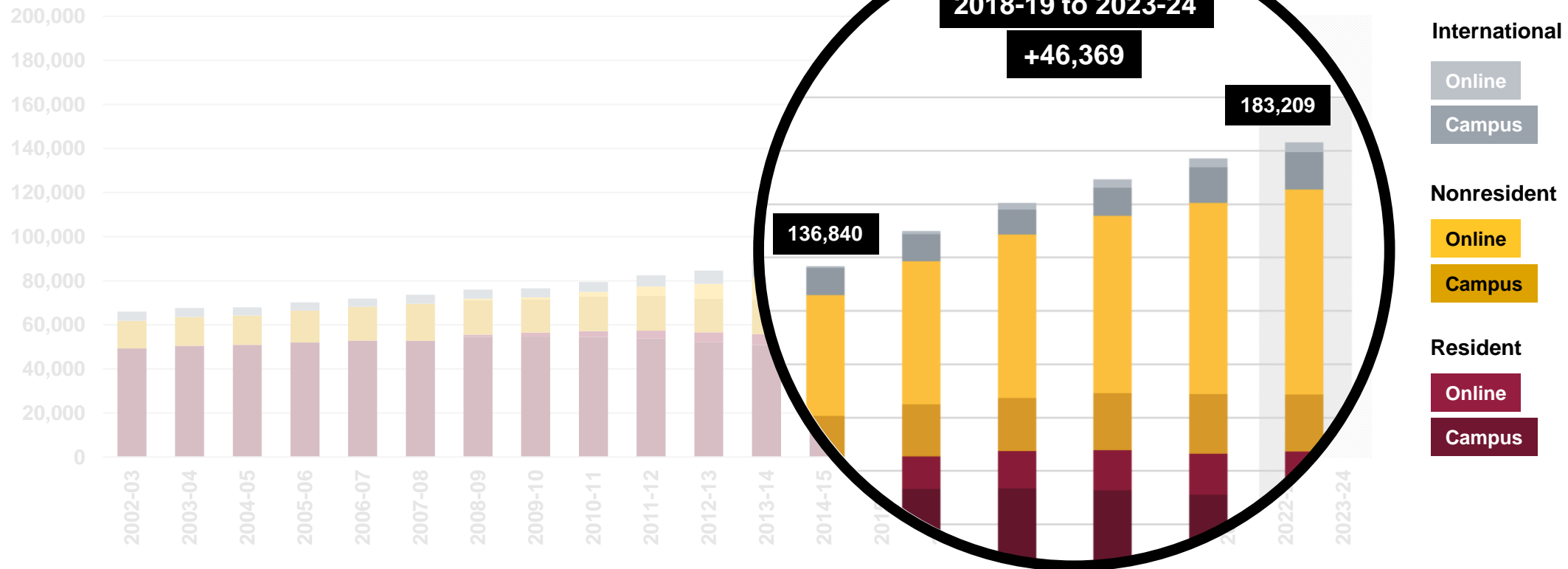Total Enrollment (2002-03 to 2022-23, Estimate for 2023-24)

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

International
- Online
- Campus

Nonresident
- Online
- Campus

Resident
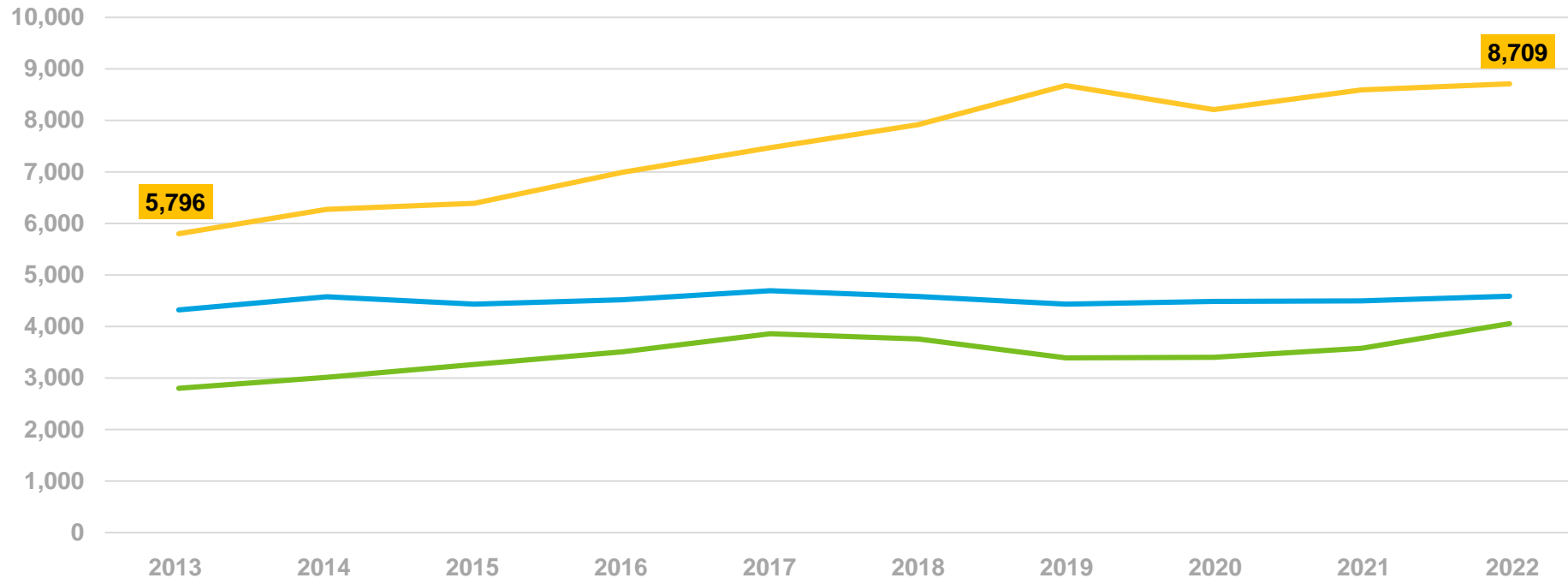- Online
- Campus

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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)

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10.5%
of Arizona public high school graduates enrolled at ASU in Fall 2022.

- 5,796 (2013, Arizona State University)
- 8,709 (2022, Arizona State University)

Arizona State University
University of Arizona
Northern Arizona University

University of Arizona - Source: uair.arizona.edu/content/admissions-pipeline
Northern Arizona University - Source: in.nau.edu/wp-content/uploads/sites/129/2022/07/C_22-23-Student-Characteristics.pdf
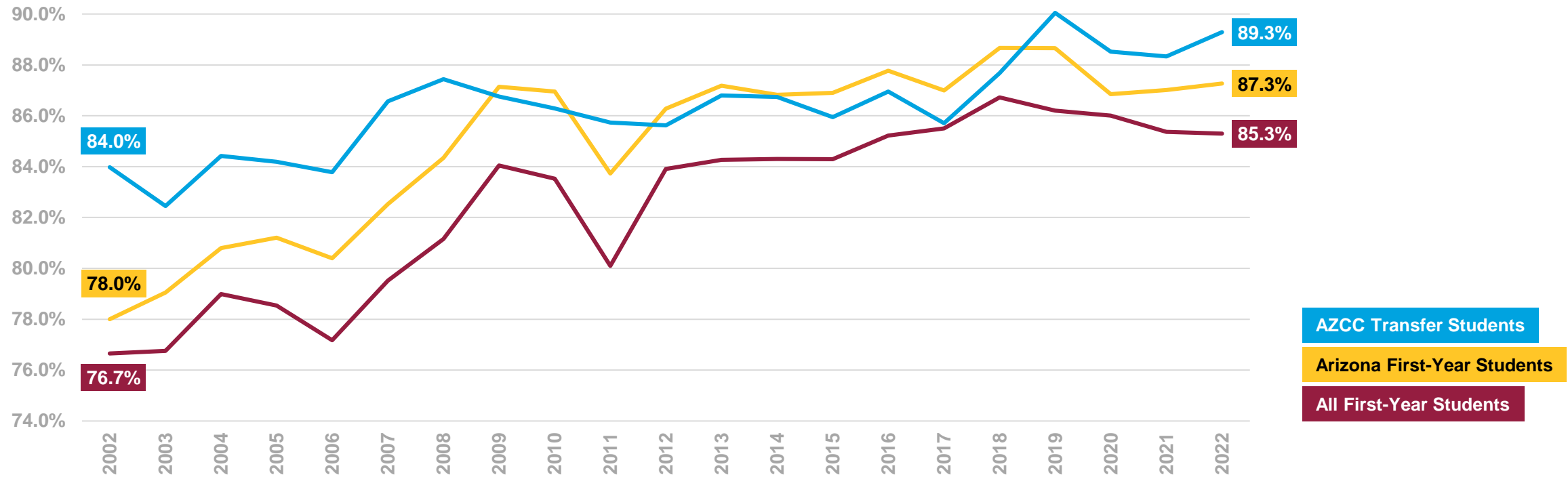
ASU first-year retention is nearing 90%

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

ABOR METRIC

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

- AZCC Transfer Students
- Arizona First-Year Students
- All First-Year Students

"AZCC Transfers" refers to students with 12+ credits from an Arizona community college and whose last institution before ASU was an Arizona community college.
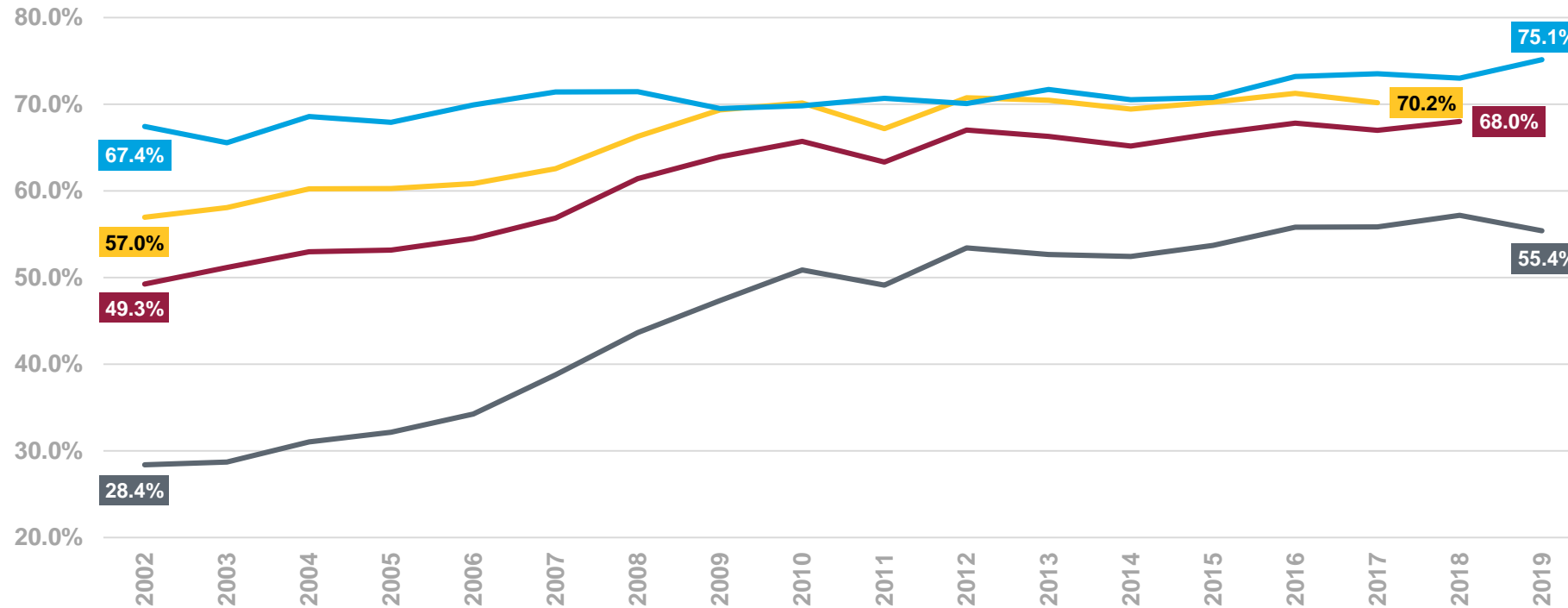
ASU

Graduation rates continue growth toward the 85% goal

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

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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

"AZCC Transfers" refers to students with 12+ credits from an Arizona community college and whose last institution before ASU was an Arizona community college.
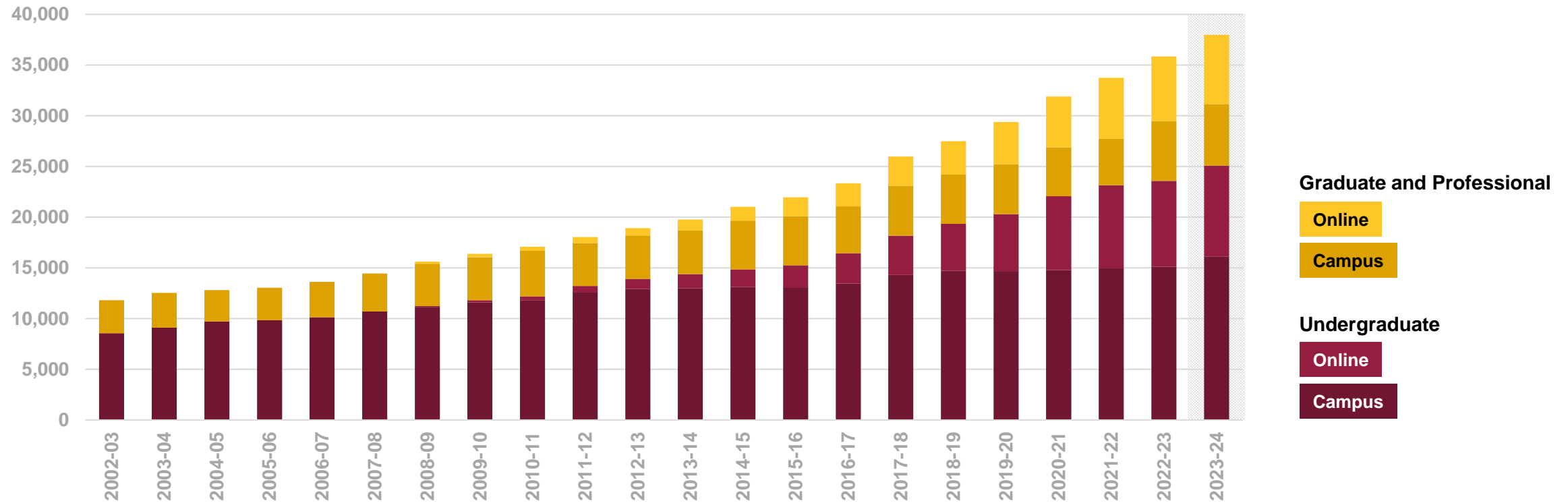
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ASU progresses toward the goal of 40,000 degrees annually

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

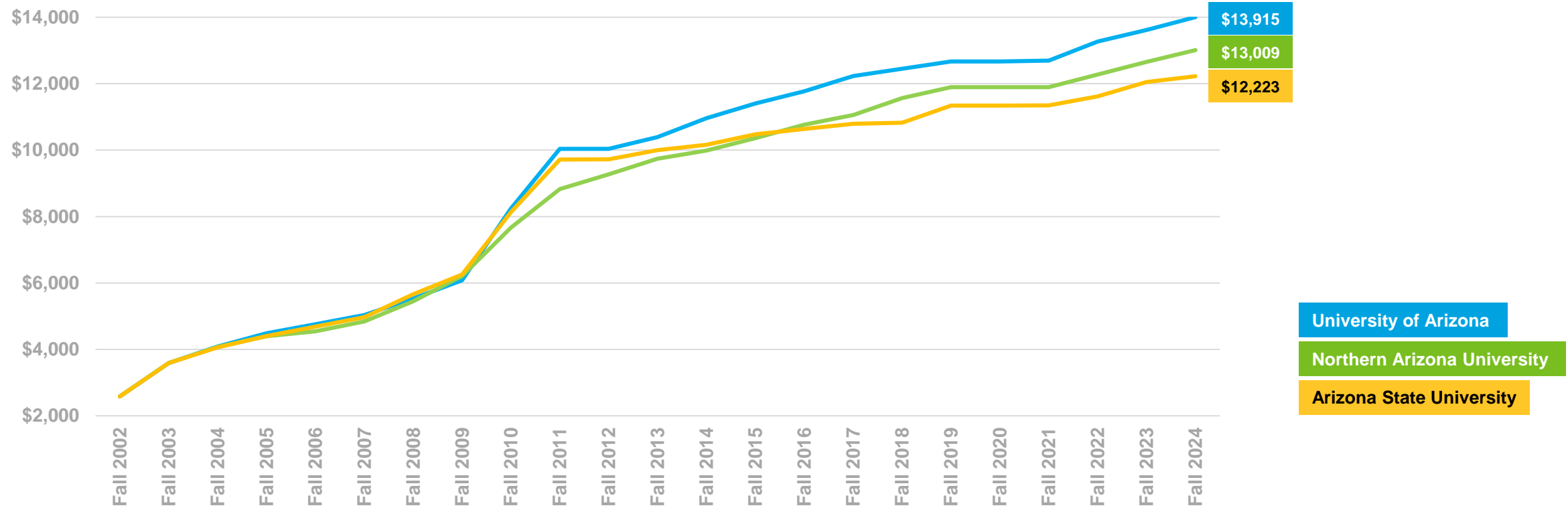Total Degrees by Year (2002-03 to 2022-23, Estimate for 2023-24)

Graduate and Professional
Online
Campus

Undergraduate
Online
Campus

35

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 — **$13,915**
Northern Arizona University — **$13,009**
Arizona State University — **$12,223**

Legend:
- **University of Arizona**
- **Northern Arizona University**
- **Arizona State University**

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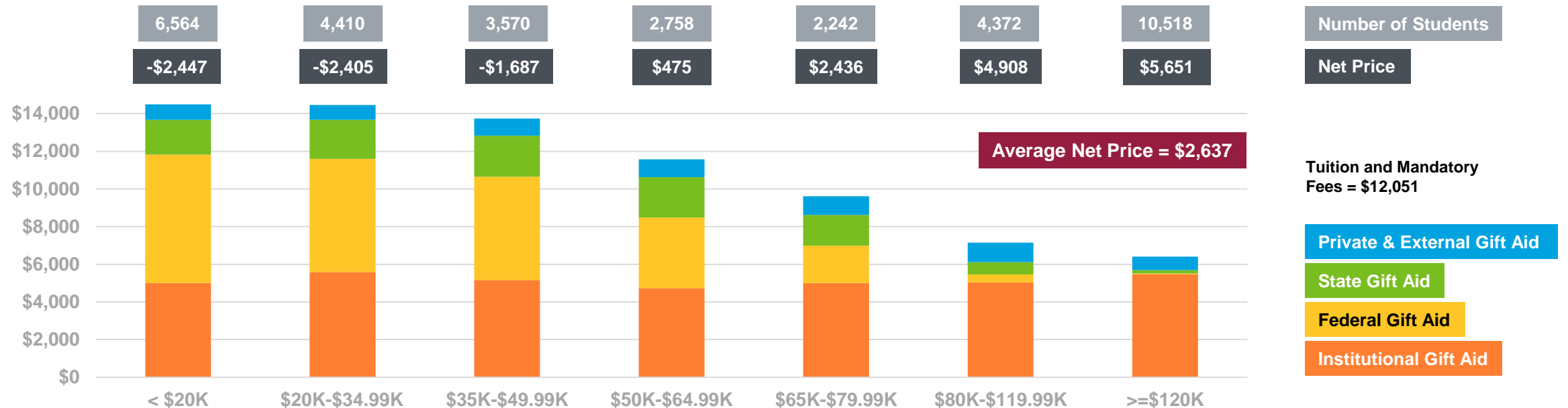Northern Arizona University - Source: nau.edu/office-of-scholarships-and-financial-aid/tuition-fees-2024-25/

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)

	< $20K	$20K-$34.99K	$35K-$49.99K	$50K-$64.99K	$65K-$79.99K	$80K-$119.99K	>=$120K
Number of Students	6,564	4,410	3,570	2,758	2,242	4,372	10,518
Net Price	-$2,447	-$2,405	-$1,687	$475	$2,436	$4,908	$5,651

Average Net Price = $2,637

Tuition and Mandatory Fees = $12,051

- Private & External Gift Aid
- State Gift Aid
- Federal Gift Aid
- Institutional Gift 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.
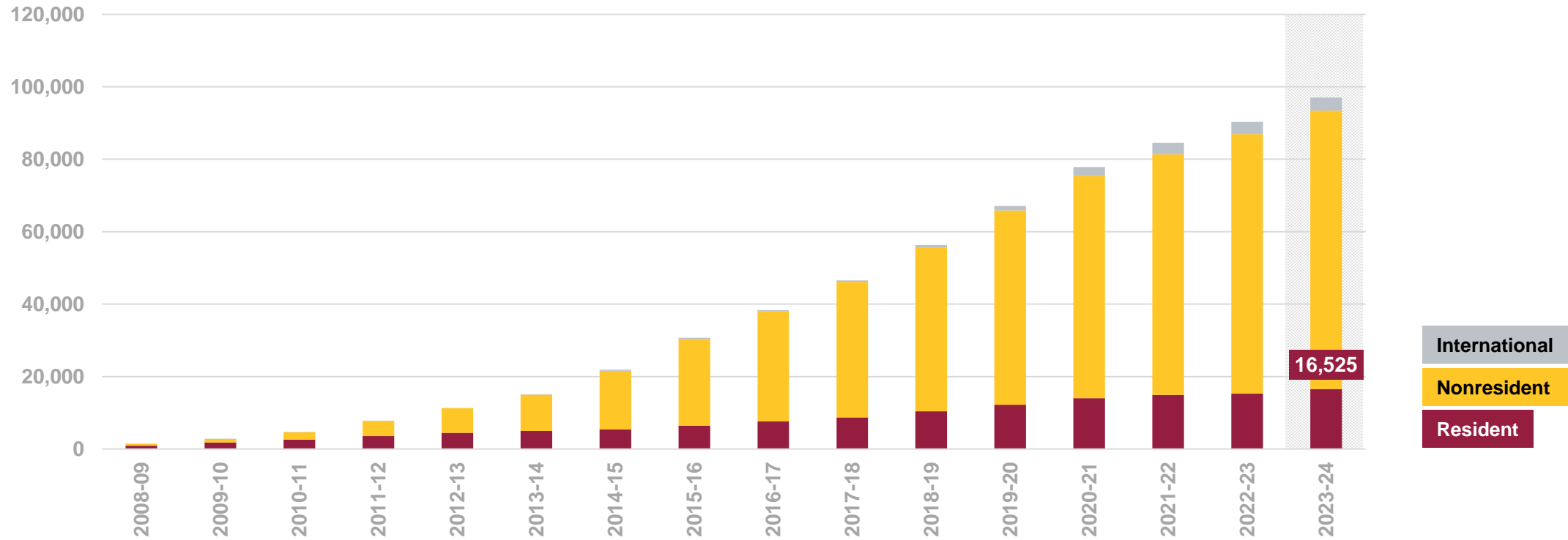- Over $2 million has been secured in grant funding.

Total online enrollment has continued to increase

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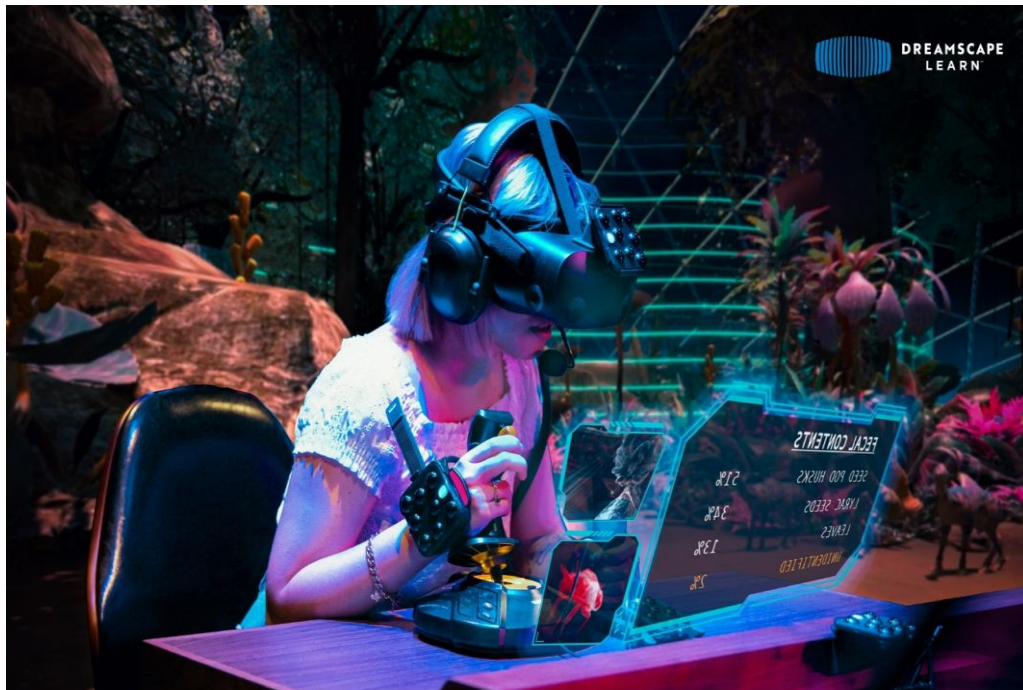
ABOR METRIC

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

16,525

International
Nonresident
Resident

39

ASU continues to drive innovation for improved student success

Continuously increase measured student development and learning outcomes
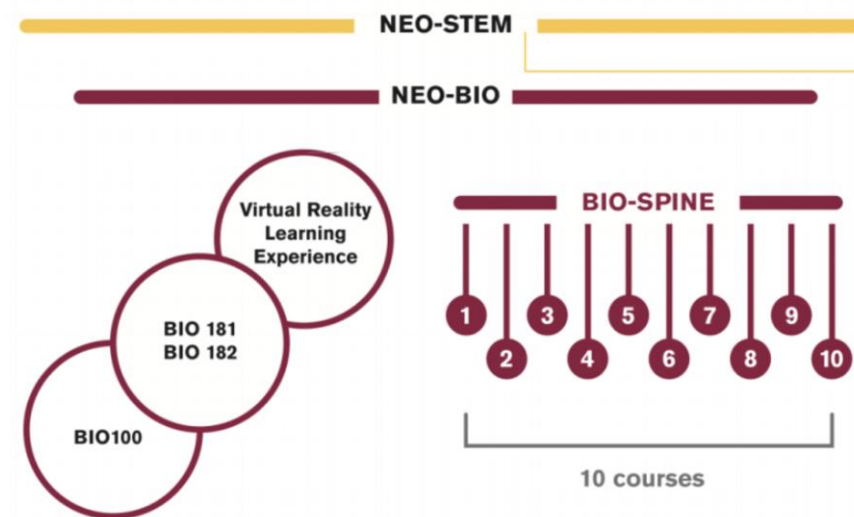
Neo-STEM

- 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.

NEO-STEM

NEO-BIO

Virtual Reality Learning Experience

BIO 181
BIO 182

BIO100

BIO-SPINE

1 2 3 4 5 6 7 8 9 10

10 courses

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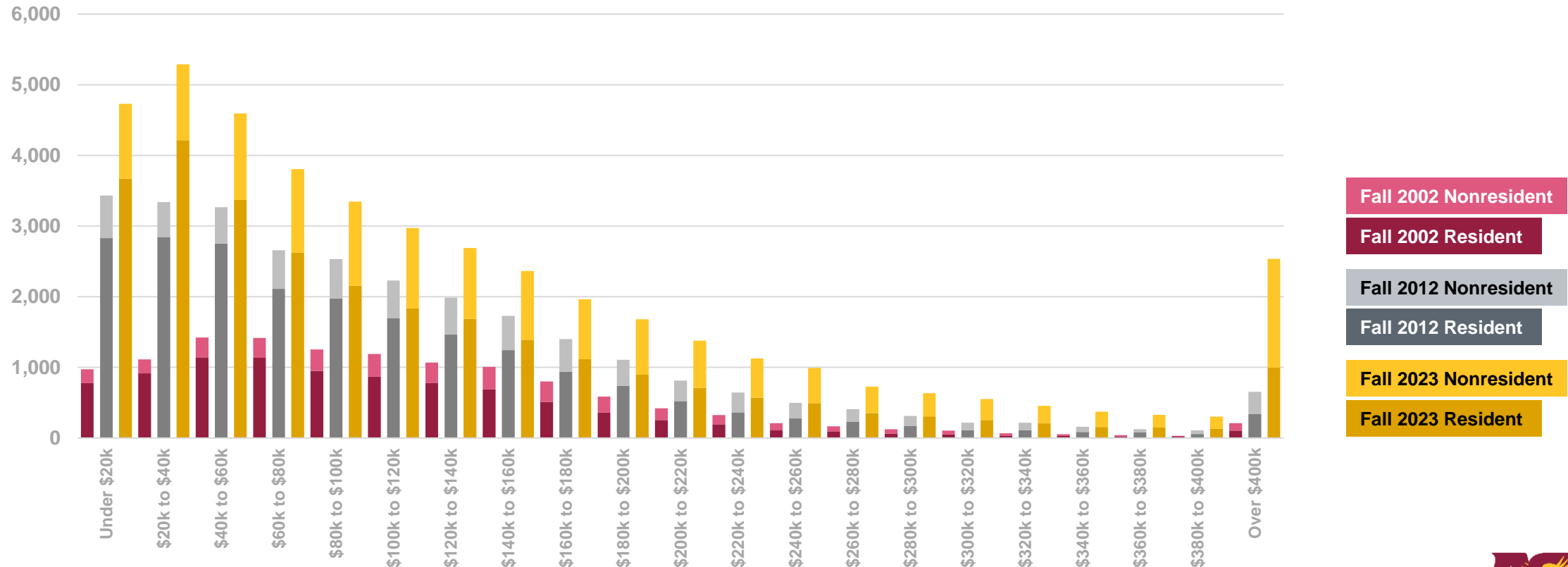
Each category is defined by **faculty-authored, interdisciplinary learning outcomes** that drive **continuous improvement** of the program.

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)
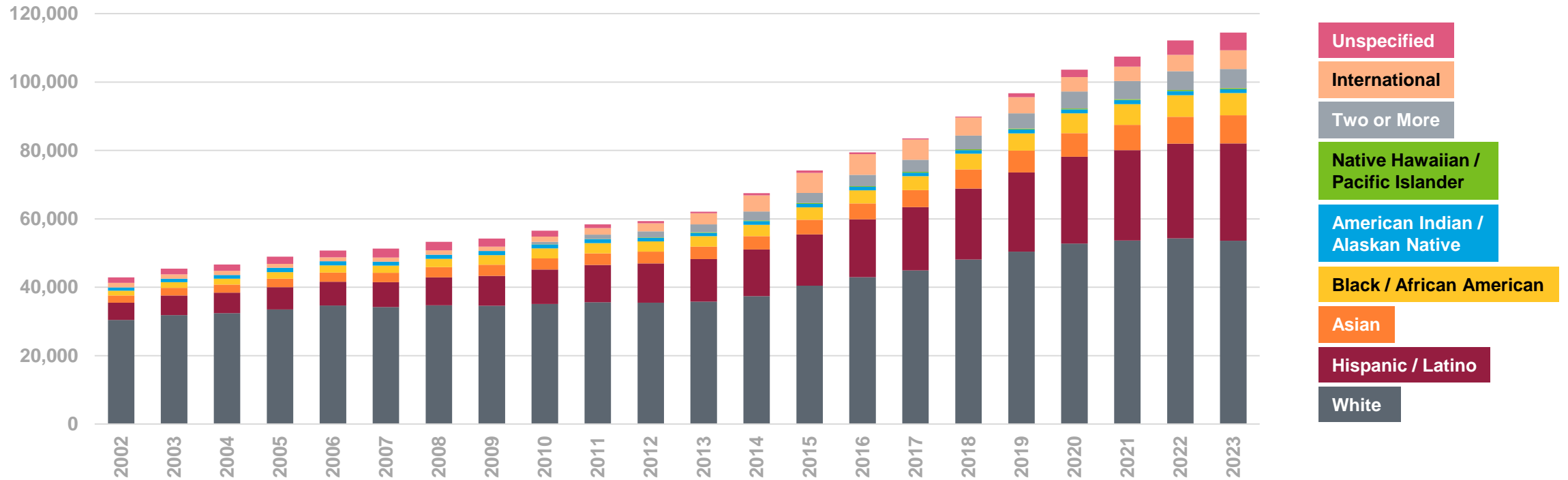
Legend:
- Fall 2002 Nonresident
- Fall 2002 Resident
- Fall 2012 Nonresident
- Fall 2012 Resident
- Fall 2023 Nonresident
- Fall 2023 Resident

All incomes adjusted to $2023 using CPI

ASU serves growing number of students from many demographic backgrounds

Engage learners of all socioeconomic, geographic and demographic backgrounds

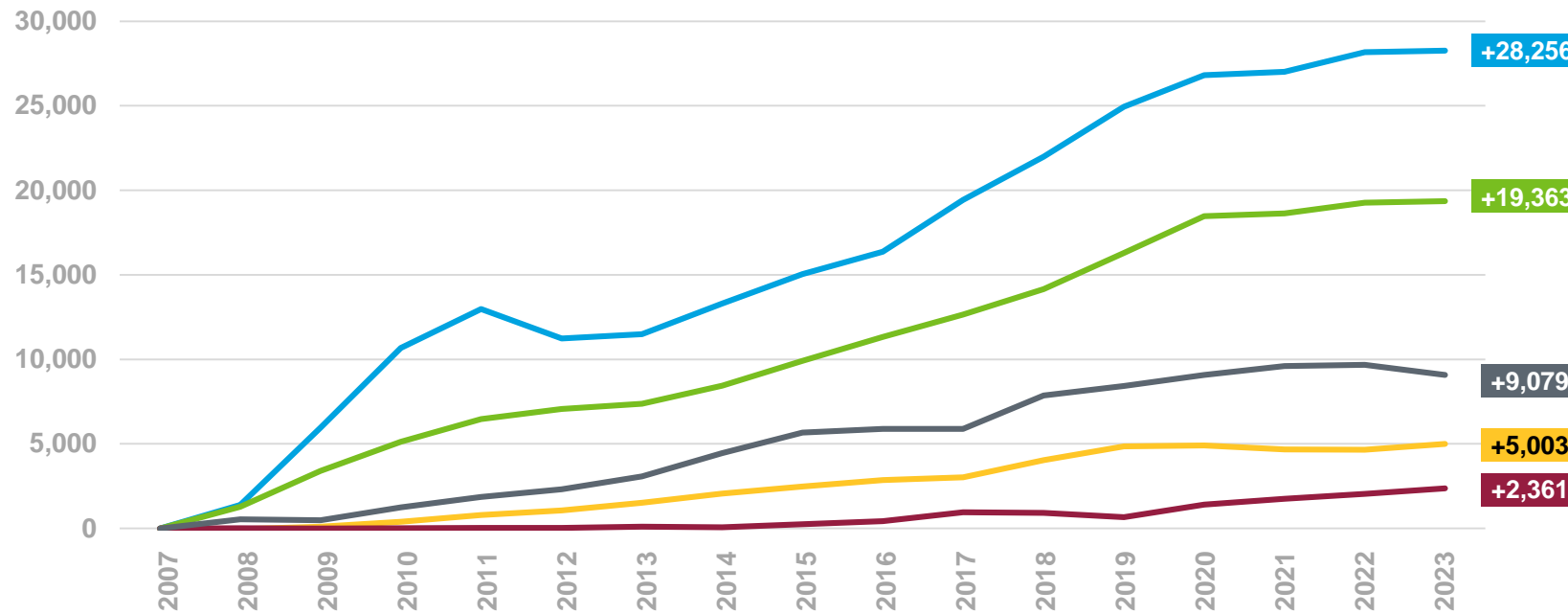**Total Undergraduate Enrollment by Race/Ethnicity (Fall 2002 to Fall 2023)**

Legend:
- Unspecified
- International
- Two or More
- Native Hawaiian / Pacific Islander
- American Indian / Alaskan Native
- Black / African American
- Asian
- Hispanic / Latino
- White

ASU

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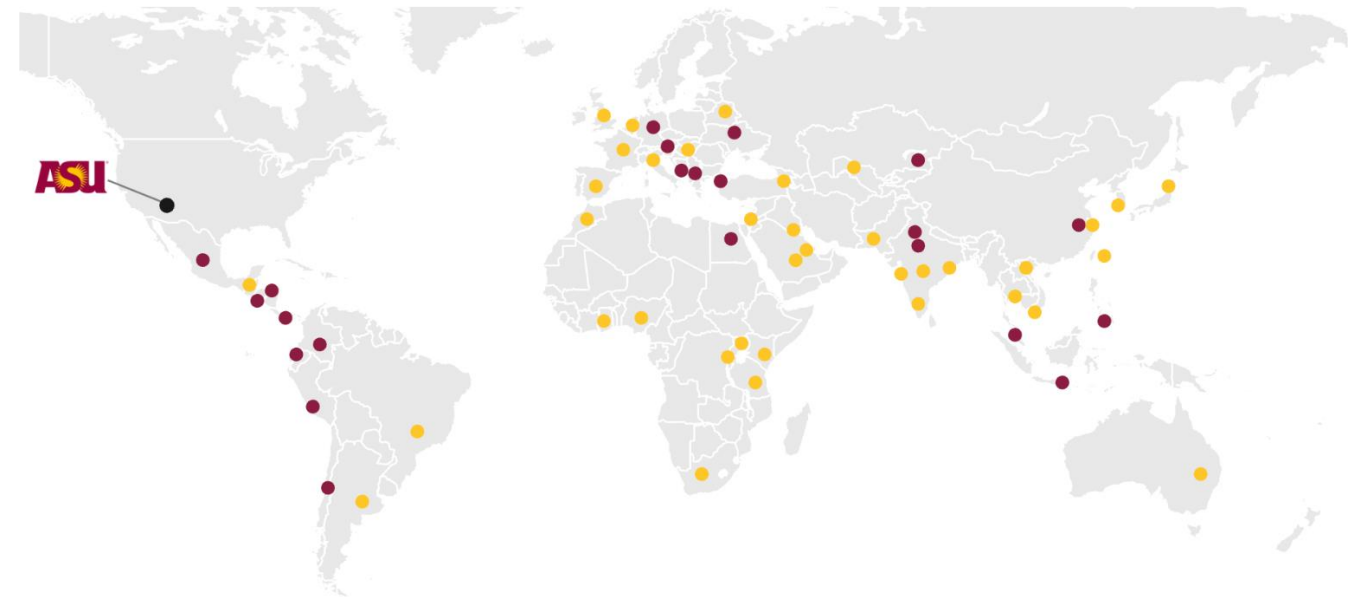
- Current ASU Cintana Alliance Institutions
- Future ASU Cintana Alliance Institutions

Source: Institute of International Education, 2023

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

ASU

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

ASU academic programs are top ranked

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

No. 1 journalism school in top overall awards for news

Ahead of Syracuse, University of Florida and USC

— Broadcast Education Association, 2023

W. P. Carey School of Business named a "Best Business School" in the U.S.

Ahead of Michigan State, Penn State and MIT

— Times Higher Education, 2023

One of the best public law schools in the nation

Ahead of University of California-Irvine, University of Illinois at Urbana-Champaign and University of Washington

— U.S. News & World Report, 2024

No. 1 graduate program in emergency management and homeland security for two consecutive years

— U.S. News & World Report, 2021-2024

School of Public Affairs earns 8 of the top 10 spots in national rankings

— U.S. News & World Report, 2021-2024

Thunderbird School of Global Management is No. 1 in the world for international trade

Ahead of Cambridge, Stanford and Harvard

— QS International Trade Rankings, 2023

No. 2 in geo-chemistry

Tied with Columbia, Princeton and University of Arizona

Ahead of University of Michigan - Ann Arbor, Harvard and UT-Austin

— U.S. News & World Report, 2023

No 3 graduate local government management program

Ahead of Syracuse University and USC

— U.S. News & World Report, 2023-2024

Top 3 for best online programs for veterans

— U.S. News & World Report, 2023

No. 6 worldwide for MBA entrepreneurship programs

Ahead of University of Chicago, Northwestern and University of Pennsylvania

— Poets & Quants and Inc. Magazine, 2023

6 academic programs rank in the top 25 globally, including No. 6 in public administration

— ShanghaiRanking's Global Ranking of Academic Subjects, 2022

No. 11 overall for best online master's in engineering

Ahead of Virginia Tech, Cornell and Stanford University

— U.S. News & World Report, 2024

6 online graduate business programs rank in the top 10, including online MBA

— U.S. News & World Report, 2023

No. 14 in the U.S. earth sciences graduate program

Ahead of University of Chicago, University of Wisconsin and UC-Santa Barbara

— U.S. News & World Report, 2023

Top 20 for earned doctorates

Ahead of Yale, Johns Hopkins and Duke

— National Science Foundation, 2023

Two fine arts programs (ceramics - No. 4 and photography - No. 6) rank in the top 10 nationally

Along with Rhode Island School of Design and Rochester Institute of Technology

— U.S. News & World Report, 2023

ASU

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

ASU

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

ASU

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 <u>the</u> 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.

ASU

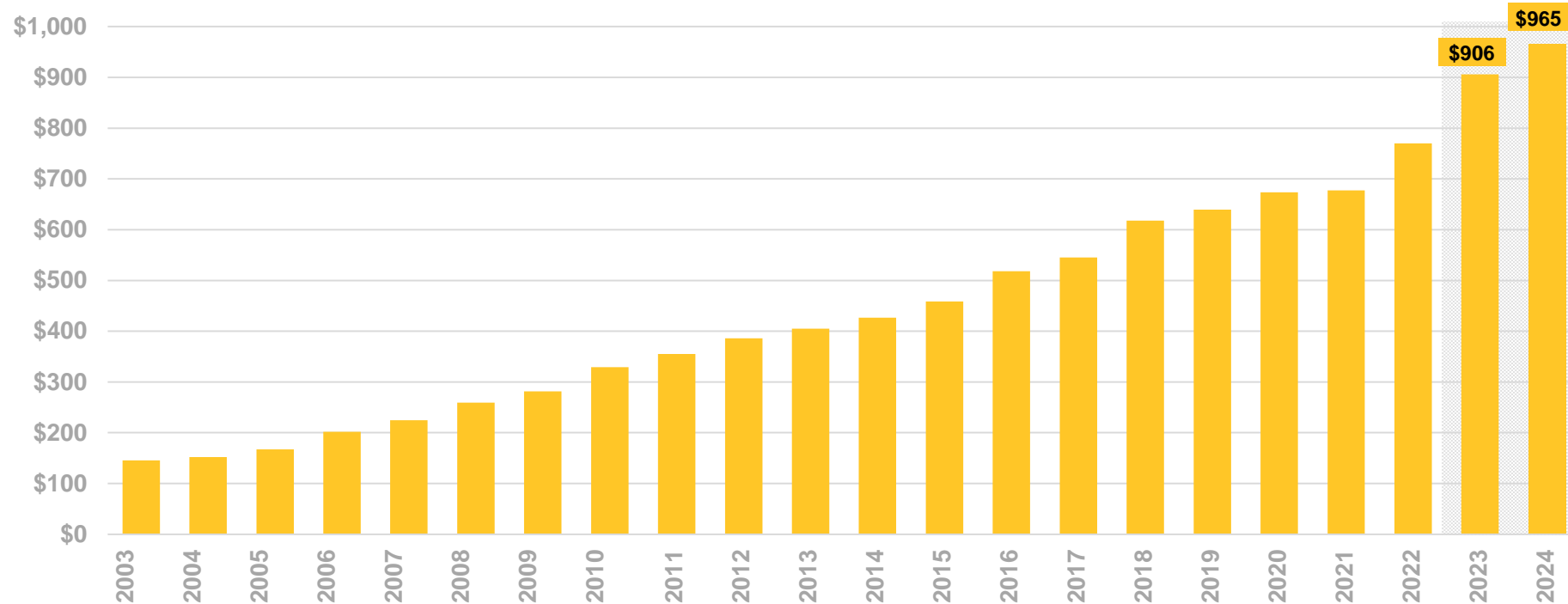# Research expenditures have more than doubled over the last decade

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

THE UNIVERSITY OF CHICAGO · BROWN · PRINCETON UNIVERSITY · Caltech · UNIVERSITY of VIRGINIA · University of Colorado Boulder · VIRGINIA TECH

UArizona ranked 37

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

NC STATE UNIVERSITY · PRINCETON UNIVERSITY · Carnegie Mellon University · THE ROCKEFELLER UNIVERSITY Science for the benefit of humanity · University of Colorado Boulder · UNIVERSITY OF NOTRE DAME · Caltech

NSF Funded Expenditures: 17 of 597 ahead of

PennState · JOHNS HOPKINS UNIVERSITY · USC University of Southern California · UCLA · THE UNIVERSITY OF ARIZONA · HARVARD UNIVERSITY

ASU

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.
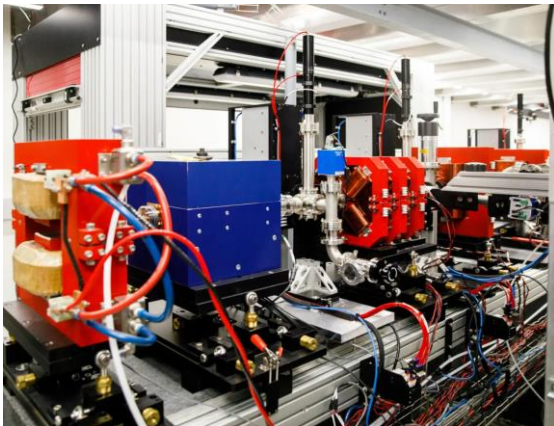
Compact X-Ray Free Electron Laser

$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.
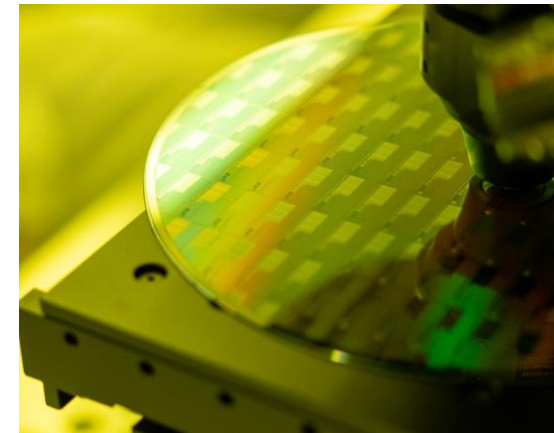
NXP Semiconductors

$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

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

ABOR METRIC

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 | Massachusetts Institute of Technology | MICHIGAN STATE UNIVERSITY | THE UNIVERSITY OF ARIZONA.

$119M
FY 2022 funding

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

Cornell University | UCLA | THE UNIVERSITY of NORTH CAROLINA at CHAPEL HILL | Berkeley UNIVERSITY OF CALIFORNIA | THE UNIVERSITY OF ARIZONA. | PennState | Penn UNIVERSITY of PENNSYLVANIA

$80M
FY 2022 funding

Humanities: **9 of 412** ahead of

Yale | Northwestern University | PennState | THE UNIVERSITY OF ARIZONA. | EMORY UNIVERSITY | UCLA | JOHNS HOPKINS UNIVERSITY

$11M
FY 2022 funding

ASU

Innovation Zones at ASU

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

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

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

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

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

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

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

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

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

Key
- ASU Innovation Zones
- Airport
- Light Rail
- Interstate
- Federal Highway
- State Highway
- Map not to scale

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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

Interdisciplinary Science and Technology Building 12

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

Media and Immersive eXperience (MIX) Center

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)

Chart showing external financing by sector:
- Sustainability: ~$545M
- Devices: ~$220M
- Energy: ~$200M
- Diagnostics: ~$155M
- Therapeutics: ~$85M
- Tools & Reagents: ~$35M
- Vaccines: ~$35M
- Software & Networking: ~$25M
- Materials & Nanotech: ~$5M

Y-axis: $0M, $100M, $200M, $300M, $400M, $500M, $600M

ASU
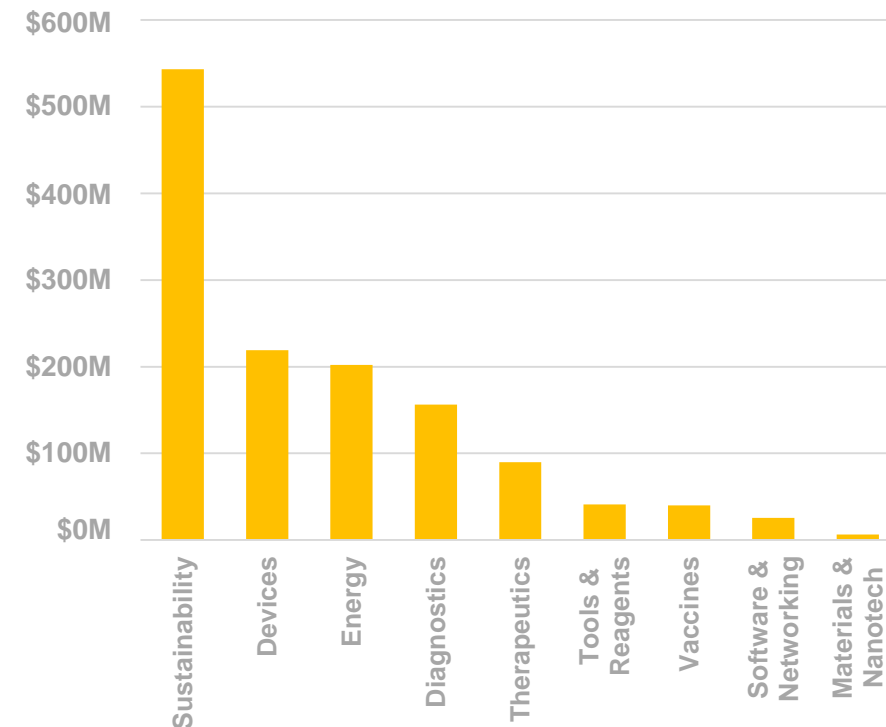
EdPlus develops transformative education and learning technologies

Create the leading global center for education and learning technology

ABOR METRIC

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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)

Series	Value
Total	85,177
Bachelor's	48,619
Master's	35,840
Arizona Residents	23,067
STEM	12,522
Starbucks	10,910
Doctoral	718
Uber	698

ASU
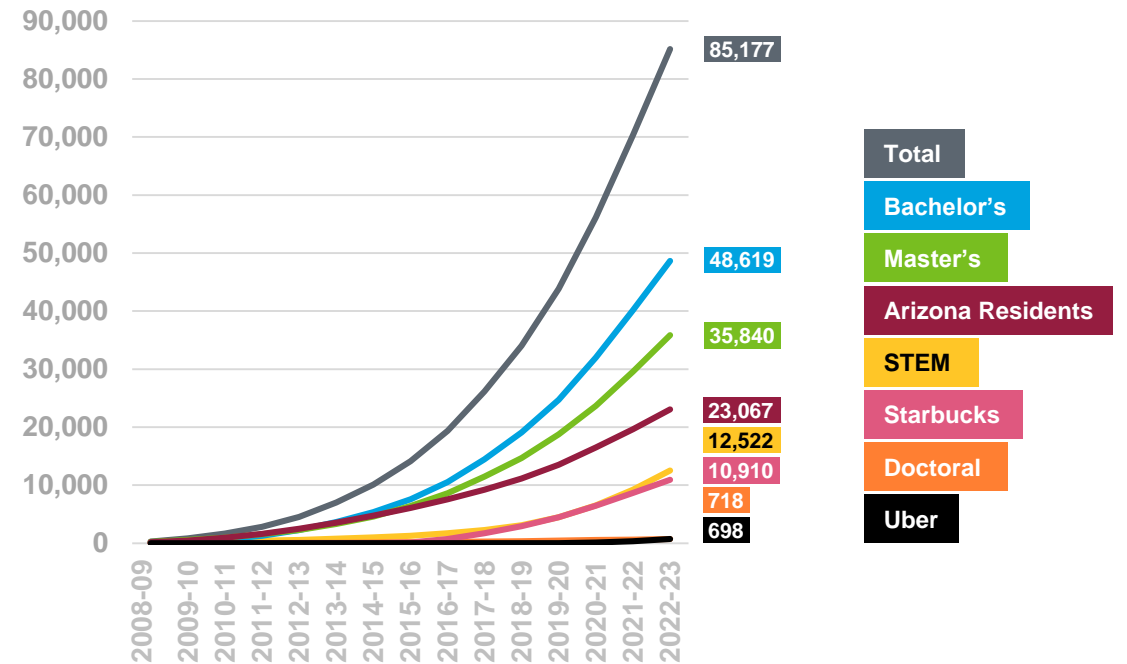
ASU embraces generative AI for collective creativity and problem-solving

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.

ASU

Enhance our local impact and social embeddedness

ASU

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.

ASU

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

ASU

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

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
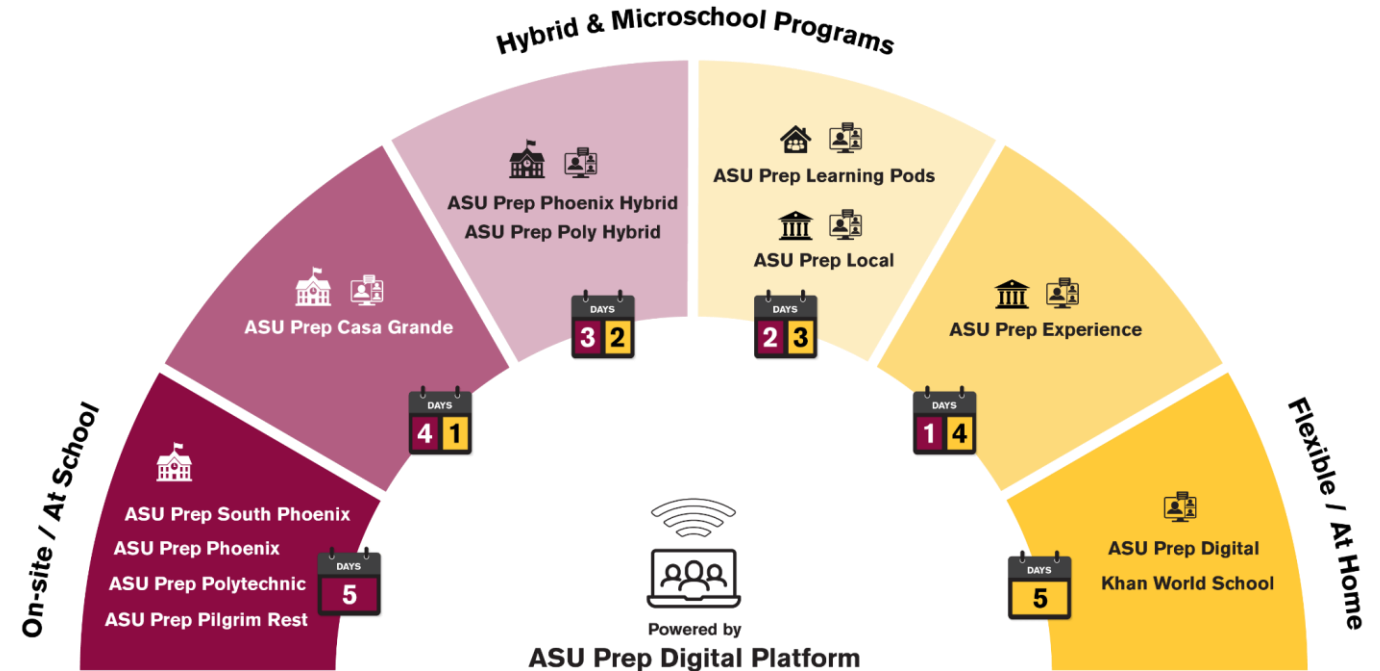
For Arizona

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

Hybrid & Microschool Programs

ASU Prep Phoenix Hybrid
ASU Prep Poly Hybrid

ASU Prep Learning Pods

ASU Prep Local

ASU Prep Casa Grande

ASU Prep Experience

On-site / At School

ASU Prep South Phoenix
ASU Prep Phoenix
ASU Prep Polytechnic
ASU Prep Pilgrim Rest

Flexible / At Home

ASU Prep Digital
Khan World School

DAYS 3 2
DAYS 2 3
DAYS 4 1
DAYS 1 4
DAYS 5
DAYS 5

Powered by
ASU Prep Digital Platform

ABOR METRIC

ASU

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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

adidas | MAYO CLINIC | Starbucks | PEPSICO

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

ASU

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.

ASU

School of Medicine and Advanced Medical Engineering hits critical milestones

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.

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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.

ASU

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.

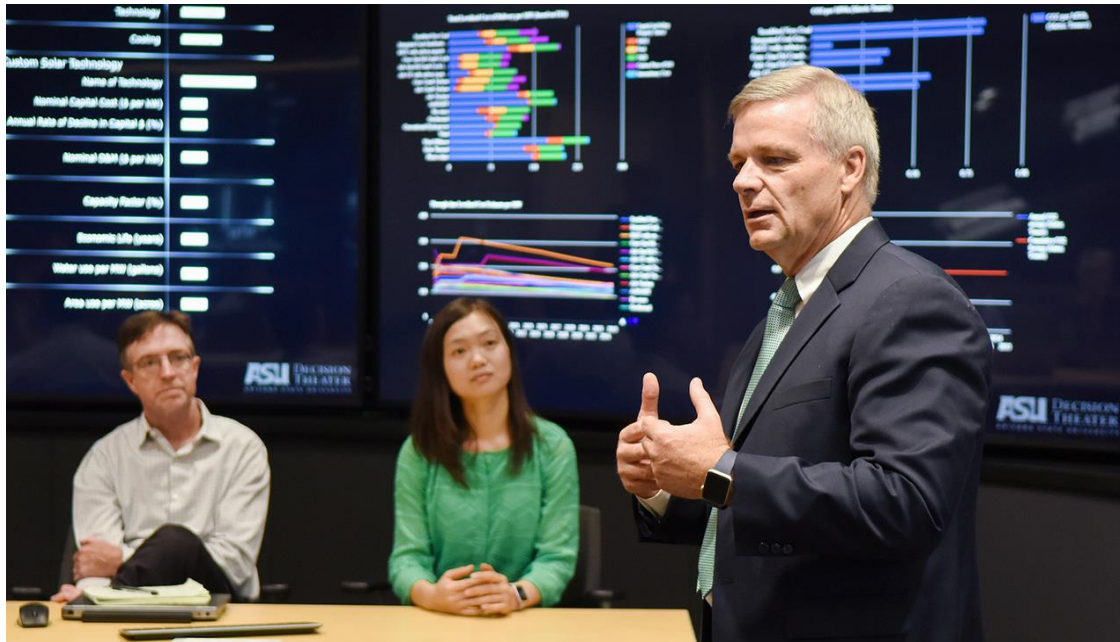**$10.8 million**
Current research expenditures

>$50 million
Future research expenditures

ASU

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.

ASU

What's the Result?

ASU

#1 in the U.S. for innovation

ASU ahead of MIT and Stanford
— U.S. News & World Report, 9 years, 2016–24

BEST COLLEGES
U.S.News & WORLD REPORT
MOST INNOVATIVE
2024

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

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

ASU

What's Next?

ASU

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

91

New Wilson Hall

Bateman Physical Sciences Center Renovation

Murdock Hall Renovation

Alumni Lawn