State of the ASU Public Enterprise and Arizona State University

Operational and Financial Review

Michael M. Crow
Tempe, Arizona
February 13, 2025

2025 forward

The second quarter of the 21ˢᵗ century is bringing disruption and new opportunities

- Technology is storming ahead.

- Massive progress comes with immense complexity and significant disparities.

- Unprecedented challenges remain for global futures.

- Arizona is emerging as a critical national center for innovation.

- Universities must demonstrate the ROI for the privileges they receive.

What do these schools have in common?

Six of the eight teams in the 2024 College Football Playoff quarterfinals are AAU members

AAU: 1929
FY23 research expenditures: $1.06B

AAU: 1916
FY23 research expenditures: $1.44B

AAU: 1969
FY23 research expenditures: $716M*

AAU: 1958
FY23 research expenditures: $1.34B

AAU: 2023
FY23 research expenditures: $280M

AAU: 2023
FY23 research expenditures: $904M

*Oregon Health & Science University is responsible for approximately $600M.

ASU

Once mature, such high-performing institutions tend to share limiting characteristics

- Rigid, simple and bureaucratic
- Slow
- Legalized
- Internally-focused
- Self-centered
- Elitist
- Frozen in "cultural relativism"

ASU

ASU has emerged as a new kind of university

- ~190,000 degree-seeking students from around Arizona, the U.S. and the world
- 430,000+ learners advancing their knowledge and careers through ASU
- Millions of people connected to ASU through ideas, goals and competitiveness
- $1 billion in research expenditures (one of four U.S. universities without a medical school)
- ASU faculty, staff and students who are developing new concepts, tools and collaborations across all disciplines and locations – even in space
- First Global Futures Laboratory in history
- Revolutionary health enterprise (with ASU Health) founded on social and health outcomes
- Home to a new digital technology hub in Arizona

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.**

Our design aspirations guide our work

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

ASU practices Principled Innovation

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

Advance unalienable rights

- Life
- Liberty
- Learning
- Pursuit of happiness
- Property

Protect the liberties of the present and the future

- Further evolve democracy to higher levels of liberty and expression

- Advance society without reducing liberty through diminishment of the Earth
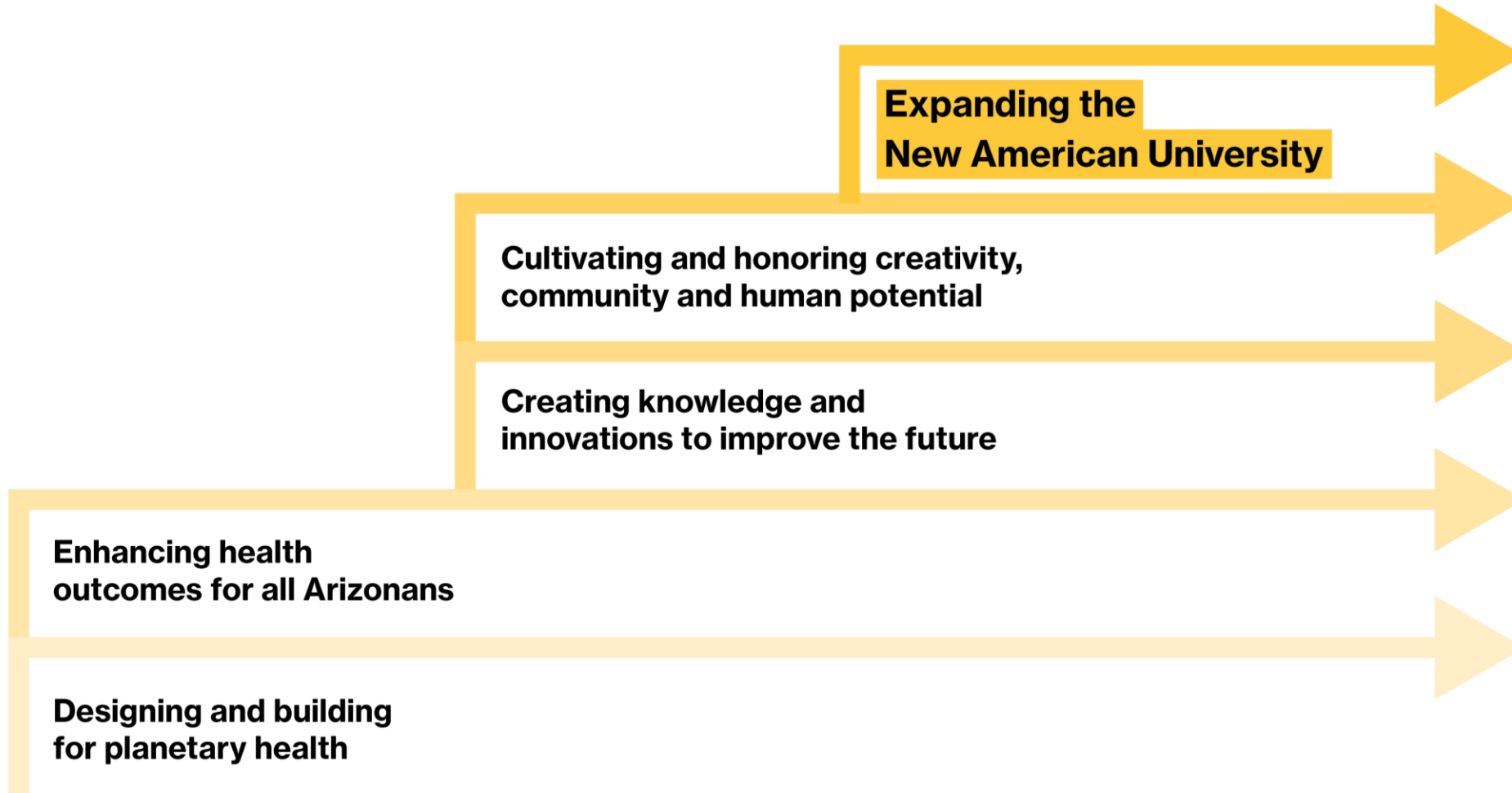
Evolve science, truth and democracy

There is no such thing as an ideal science that gives us the right to soar above the concerns of society.
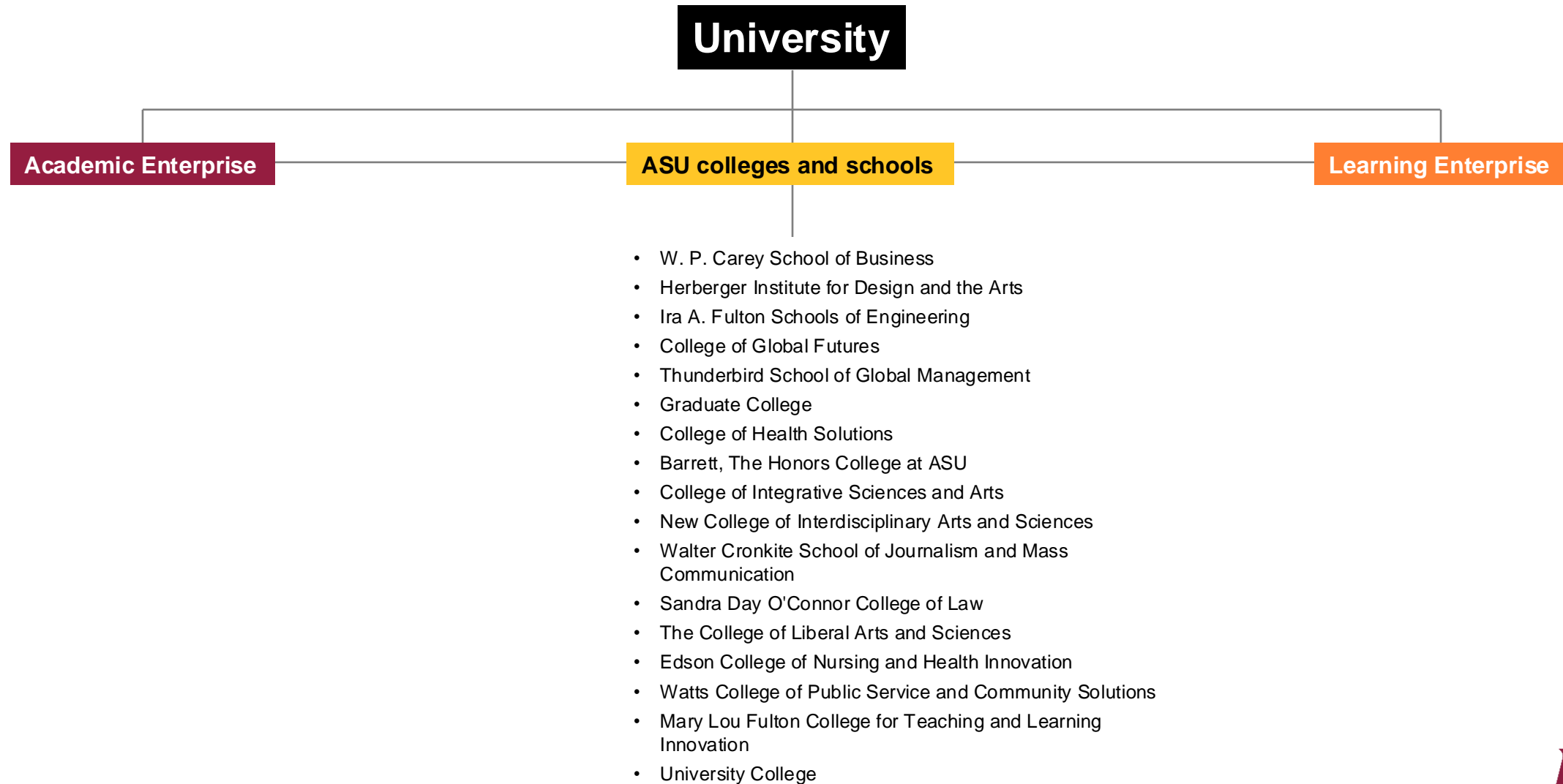
- J. Becker

In 2025, we are a university of action

- Evolving as a National Service University for the people

- Partnering to advance all communities

- Preparing for and protecting the future

- Leading in the advancement of knowledge and innovation

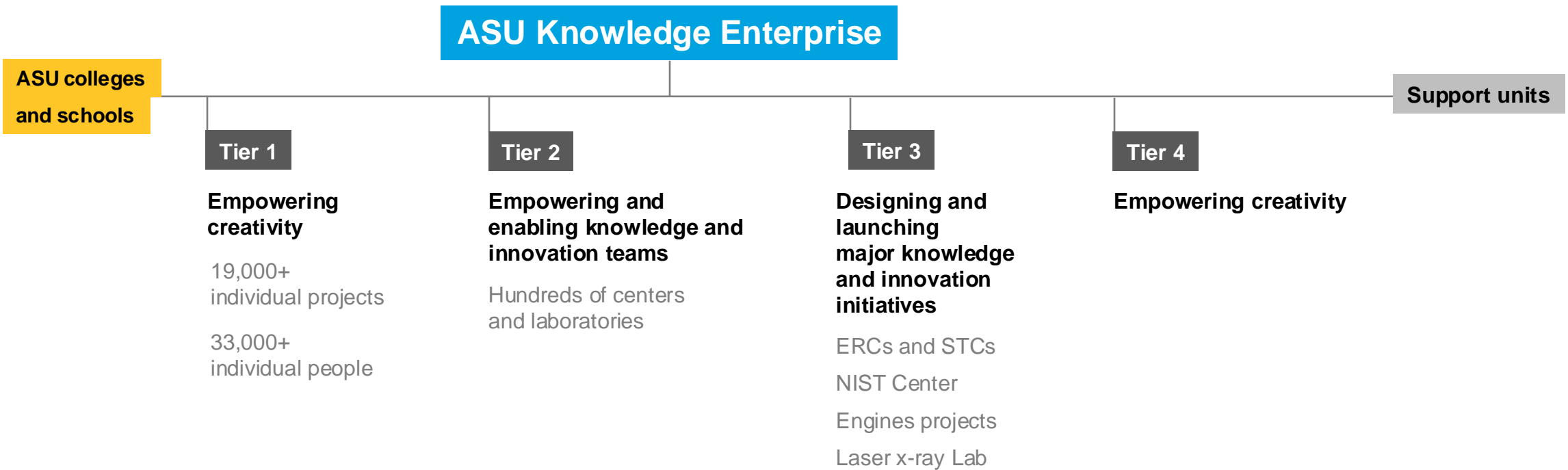- Advancing America and its democracy

2025 forward means advancing on five fronts

Expanding the New American University

Cultivating and honoring creativity, community and human potential

Creating knowledge and innovations to improve the future

Enhancing health outcomes for all Arizonans

Designing and building for planetary health

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ASU is evolving the New American University

University

Academic Enterprise — **ASU colleges and schools** — **Learning Enterprise**

- W. P. Carey School of Business
- Herberger Institute for Design and the Arts
- Ira A. Fulton Schools of Engineering
- College of Global Futures
- Thunderbird School of Global Management
- Graduate College
- College of Health Solutions
- Barrett, The Honors College at ASU
- College of Integrative Sciences and Arts
- New College of Interdisciplinary Arts and Sciences
- Walter Cronkite School of Journalism and Mass Communication
- Sandra Day O'Connor College of Law
- The College of Liberal Arts and Sciences
- Edson College of Nursing and Health Innovation
- Watts College of Public Service and Community Solutions
- Mary Lou Fulton College for Teaching and Learning Innovation
- University College

ASU

ASU is creating knowledge and innovations to improve the future

ASU Knowledge Enterprise

ASU colleges and schools

Support units

Tier 1

Empowering creativity

19,000+ individual projects

33,000+ individual people

Tier 2

Empowering and enabling knowledge and innovation teams

Hundreds of centers and laboratories

Tier 3

Designing and launching major knowledge and innovation initiatives

ERCs and STCs

NIST Center

Engines projects

Laser x-ray Lab

Tier 4

Empowering creativity

Includes active and inactive awards. Includes unduplicated employees paid from grant accounts, sponsored project investigators, and account, internal, and sponsor principal investigator, since FY03

Cultivating and honoring creativity, community and human potential

Numerous initiatives

- Sun Devil Athletics

- ASU performing groups

- ASU innovation and entrepreneurship efforts

- ASU Cultural Affairs

- ASU Social Embeddedness

ASU

ASU is enhancing health outcomes for all Arizonans

ASU Health

ASU colleges and schools

Learning
- School of Medicine and Advanced Medical Engineering
- School of Technology for Public Health
- ASU Medical Master's Institute
- Edson College of Nursing and Health Innovation
- College of Health Solutions

Discovery
- Centers
- Labs
- Initiatives

Networks
- Phoenix Bioscience Core Network
- GME partnerships
- Community Council

Solutions
- Health Observatory at ASU
- Arizona Health Literacy Education
- ASU clinics

Engagement
- Clinical partnerships
- Innovation Zones
- Health literacy

ASU is designing and building for planetary health

Global Futures Laboratory

ASU colleges and schools

Learning

College of Global Futures
- School of Sustainability
- School of Complex Adaptive Systems
- School for the Future of Innovation in Society
- School of Ocean Futures
- School of Conservation Futures*

Discovery
- ASU Bermuda Institute of Ocean Sciences Biodiversity Knowledge Integration Center (BioKIC) Biomimicry Center
- CAP LTER
- Center for Behavior, Institutions and the Environment
- Center for Biodiversity Outcomes
- Center for Emergency Management and Homeland Security (Watts)
- Center for Global Discovery and Conservation Science
- Center for Global Health (SHESC)
- Center for Hydrologic Innovations (SSEBE)
- Center for Innovation and Development in Society Center for Sustainable Tourism (Watts)
- Center for the Study of Futures
- Center on Building Innovation (HIDA)
- Complex Systems Research Group
- Complexity Economics Lab
- Global Drylands Center
- Global KAITEKI Center
- Global Locust Initiative
- Heat Ready
- Humanities for the Environment
- Leonardo at ASU
- LightWorks®
- Pacific RISA
- Risk Innovation Lab
- Society Policy Engineering Collective
- Swette Center for Sustainable Food Systems

Networks
- BRIDGES (UNESCO)
- Conservation International
- Earth Biogenome Project
- Global Climate Forum
- Jane Goodall Institute
- Negative Carbon Emissions *Consortium Santa Fe Institute Global Biosocial Complexity Initiative*
- Sustainable Cities Network
- The Earth League
- University Climate Change Coalition

Solutions
- Arizona Water Innovation Initiative
- ASU-Starbucks Center for the Future of People and the Planet
- Center for an Arizona Carbon Neutral Economy
- Center for Energy and Research Policy
- Center for Energy and Society
- Center for Negative Carbon Emissions
- Center for Science and Policy Outcomes
- Center for Smart Cities and Regions
- CuRVE
- Global Water Institute
- Knowledge Exchange for Resilience
- Kyl Center
- SolarSPELL
- Sustainable Phosphorus Alliance
- The Sustainability Consortium
- Urban Climate Research Center
- Walton Sustainability Solutions Service

Engagement
- 10 Must-Haves Initiative
- Global Futures Conference
- Center for Innovation in Informal
- STEM Learning
- Center for Science and the Imagination
- Just Energy Transition Center Narrative Storytelling Initiative Seize the Moment
- WE Empower

* Under development

Discussion

ASU financial strategies and tactics

ASU

ASU advances 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

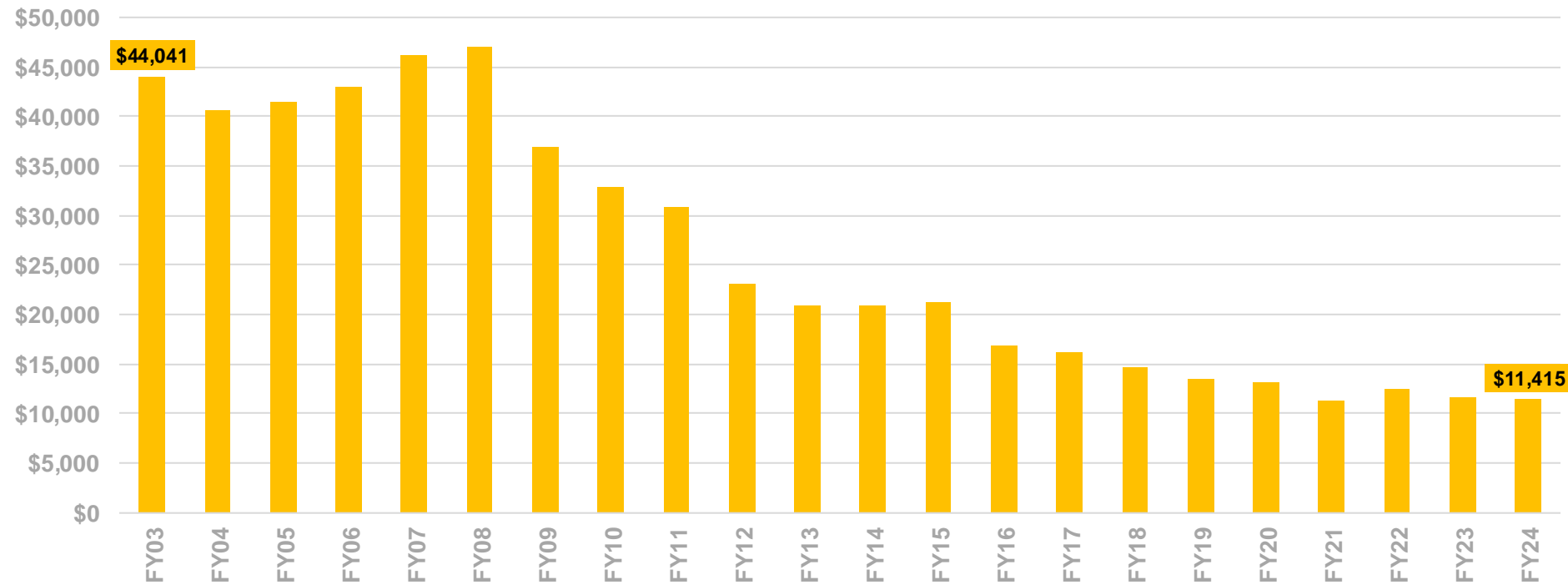Centrally manage enterprise resources for strategic deployment

Create incentives for colleges and schools to be responsible academic entrepreneurs

ASU degree production is highly efficient given state investment

State appropriations per degree (FY03 to FY24) in 2024 dollars

Includes all degrees. Amounts set to base year 2024 using Consumer Price Index (CPI).
Source: Integrated Postsecondary Education Data System, Bureau of Labor Statistics.

ASU receives less in state investment per degree than comparators

State appropriations per degree for public universities sharing key design elements with ASU (FY23)

ASU: **$11,281**

*Colorado's $102.4M in state appropriations, which are directed to specific purposes, are not counted as appropriations for IPEDS reporting.
Source: Integrated Postsecondary Education Data System. Includes all degrees.
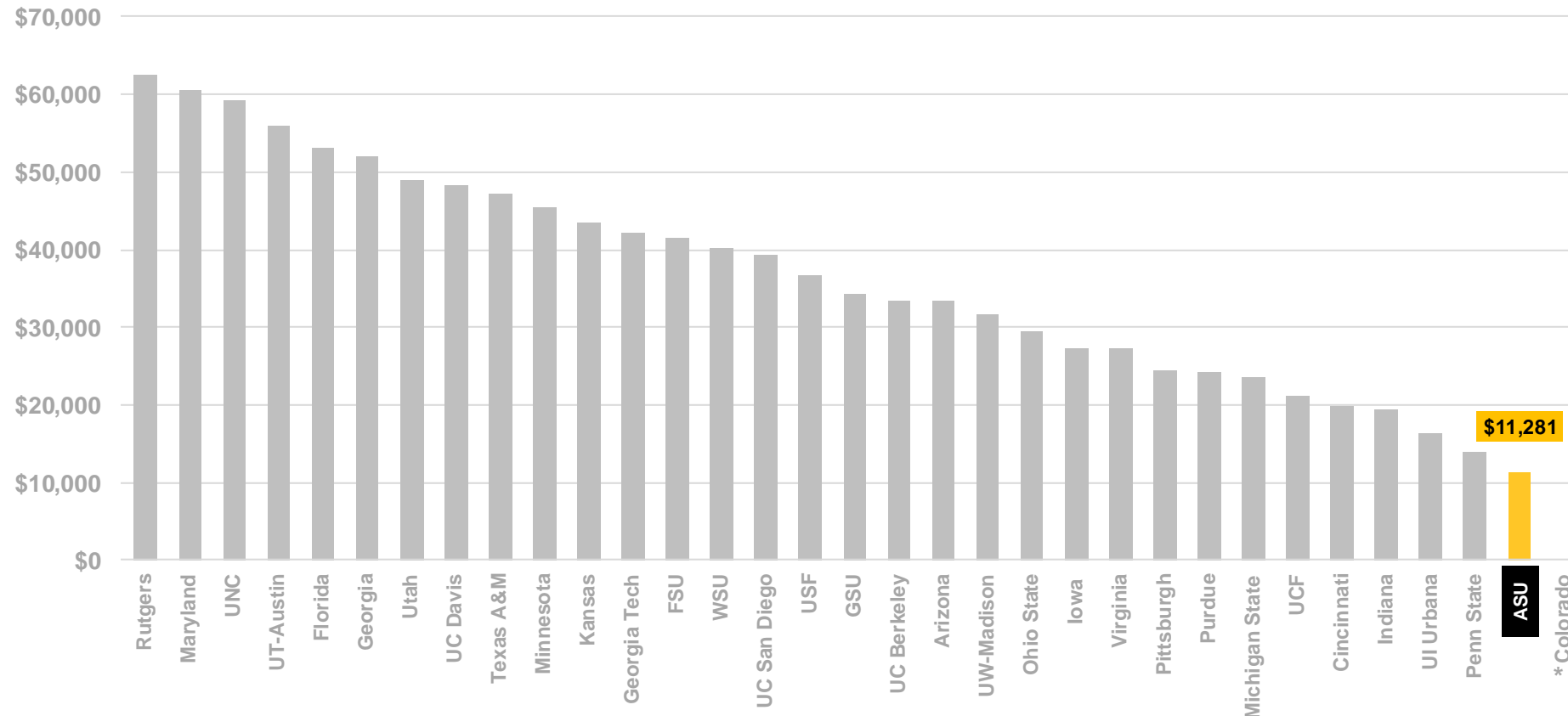
ASU has achieved cost savings, efficiencies and scale

ABOR metric

Education and general (E&G) expenses per headcount (FY03 to FY23, estimate for FY24)

E&G expenses have fallen by $6,500 per student from FY11 to FY24

$25,663

$18,332

$19,130 (est.)

$15,501

$9,117

E&G (nominal dollars)

E&G (2024 dollars)

Note: Amounts set to base year 2023-24 using Consumer Price Index (CPI).

23
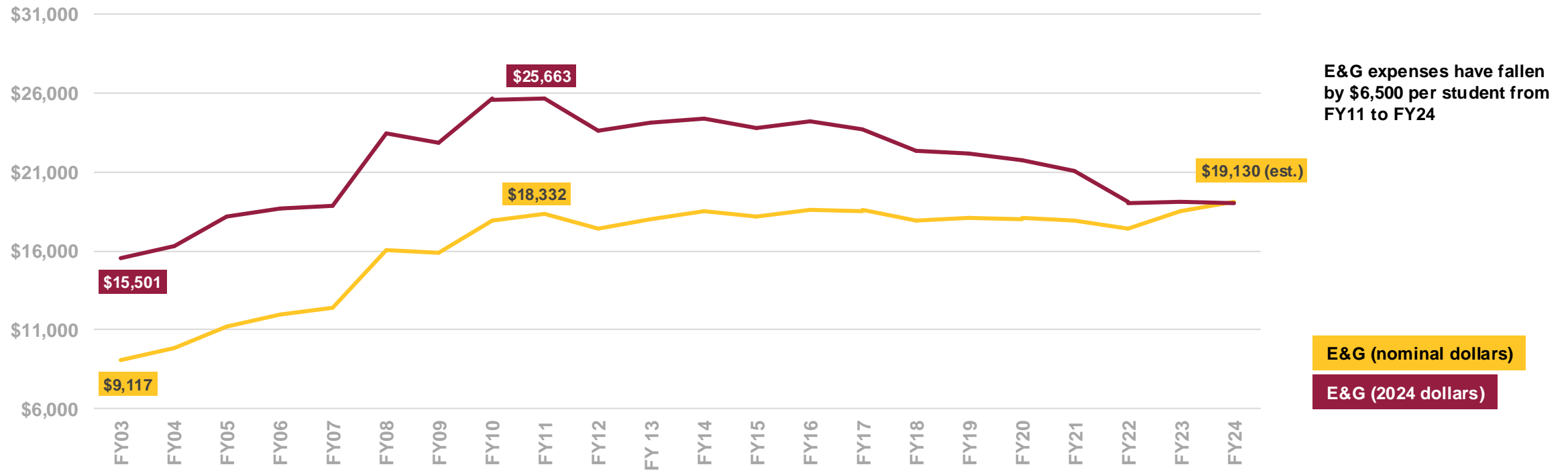
ASU spends more on student-focused functions than comparators

Implement mechanisms that result in quality improvement despite minimal public investment

Expenses by functional classification for public universities sharing key design elements with ASU (FY23)

Legend:
- Auxiliary enterprises
- Public service
- Research
- Institutional support
- Scholarships & fellowships
- Student services
- Academic support
- Instruction

Universities (left to right): ASU, UCF, Indiana, FSU, UC Davis, Purdue, Ohio State, GSU, UI Urbana, USF, Texas A&M, UC Berkeley, Virginia, Colorado, Rutgers, Cincinnati, UC San Diego, UT-Austin, Pittsburgh, Penn State, Arizona, Maryland, Kansas, WSU, Florida, Minnesota, Iowa, Michigan State, UW-Madison, Georgia, UNC, Utah, Georgia Tech

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Source: Integrated Postsecondary Education Data System
Student-focused expenses include instruction, academic support, student services 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

ABOR metric

FTE employees, excluding medical school employees, per 100 students for public universities sharing key design elements with ASU (FY23)

ASU: 7.3

Source: Integrated Postsecondary Education Data System.

25
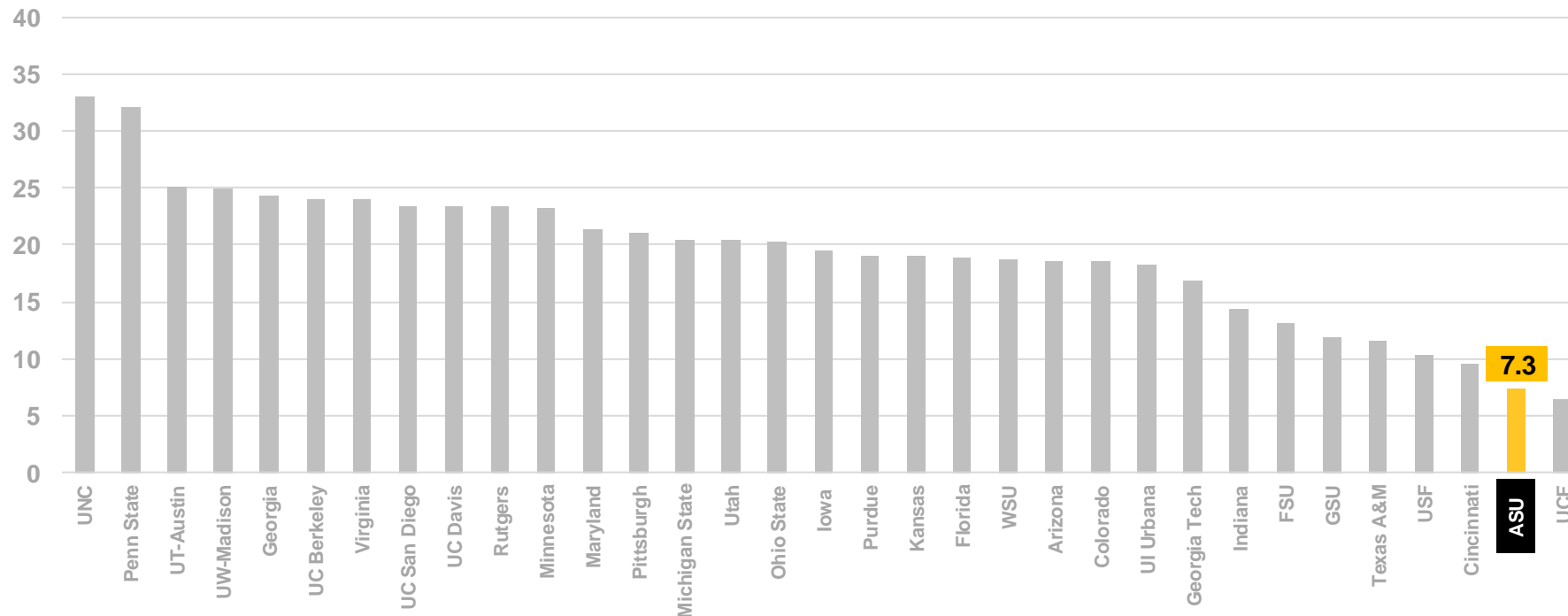
Revenues have increased more than fivefold over the past two decades

Aggressively grow and diversify sources of revenue

Total revenues for ASU Public Enterprise in millions

(actual for FY03 to FY24, estimate for FY25)

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

The FY21 figures are higher due to receipt of COVID stimulus funds.

ASU

Revenues have increased more than fivefold over the past two decades

Total revenues for ASU Public Enterprise in millions (actual for FY03 to FY24, estimate for FY25)

FY20 to FY25

~ $1.9B

~$5.7B

$3.8B

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

Y-axis: $6,000 / $5,000 / $4,000 / $3,000 / $2,000 / $1,000 / -

X-axis: FY03, FY04, FY05, FY06, FY07, FY08, FY09, FY10, FY11, FY12, FY13, FY14, FY15, FY25

The FY21 figures are higher due to receipt of COVID stimulus funds.

ASU increases available resources through fundraising success

Aggressively grow and diversify sources of revenue

New gifts and commitments (dollars in millions, actuals for FY03 to FY24, estimate for FY25)

$475 (est.)
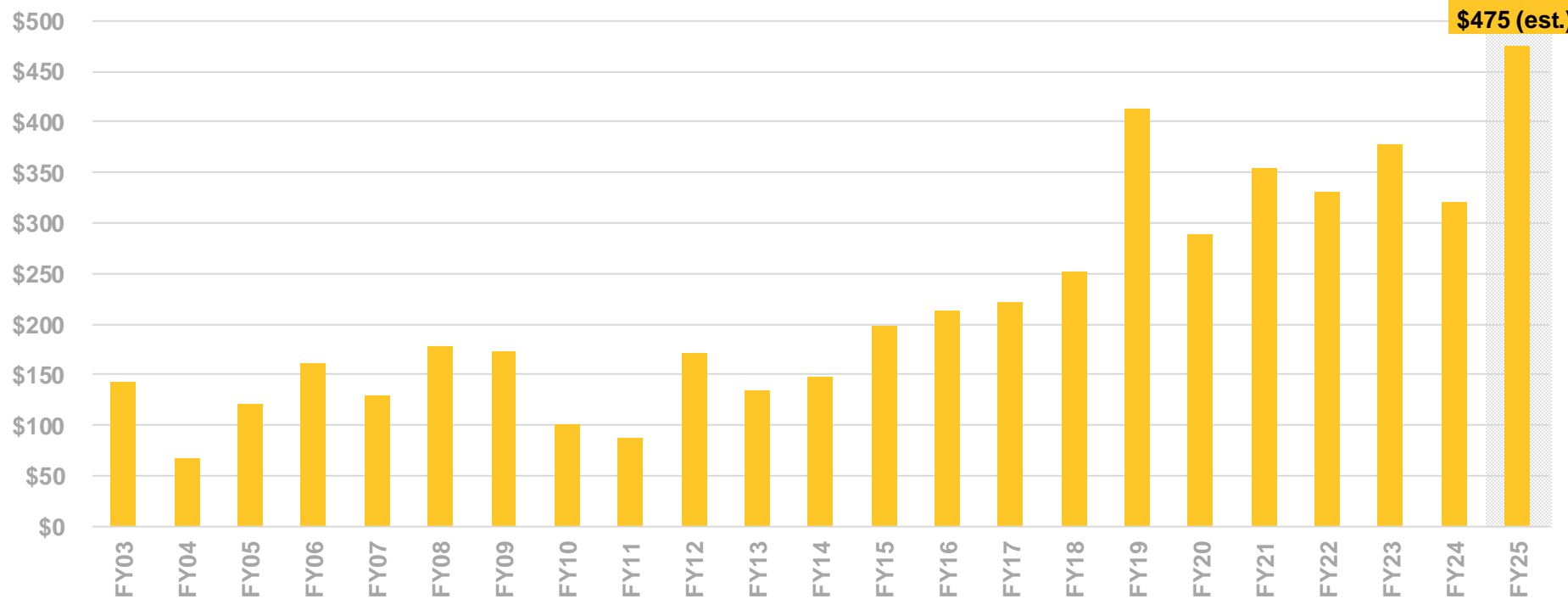
2029 annual goal
$600 million

Endowment value
$1.7 billion
as of December 2024

Endowment goal
$2.5 billion

Changing Futures.
From Arizona. For the world.

Transform global education

Fundamentally changing how education is delivered to create a world where no one is excluded

Empower community resilience

Bringing together our resources, ideas and partnerships to make our communities better, stronger and healthier

Advance technology for good

Leveraging great technological strides in all we do for a more equitable future for all humanity

Inspire tomorrow's game changers

Inspiring the dreamers, visionaries and revolutionary leaders chasing solutions to the world's most pressing problems

Build the future of health

Scaling up innovative technologies and comprehensive approaches while empowering exceptional practitioners to ensure every person has equitable access

Reshape our relationship with the planet

Delivering bold, comprehensive solutions that ensure a habitable Earth and a future in which well-being is attainable for all humankind

Revenue model assumes continued growth and diversification of revenues

Aggressively grow and diversify sources of revenue

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

- **Continued enrollment growth from primary channels**

- **Enrollment growth through emerging enrollment channels**

- **Enrollment from other offerings**

- **Revenues related to ASU Health**

- **Revenues related to Knowledge Enterprise**

- **Other revenues:**
  - Commercialization of ASU educational technology products
  - "Changing Futures" campaign
  - Revenues related to real estate
  - Dissemination of discoveries and inventions into the marketplace

Selected new annual revenues by FY30 (compared to FY25)

$2 billion

ASU

Strategic asset management allows ASU to thrive in an uncertain environment

Centrally manage enterprise resources for strategic deployment

Net position and component units in billions (FY03 to FY24, estimate for FY25)

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

GASB 68 & 45 adj.

Unrestricted

Restricted

Capital assets

ASU component units
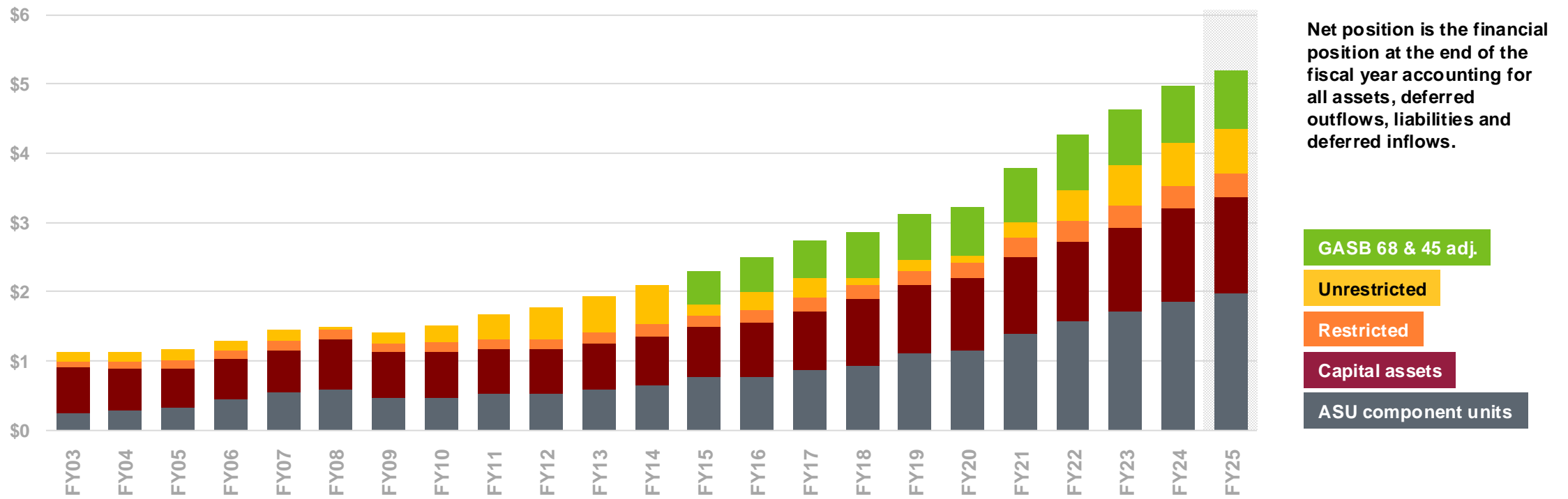
ASU manages cash to meet short-term financial obligations

Centrally manage enterprise resources for strategic deployment

Days cash on hand (FY14 to FY24)

High benchmark

Low benchmark

Monthly days cash on hand

Moody's Benchmark for public universities
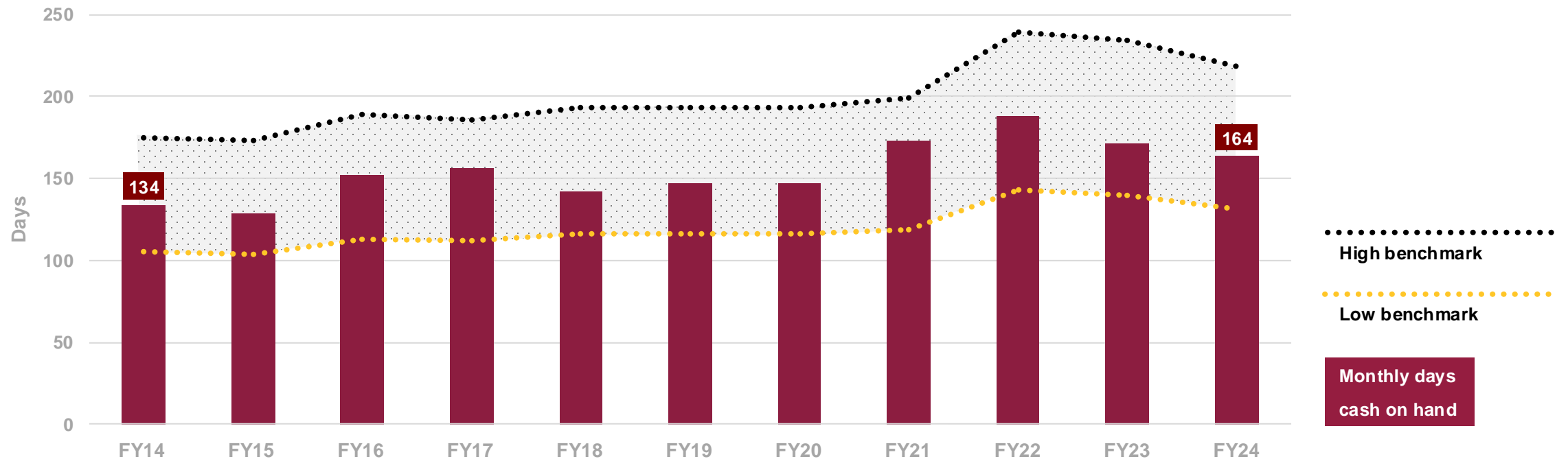
ASU creates incentives for colleges and schools to be entrepreneurial

- The job of deans and their directors is to operate with an entrepreneurial mindset and lead revenue generation for their colleges and schools.

- Deans are responsible for how resources are allocated and costs are managed within their colleges and schools.

- Deans provide multi-year financial projections to the provost demonstrating efforts to grow and diversify revenue streams.

- Colleges and schools operate under financial incentives to advance the charter, with special incentives to offer summer school courses and grow master's student enrollment.

    - Increase campus immersion and digital immersion enrollment

    - Generate research funds

    - Create substantial new learning opportunities for the broader society

New deans are ready to advance schools and colleges

Charla Griffy-Brown

Dean and director general

Thunderbird School of Global Management

PhD, Griffith University

Alanka Brown

Dean

California College of ASU

PhD, Nova Southeastern University

Jyotishman Pathak

Dean

School of Technology for Public Health (July 1)

PhD, Iowa State University

Sarah H. Lisanby

Dean

School of Medicine and Advanced Medical Engineering (May 1)

M.D., Duke University School of Medicine

Daniel Cox

Dean

Natural Sciences (May 1)

PhD, Duke University

Renée Cheng

Senior Vice Provost and Dean

Herberger Institute of Design and the Arts (Nov. 1)

M. Arch, Harvard University

Discussion

Lunch

ASU mission and goals

ASU

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 2030

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

Advance the world's first **Global Futures Laboratory**

Demonstrate leadership in enabling academic excellence and accessibility at scale

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Demonstrate leadership in enabling academic excellence and accessibility at scale
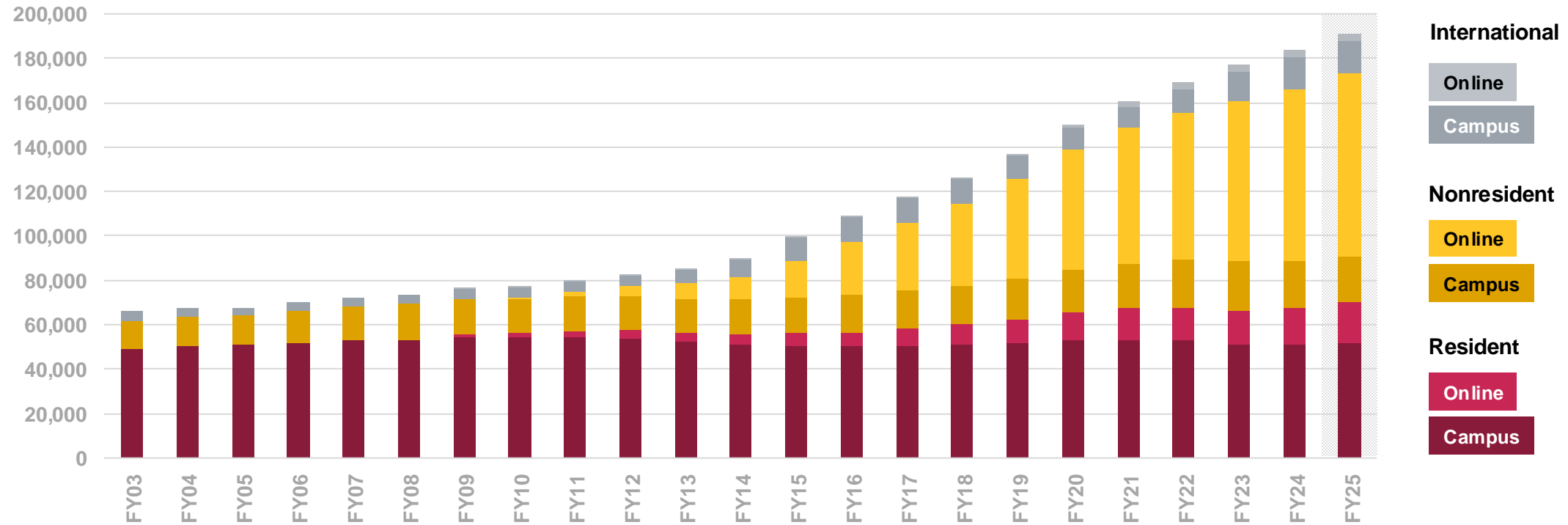
- Maintain the fundamental principle of accessibility to all students qualified to study at a research university.

- 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 170,000 online degree-seeking students.

- Continuously increase measured student development and learning outcomes.

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

ASU

ASU has increased Arizona resident enrollment by 20,000 students over the last two decades

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

**Total resident enrollment (FY03 to FY24, estimate for FY25)**

Bar chart showing total resident enrollment from FY03 to FY25. FY03: 49,336. FY25: 70,114.
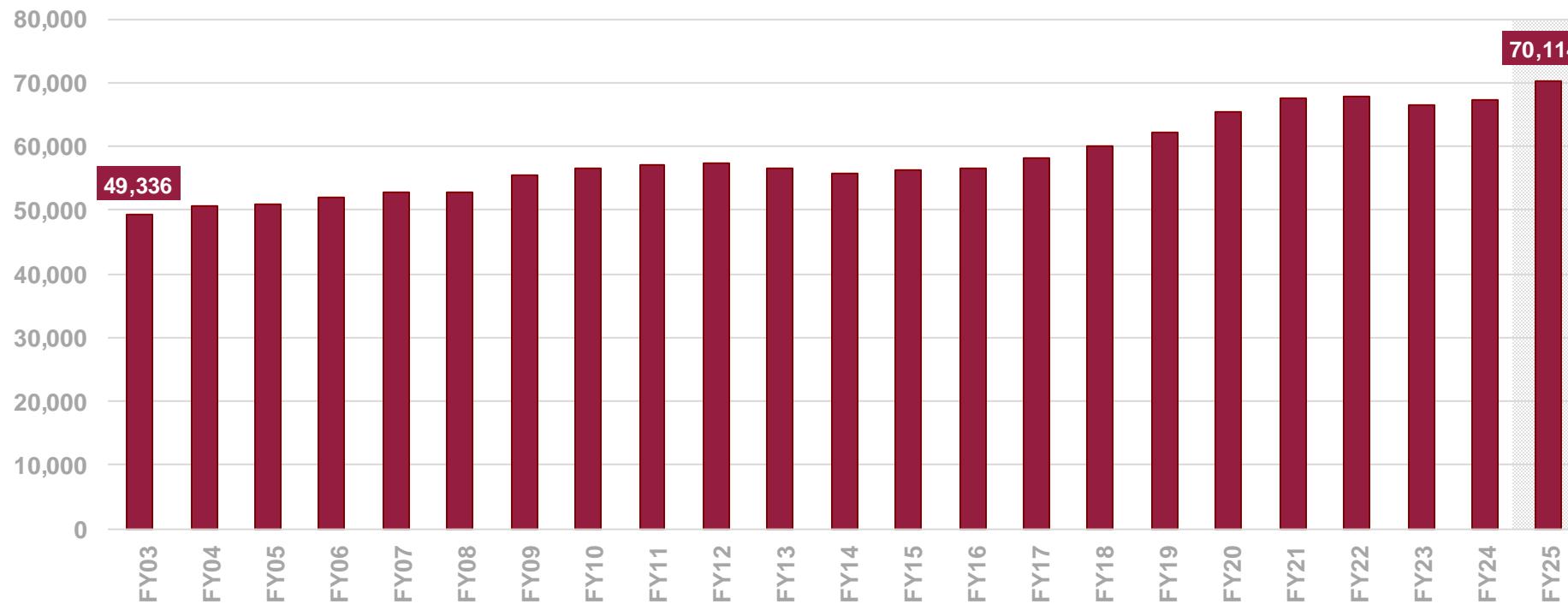
ASU enrollment reaches highest ever levels

ABOR
TOPIC OF
INTEREST

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

Total enrollment (FY03 to FY24, estimate for FY25)

International

Online

Campus

Nonresident

Online

Campus

Resident

Online

Campus

42
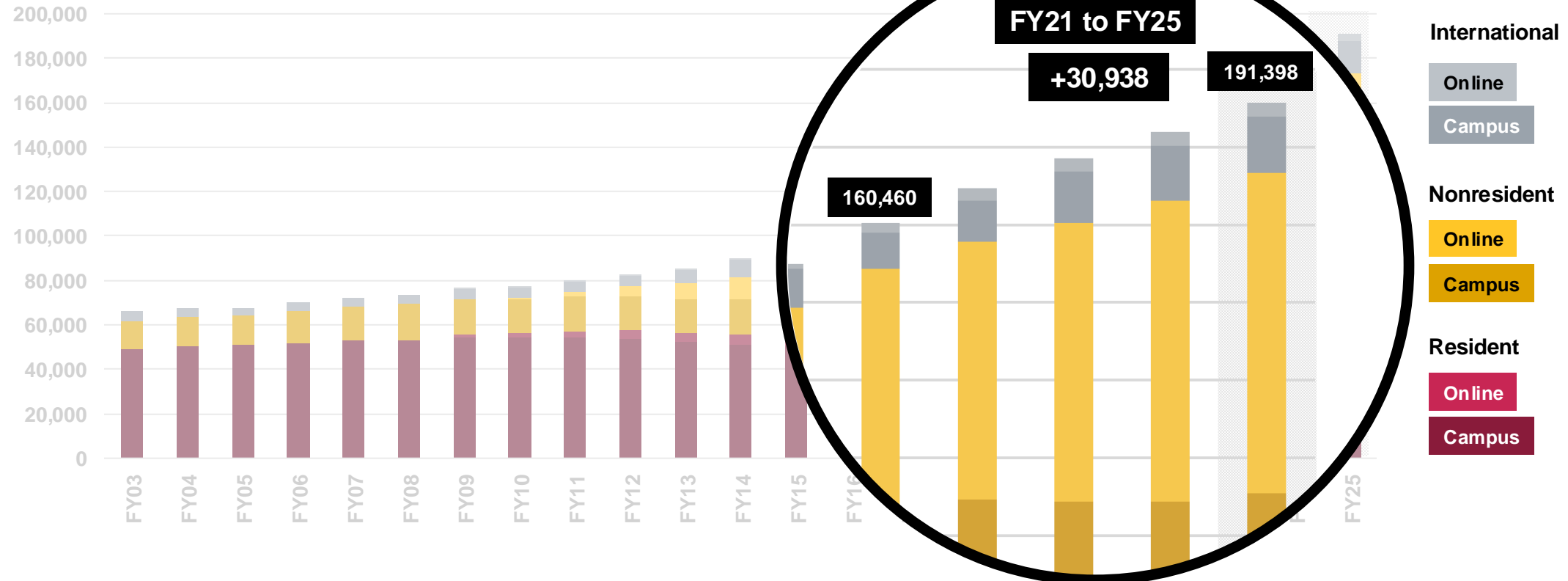
ASU supports learners access flexible pathways to college

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

Universal Learner Courses

25,842

Learners in FY24

Accelerate ASU

8,003

High school learners (in partnership with 250 high schools) took college-level courses in FY24

Earned Admission

1,795

New Earned Admission Learners admitted to ASU degree programs in FY24

44

ASU

ASU expands access for Arizona high school graduates

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

ABOR metric

Arizona high school graduates who enrolled at ASU (fall 2013 to fall 2023, estimate for fall 2024)
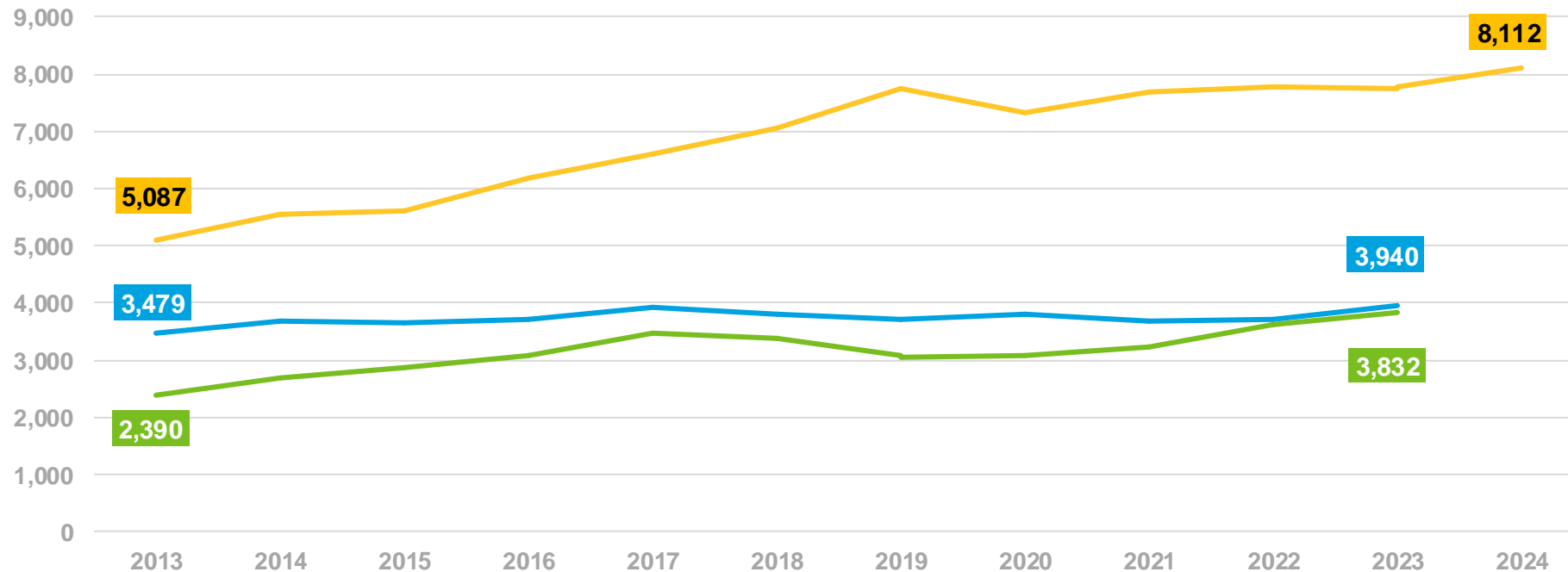
11% of Arizona public high school graduates enrolled at ASU in fall 2024.
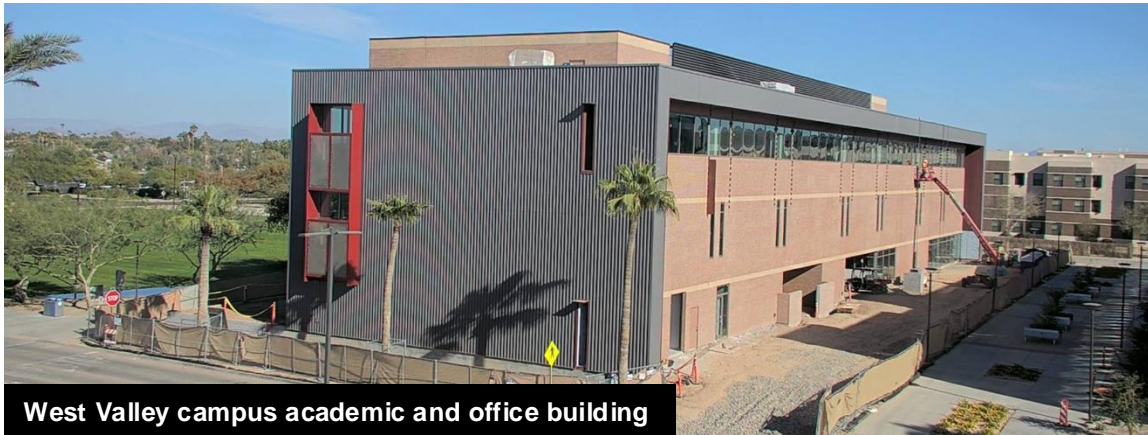
5,087 → 8,112 (Arizona State University)

3,479 → 3,940 (University of Arizona)

2,390 → 3,832 (Northern Arizona University)

Arizona State University
University of Arizona
Northern Arizona University

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ASU West Valley campus expansion will fuel community growth and enhancement

West Valley campus academic and office building

Casa del valle

The West Valley campus enrolls **more than 5,000 students** and has added three new schools on interdisciplinary forensics, business and engineering to its offerings.

Enrollment growth from fall 2023 to fall 2024:

- New first-year students: **+27%**
- New graduate students: **+5%**

Ten new degree programs launched since fall 2024, including **eight bachelor's and two master's programs.**

Examples:

- BA in computer science
- BS in engineering science
- BS in forensic science
- MS in forensic science

ASU Polytechnic campus expansion will drive economic growth in the region

ISTB 12

The Polytechnic campus enrolls **more than 6,000 students** who are engaged in project-based and industry-partnered learning in interdisciplinary sciences, engineering, management, technology and education.

Enrollment growth from fall 2023 to fall 2024:

- New first-year students: **+13%**
- New graduate students: **+45%**

Nine new degree programs launched since fall 2024, including **six bachelor's, two master's and one doctoral program.**
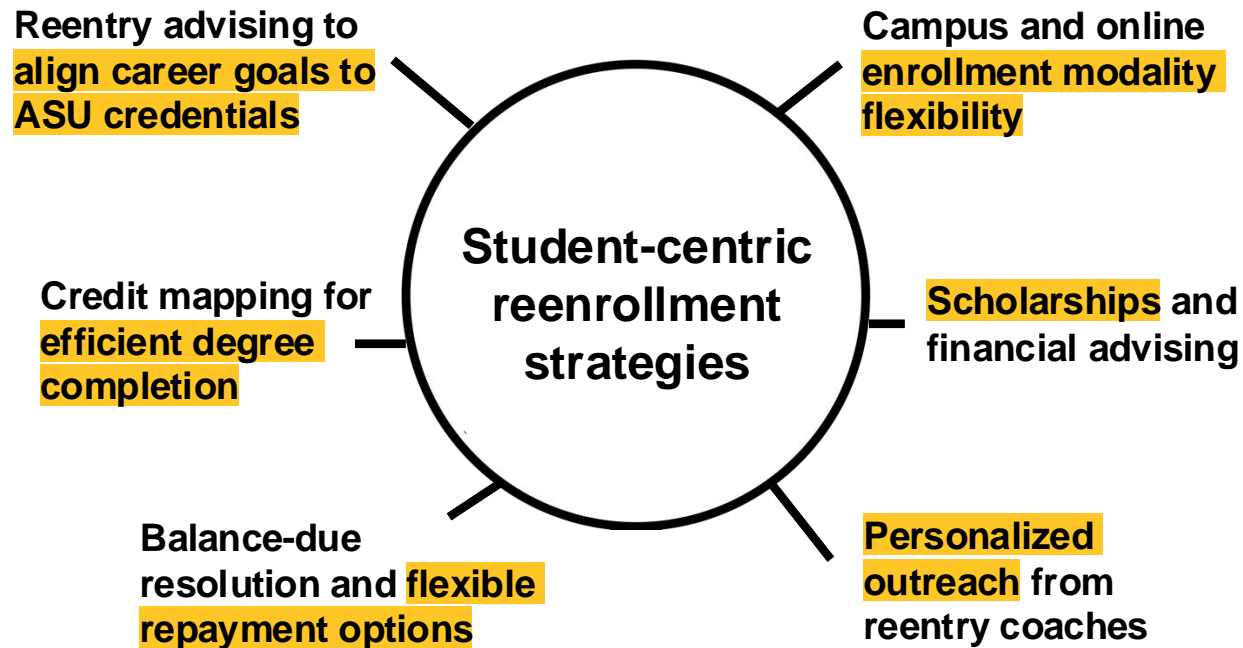
Examples:

- BS in robotics and autonomous systems
- MS in clean energy systems
- DIT in information technology

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ASU accelerates reenrollment to help students finish their degrees

Reentry advising to **align career goals to ASU credentials**

Credit mapping for **efficient degree completion**

Balance-due resolution and **flexible repayment options**

Student-centric reenrollment strategies

Campus and online **enrollment modality flexibility**

Scholarships and financial advising

Personalized outreach from reentry coaches

13,431

Total number of students ASU has successfully reenrolled as of fall 2024

24%

Percentage of returners who have earned an ASU degree since reenrolling

172,500

Total number of former students ASU has identified as priority for reentry advising campaigns in 2025
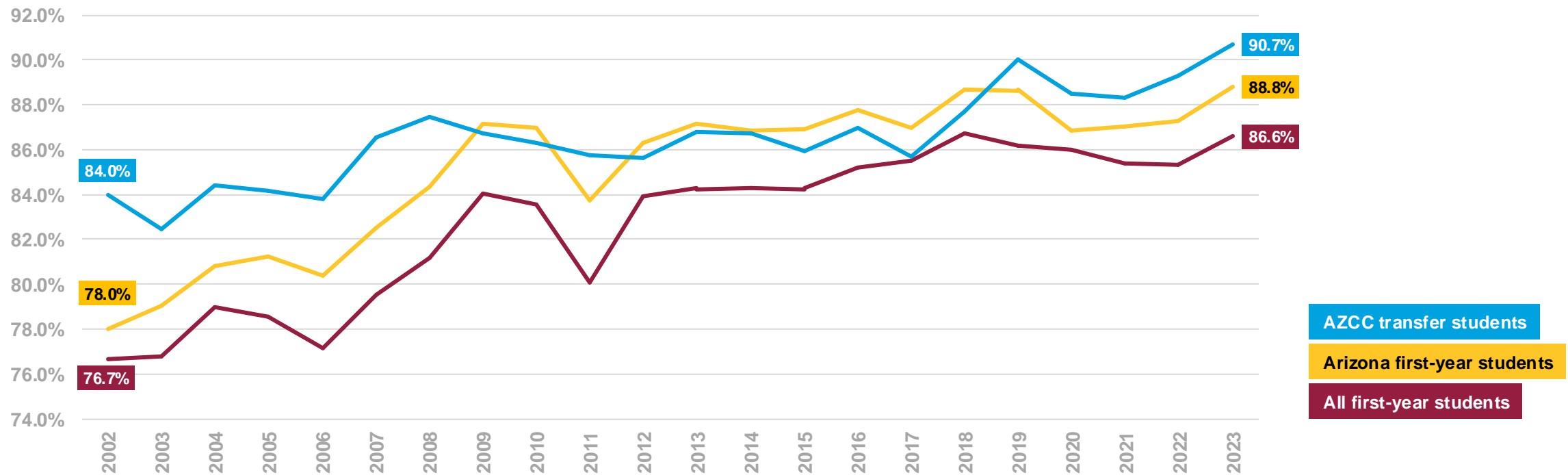
ASU

ASU first-year retention is nearing 90%

ABOR metric

Full-time, first-year campus immersion student retention rates (entering students, fall 2002 to fall 2023)


- **AZCC transfer students** — 84.0% → 90.7%
- **Arizona first-year students** — 78.0% → 88.8%
- **All first-year students** — 76.7% → 86.6%

49

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

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 student graduation rates (fall 2002 to fall 2020)
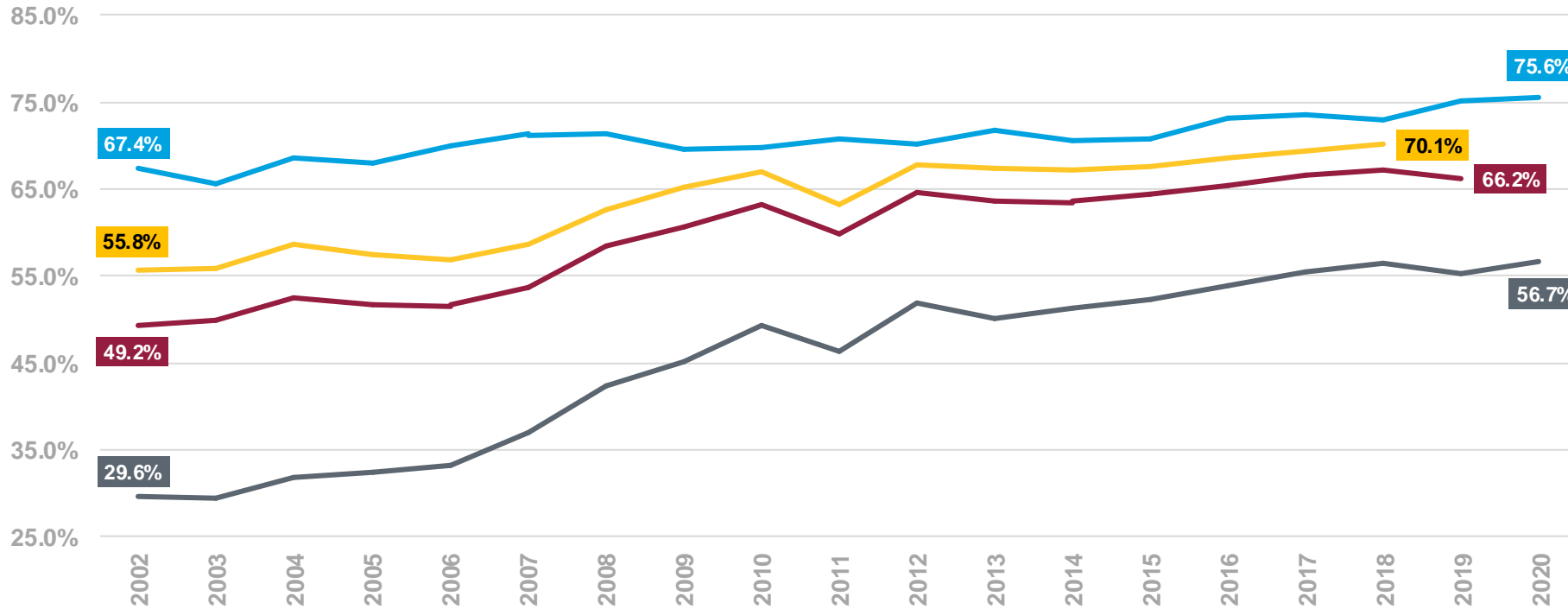
- 4-year AZCC transfers rate: 67.4% → 75.6%
- 6-year all first-year rate: 55.8% → 70.1%
- 5-year all first-year rate: 49.2% → 66.2%
- 4-year all first-year rate: 29.6% → 56.7%

"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 is reaching the goal of 40,000 degrees annually

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

ABOR metric

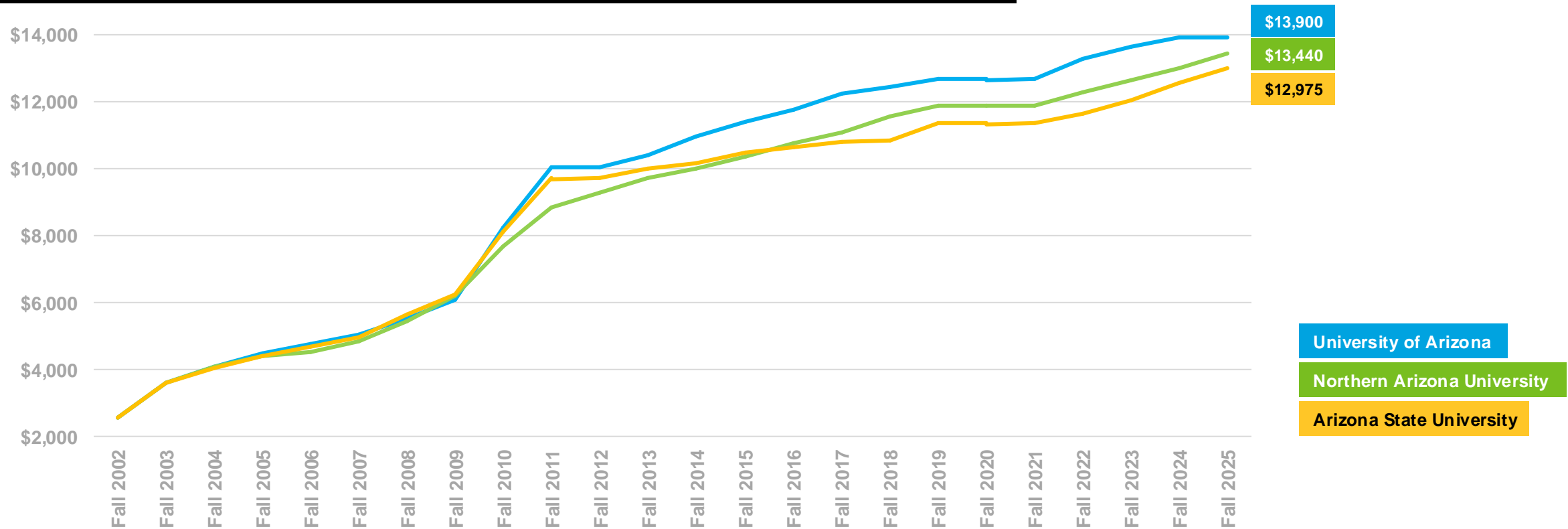## Total degrees by year (actuals for FY03 to FY24, estimate for FY25)

Graduate and professional
- Online
- Campus

Undergraduate
- Online
- Campus

51
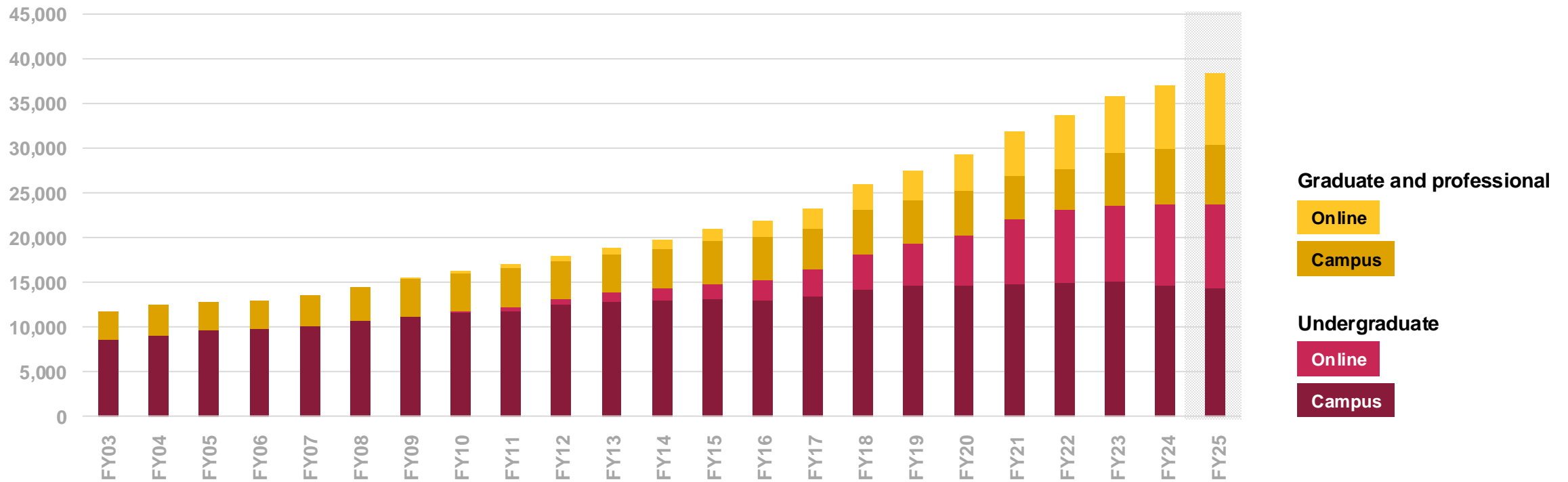
ASU has committed to modest annual tuition adjustments

Continuously enhance quality while maintaining affordability

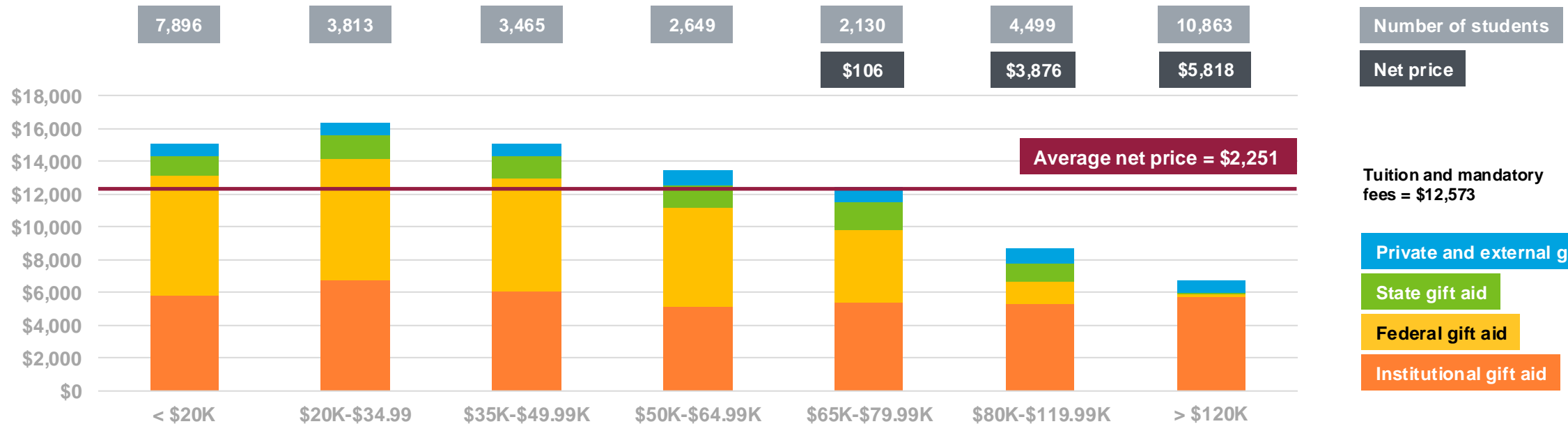**Tuition and mandatory fees for new resident first-year students (fall 2002 to fall 2025)**

$13,900

$13,440

$12,975

University of Arizona

Northern Arizona University

Arizona State University

ASU's figure includes the proposed student athletics fee, which is pending ABOR approval, and the fall 2024 and fall 2025 tuition surcharges.

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 (FY25)

	< $20K	$20K-$34.99	$35K-$49.99K	$50K-$64.99K	$65K-$79.99K	$80K-$119.99K	> $120K
Number of students	7,896	3,813	3,465	2,649	2,130	4,499	10,863
Net price					$106	$3,876	$5,818

Average net price = $2,251

Tuition and mandatory fees = $12,573

Legend:
- Private and external gift aid
- State gift aid
- Federal gift aid
- Institutional gift aid

AZ median household income = $77,315   U.S. median household income = $77,791   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 reduces cost of earning a degree

Continuously enhance quality while maintaining affordability

7 of 10 ASU students work while at school

16,746 Total campus student employment (unduplicated, FY24)

Student employment categories	Head count	Total student support
Graduate assistantships	5,415	$171.3 million
Other campus employment	11,426	$57.7 million
Work study employment	2,187	$8.7 million

The total dollars for Federal Work Study include both federal subsidy and institutional funding. The total dollars for RA/TA include awards, Tuition remission, health insurance and ERE. Graduate assistantships include students with graduate, research or teaching assistantships.

Arizona resident enrollment in ASU Online is the size of many major universities

Overcome geographic and financial barriers to education by enrolling 170,000 online degree-seeking students

Total resident online enrollment (FY09 to FY24, estimate for FY25)

18,401, est.

Source: U of A: Interactive Fact Book https://uair.arizona.edu/content/enrollment NAU: https://in.nau.edu/institutional-research/quick-facts/

ASU
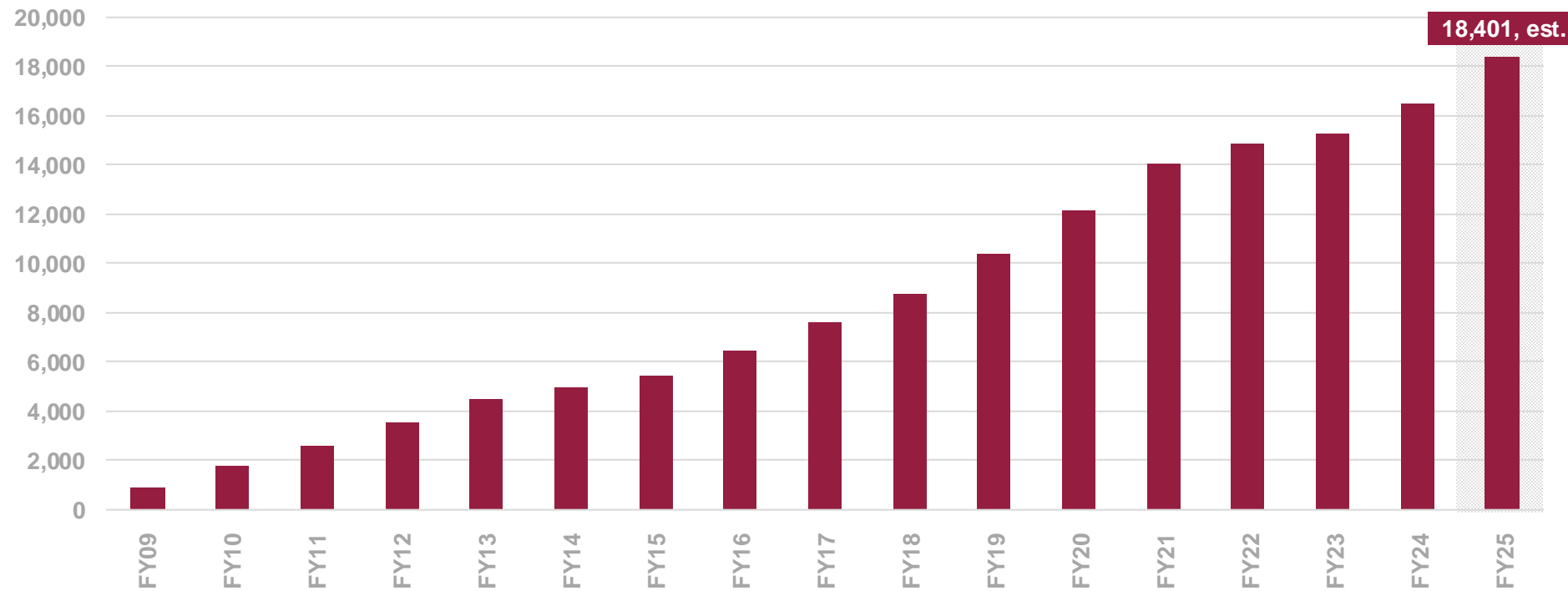
Total online enrollment exceeds 100,000 students annually

ABOR TOPIC OF INTEREST

Overcome geographic and financial barriers to education by enrolling 170,000 online degree-seeking students

ABOR metric

Total online enrollment (FY09 to FY24, estimate for FY25)

International
Nonresident
Resident

ASU
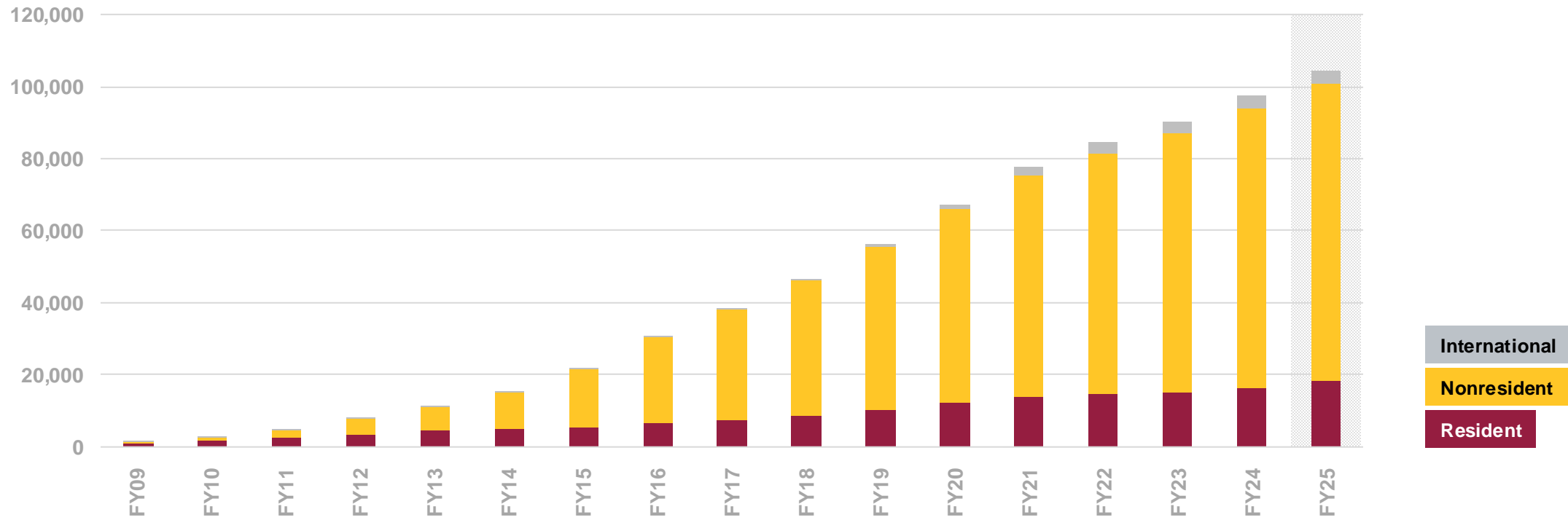
Sun Devil Athletics demonstrates excellence, grit and teamwork in 2024

2024 Peach Bowl

As of July 2024, ASU athletes lead the Big 12 Conference with 152 Academic All-Americans

11-3 Sun Devil Football's history-making first season record in the Big 12, leading to championship

30-3 ASU Volleyball's history-making first season record led to a Big 12 Championship

No. 1 Both Men's and Women's Sun Devil Swim and Dive teams are preparing to defend their titles

No. 2 Sun Devil Triathlon's season finish after competing for an eighth consecutive national title

Top 10 Both Men's and Women's Sun Devil Golf teams are perennial top competitors

Top 20 Sun Devil Hockey debut in the National Collegiate Hockey League

ASU

57

ASU is increasingly accessible to low-income students

Total full-time undergraduate enrollment by income and residency (fall 2002, fall 2012, fall 2024)

Legend:
- Fall 2002 nonresident
- Fall 2002 resident
- Fall 2012 nonresident
- Fall 2012 resident
- Fall 2024 nonresident
- Fall 2024 resident

All income figures are adjusted to 2024 dollars using the CPI.

58
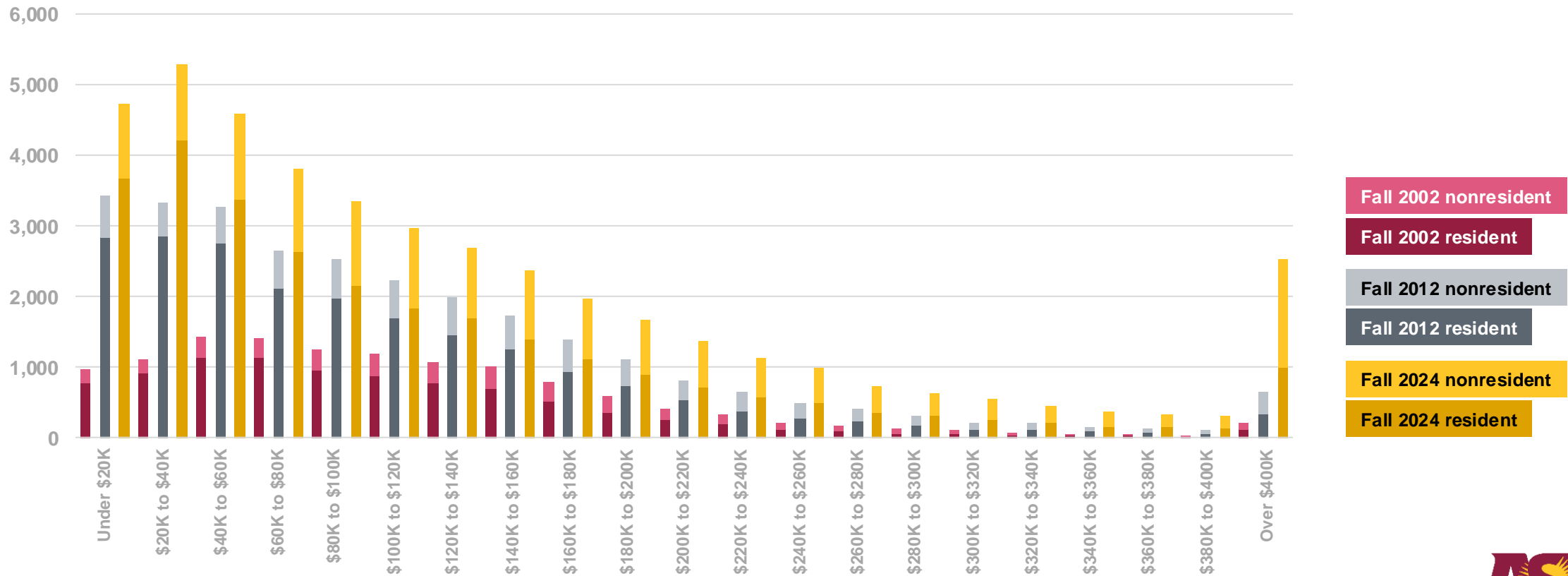
ASU has expanded access across demographic backgrounds

Total undergraduate enrollment by race/ethnicity (FY03 to FY24)

Legend (top to bottom):
- Unspecified
- International
- Two or more
- Native Hawaiian / Pacific Islander
- American Indian / Alaskan Native
- Black / African American
- Asian American
- Hispanic / Latino
- White
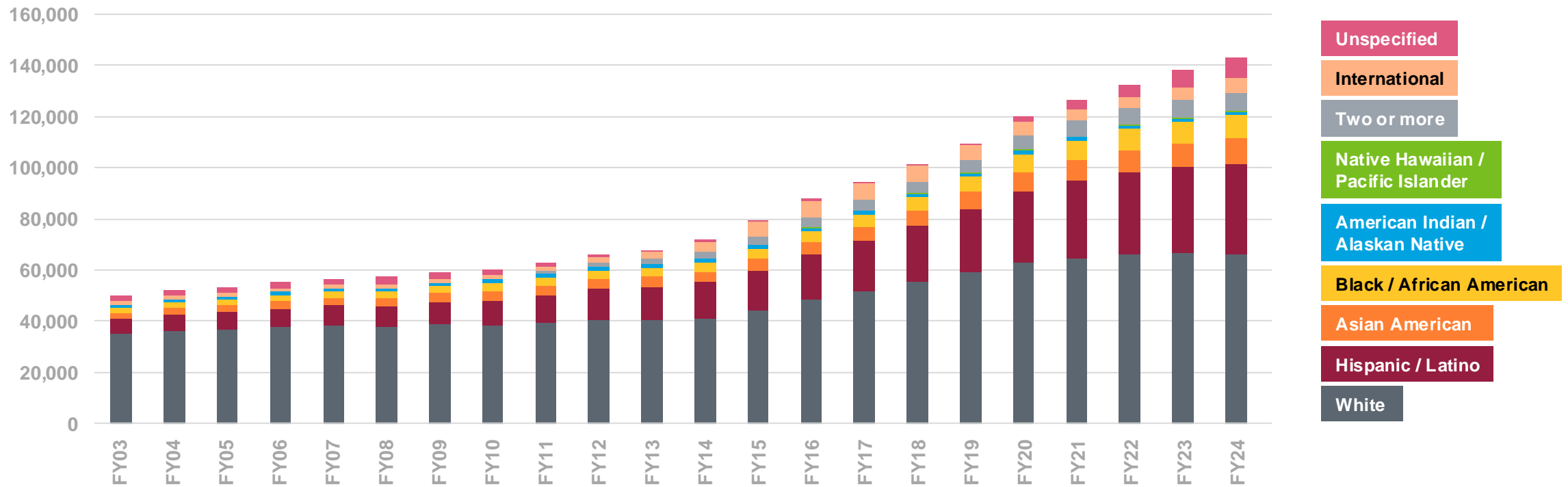
Enrollment of Pell Grant recipients and first-generation students continues to grow

Engage learners of all socioeconomic, geographic and demographic backgrounds

Undergraduate first-generation and Pell recipient enrollment (FY14 to FY24)

Change

+25,610

+17,287

ASU enrolls more Pell students than any other public university in the United States.

Pell Grant recipients

First-generation students
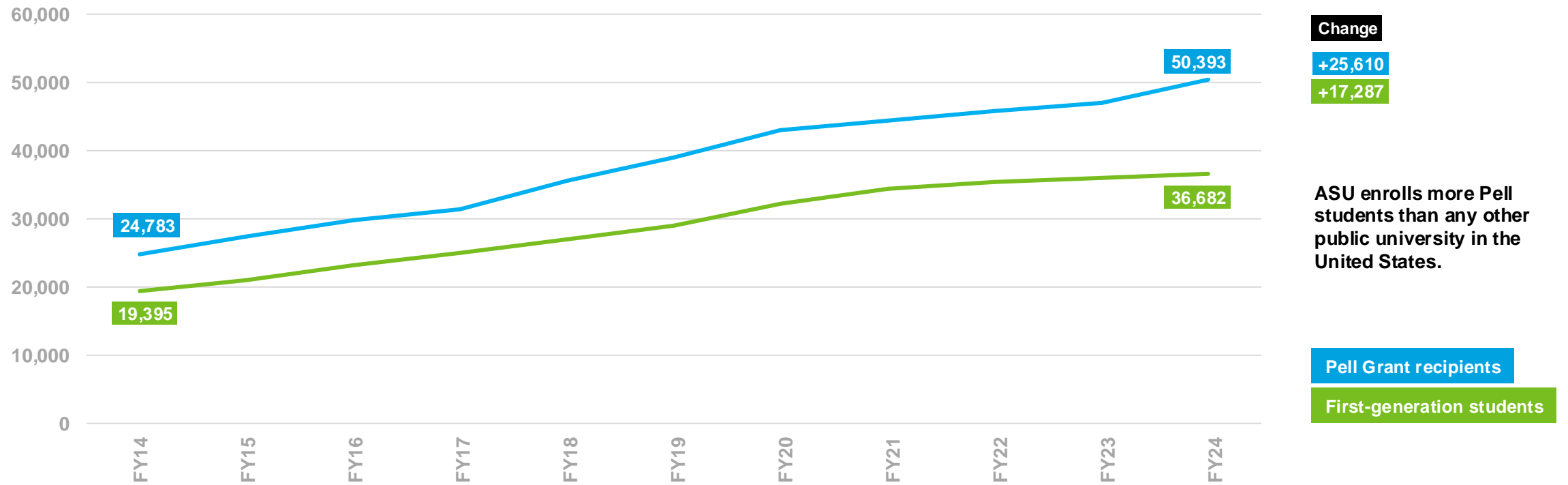
Veteran and active-duty military enrollment has increased significantly

Engage learners of all socioeconomic, geographic and demographic backgrounds

Total veteran and active-duty military enrollment (FY14 to FY24)

Change

+5,495

+3,790

ASU is the No. 2 public university for GI Bill students

Veteran students

Active-duty military students

Source: www.va.gov/education/gi-bill-comparison-tool/
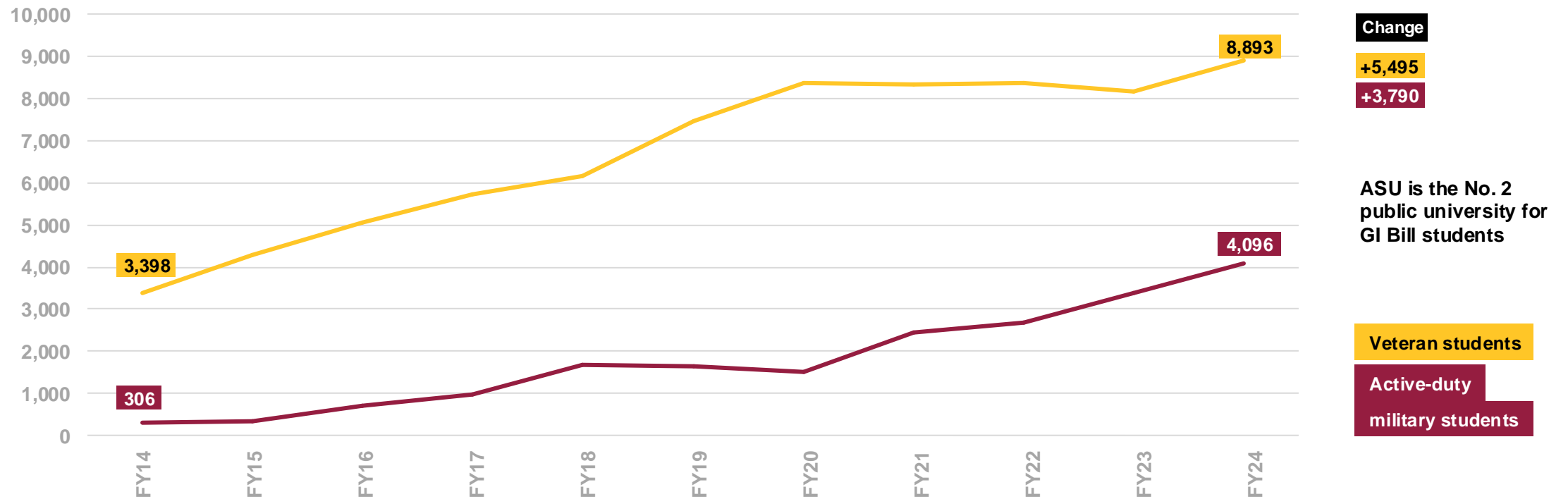
ASU engages learners and helps to power universities around the world

Engage learners of all socioeconomic, geographic and demographic backgrounds

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

Institutions with largest international student population (fall 2023)

New York University	27,247
Northeastern University – Boston	21,023
Columbia University	20,321
Arizona State University	**18,866**
University of Southern California	17,469
University of Illinois – Urbana-Champaign	15,376
Boston University	12,853
University of California, Berkeley	12,441
Purdue University – West Lafayette	12,181
University of North Texas	11,917

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

FY24

300,000+
Students enrolled in 27 ASU-Cintana Alliance institutions

300,000+
English language learners and teachers of English trained

12,026
Students, learners and faculty from Africa impacted by the Mastercard Foundation partnership

300+
International academic partnerships

Source: Institute of International Education. fall 2023 enrollment. ASU figure reflects the total university.

ASU alumni are now over 1 million strong

Engage learners of all socioeconomic, geographic and demographic backgrounds

Cumulative alumni count by year

Cumulative counts include degreed and non-degreed all-time alumni, living and deceased, as of December 2024.
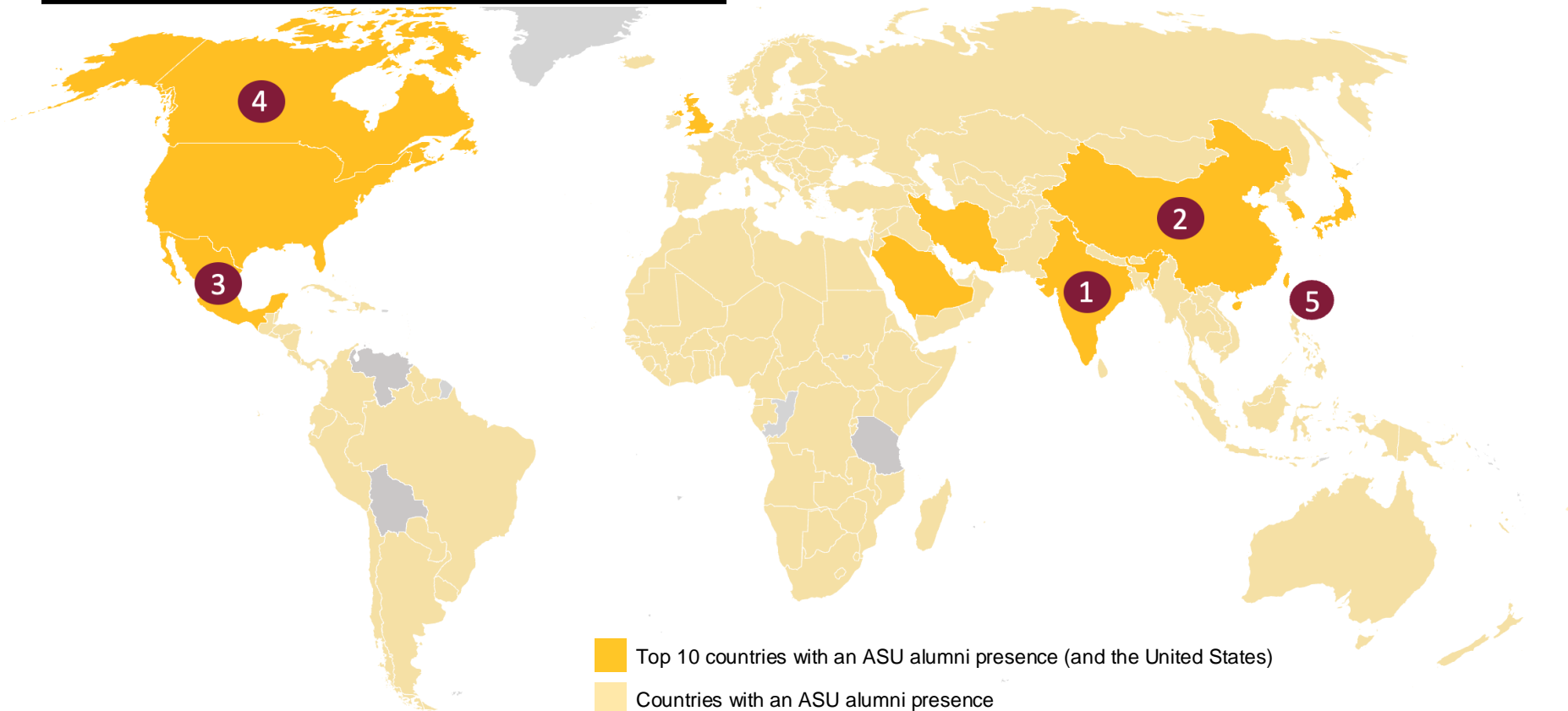
63
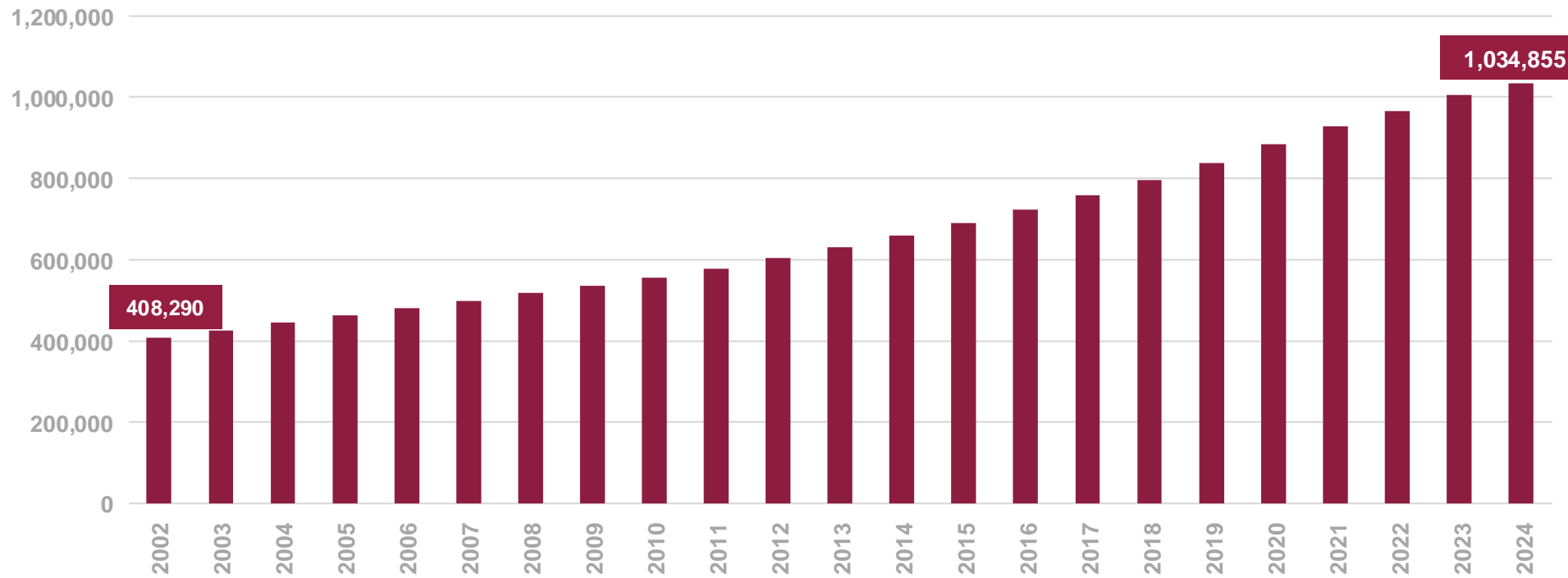
ASU's global alumni network reaches every state and over 200 countries and regions

Engage learners of all socioeconomic, geographic and demographic backgrounds

ASU's alumni count exceeds 1M worldwide

Top 5 countries for ASU alumni by international origin (outside of US)

1. India
2. China
3. Mexico
4. Canada
5. Taiwan

Top 10 countries with an ASU alumni presence (and the United States)

Countries with an ASU alumni presence

Note: Includes both degreed and non-degreed alumni as of January 2025. Citizenship based on student profile data.

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

Top 5 in the U.S. for best online bachelor's programs

Ahead of Texas A&M, University of Arizona and Washington University

— U.S. News & World Report, 2024

Among the best graduate schools in the U.S.

— U.S. News & World Report, 2024

No. 1 journalism school in 5 categories

Ahead of Syracuse, University of Florida and USC

— Broadcast Education Association, 2024

A top-ranked law school in the U.S.

Ahead of George Washington, UC Irvine and Emory

— U.S. News & World Report, 2024

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

— U.S. News & World Report, 2024

Excellence in under-graduate and graduate programs

— U.S. News & World Report, 2024

ASU

ASU graduates are highly successful

No. 2 among public U.S. institutions for employable graduates

— Global Employability University Ranking & Survey (GEURS), 2024

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

No. 1 in 2024 for new members in Teach for America

Tied with UT Austin and ahead of UCLA, UC Berkeley and University of Michigan

— Teach For America, 2024

Top 5 in "The Best Colleges for Future Leaders" list among public universities.

Ahead of University of Michigan, UC Berkeley and University of Texas

— Time, 2025

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

— Bureau of Educational and Cultural Affairs, U.S. Department of State, 2024

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, 2025

ASU

ASU faculty demonstrate excellence

American Academy of Arts and Sciences fellows
29

Pulitzer Prize winners
11

National Endowment for the Humanities fellows
163

Robert Boyd

Professor,
School of Human Evolution
and Social Change

Associate director
and professor,
Institute of Human Origins

Angela Hill

Professor of practice,
Walter Cronkite School
of Journalism and Mass
Communication

Carnegie-Knight
News 21

Malay Firoz

Associate professor,
School of Social and
Behavioral Sciences

Interim associate director,
ASU Global Human Rights Hub

Expand ASU's role as <u>the</u> leading global center for interdisciplinary research, discovery and development by 2030

ASU

Expand ASU's role as the leading global center for interdisciplinary research, discovery and development by 2030

- 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 $1.5 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

ASU is approaching $1 billion in research expenditures

Enhance research competitiveness to more than $1.5 billion in annual research expenditures

ABOR metric

NSF HERD expenditures (dollars in millions, actuals for FY03 to FY23, estimates for FY24 and FY25)

$992 (est.)
$1,060 (est.)
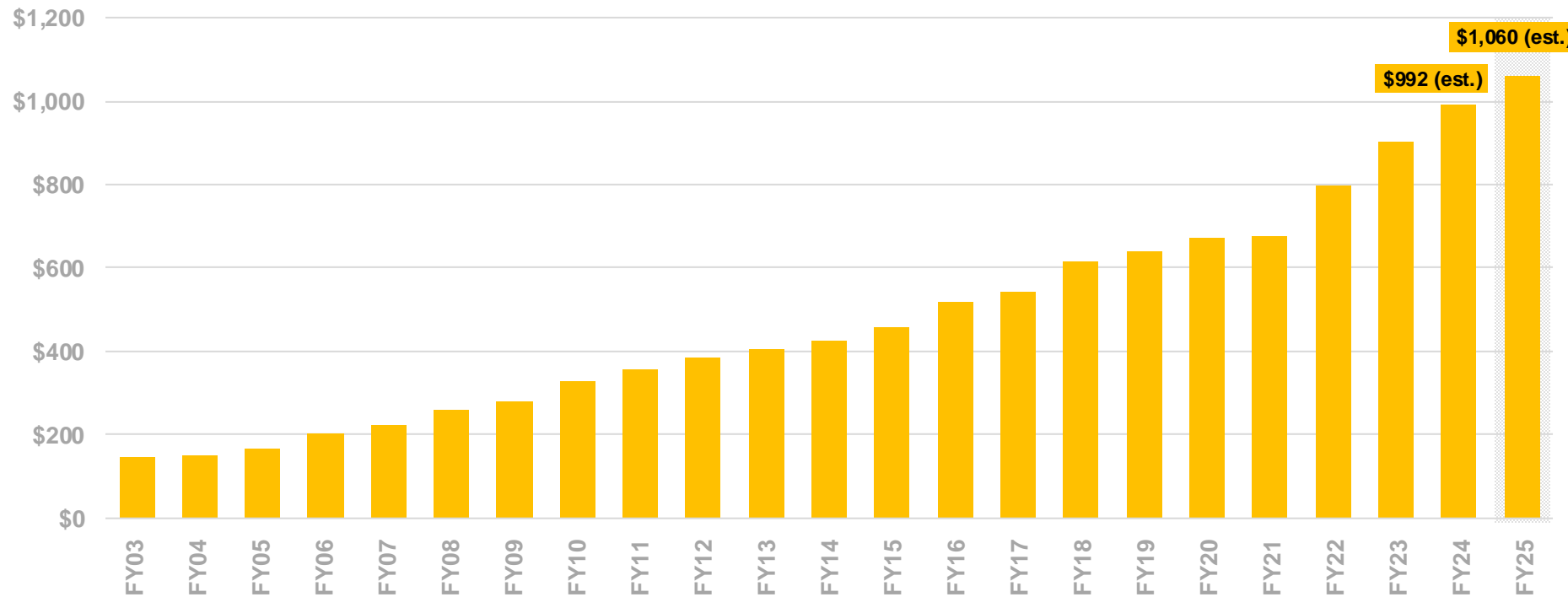
Goal
$1.5 billion

Research priorities:
- Advanced technology
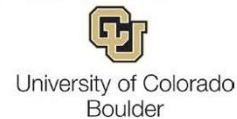- Health
- National security
- Space
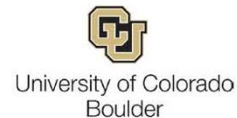- Sustainability

ASU is a leading knowledge enterprise in the U.S.

Enhance research competitiveness to more than $1.5 billion in annual research expenditures

National Science Foundation Higher Education Research and Development Rankings (FY23)

Total Research Expenditures: 37 of 914 ahead of

UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN · PURDUE UNIVERSITY · University of Colorado Boulder · THE UNIVERSITY OF CHICAGO · PRINCETON UNIVERSITY

Total Research Expenditures Among Institutions Without a Medical School: 5 of 742 ahead of

PURDUE UNIVERSITY · PRINCETON UNIVERSITY · Carnegie Mellon University · Caltech · University of Colorado Boulder

NSF Funded Expenditures: 15 of 621 ahead of

THE UNIVERSITY OF CHICAGO · UCLA · HARVARD UNIVERSITY · Penn University of Pennsylvania · Georgia Tech · THE UNIVERSITY OF ARIZONA

ASU

ASU is winning and leading a critical national objective
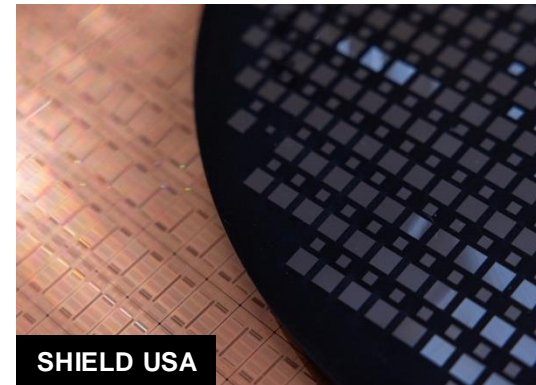
Total anticipated awards

ITSI

U.S. Department of State Bureau of Economic and Business Affairs

$13.8M

ASU is bolstering the assembly, testing and packaging capabilities in International Technology Security and Innovation (ITSI) partner countries in the Americas and Indo-Pacific

SHIELD USA

U.S. Department of Commerce

$100M

From the first part in the CHIPS National Advanced Packaging Manufacturing Program (NAPMP).

ASU is driving innovation in the domestic microchip packaging ecosystem and expanding capacity for domestic advanced packaging.

Southwest Prototyping Hub

U.S. Department of Defense

$177M

The SWAP Hub's five projects and 170+ regional and national partners work together to accelerate the lab-to-fab transition between research, development and production, and collaborate to build the microelectronics workforce.

NSTC / NAPMP Packaging Facility

U.S. Department of Commerce

The U.S. Commerce Department and Natcast chose Arizona as the site of the co-located National Semiconductor Technology Center (NSTC) Prototyping and NAPMP Advanced Packaging Piloting Facility, one of three CHIPS for America R&D flagship facilities that represent the greatest national lab investments since the Manhattan Project.

ASU successfully competes for major awards

Total anticipated awards

DOD Irregular Warfare Center

$24M

Arizona State University has been chosen to partner with the U.S. Department of Defense on research examining global trends in irregular warfare, with a focus on analyzing tactics, forecasting shifts and evaluating effectiveness.

Europa Clipper

$23M

Arizona State University students and faculty built an infrared camera, E-THEMIS, for NASA's Europa Clipper mission. The camera will help investigate Jupiter's moon, Europa, for potential conditions for life.

Diversifying semiconductor supply chains

$14M

This multiregional initiative, led by the State Department and ASU's Schools of Engineering and Business supply chain faculty, aims to foster investment, build workforce skills and boost economic growth.

Direct Air Capture Hub

$11M

The Southwest Regional DAC Hub develops direct technology to remove carbon dioxide from the atmosphere, where it can be either stored long-term or used in industrial processes.

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 (FY23)
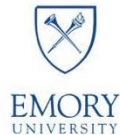
Transdisciplinary (other sciences): 6 of 269 ahead of

Social Sciences: 4 of 516 ahead of

Humanities: 15 of 432 ahead of
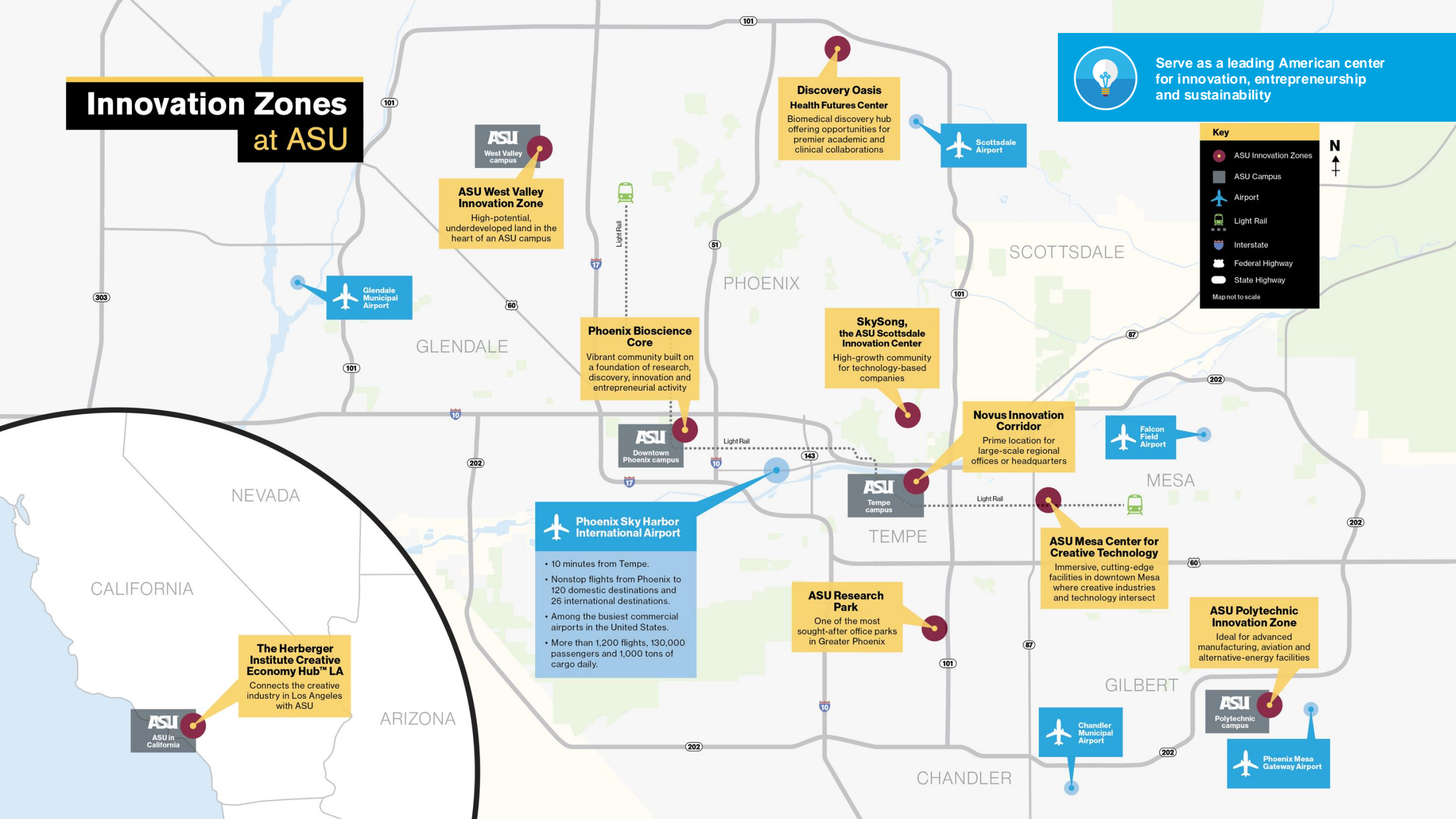
Innovation Zones
at ASU

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

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

Map not to scale

N

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

Scottsdale Airport

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

ASU West Valley campus

Glendale Municipal Airport

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

ASU Downtown Phoenix campus

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

Falcon Field Airport

ASU Tempe campus

ASU Mesa Center for Creative Technology
Immersive, cutting-edge facilities in downtown Mesa where creative industries and technology intersect

Phoenix Sky Harbor International Airport
- 10 minutes from Tempe.
- Nonstop flights from Phoenix to 120 domestic destinations and 26 international destinations.
- Among the busiest commercial airports in the United States.
- More than 1,200 flights, 130,000 passengers and 1,000 tons of cargo daily.

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

ASU Polytechnic campus

Phoenix Mesa Gateway Airport

Chandler Municipal Airport

The Herberger Institute Creative Economy Hub™ LA
Connects the creative industry in Los Angeles with ASU

ASU in California

NEVADA

CALIFORNIA

ARIZONA

GLENDALE

PHOENIX

SCOTTSDALE

TEMPE

MESA

GILBERT

CHANDLER

Light Rail

Skysong Innovations impact spans sectors

247   **New companies** launched by ASU entrepreneurs working with Skysong Innovations since 2003

$1.4B+   **Outside investments** attracted by new companies since 2003

No. 6   **In tech transfer** for universities without a medical school, 21st overall, ahead of Northwestern University, Harvard University and Duke University
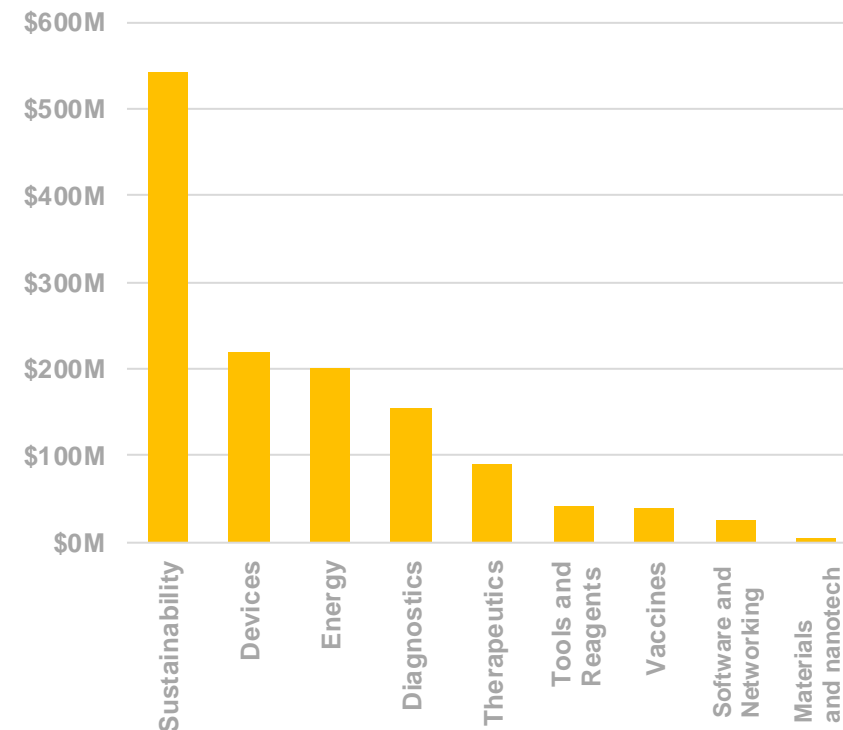
No. 9   **In U.S. utility patents** issued to universities worldwide in 2023, ahead of Johns Hopkins University, University of Michigan, University of Florida, University of Wisconsin and Duke University

No. 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 (FY03 to FY24)

Bar chart. Y-axis: $0M to $600M in $100M increments. Sectors (left to right): Sustainability (~$545M), Devices (~$220M), Energy (~$200M), Diagnostics (~$155M), Therapeutics (~$90M), Tools and Reagents (~$40M), Vaccines (~$38M), Software and Networking (~$28M), Materials and nanotech (~$8M).

ASU

EdPlus develops transformative education and learning technologies

ABOR TOPIC OF INTEREST

Create the leading global center for education and learning technology

376 Fully online programs offered through ASU Online

No. 2 **Best online bachelor's business programs**
Ahead of Syracuse University, University of Arizona and Indiana University

No. 3 **Best online bachelor's programs for veterans**
Ahead of George Washington University, University of Massachusetts and Syracuse University

No. 4 **Best online bachelor's programs**
Ahead of University of Arizona, George Washington University and University of Georgia

Top 10 **Best online graduate programs**
In W. P. Carey School of Business, Ira A. Fulton Schools of Engineering and Mary Lou Fulton College for Teaching and Learning Innovation

Starbucks College Achievement Plan (SCAP)

- 15,000+ SCAP graduates since 2014
- 25,000+ current SCAP students
- 4,000+ learners admitted through Pathway to Admission to date

ASU

NeoSTEM is being advanced through Dreamscape Learn

Student outcomes in Dreamscape Learn biology labs:

- Increased engagement and higher lab assignment grades

- High student satisfaction and immersive engagement

- Improved grades in subsequent courses and better retention in STEM majors

- Equitable performance across diverse student demographics

New chemistry module launches this semester.

Art history and astronomy are the next modules.

ASU is pioneering the use of AI within higher education

Six focus areas for advancing AI

- Position ASU as a global leader for advancing AI innovations

- Enhance student and learner outcomes

- Create space for active innovation

- Advance new pathways for research and discovery

- Redefine the future of work

- Design a robust digital ecosystem for Principled Innovation

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

ASU Prep prepares K–12 learners for the next stage of life

ABOR
TOPIC OF
INTEREST

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

ABOR metric

17,000+ Learners served via 350+ national and international partnerships in FY24

No. 1 **Online public high school** in Arizona by Niche

No. 1 **In math proficiency** Highest percentage of students passing math

No. 1 **College and career readiness** Most points earned on state's college and career readiness index

No. 1 **College enrollment** 61% one-year college enrollment rate, ahead of Connections, Arizona Virtual Academy and Primavera

ASU

ASU reshapes K–12 education through various programs

Learners

Access ASU

45,210+

High school experiences through federal TRIO and GEAR UP pre-college grant programs in FY24

Ask a Biologist

7,000,000

Young learners under 25 years old have explored science through this program in FY24

ASU Prep Academy

7,280

Learners in the academy's network of Arizona-based schools and through ASU Prep Digital in FY24

Educators

ASU Prep professional development

21,000+

Arizona teachers trained across 1,560 schools in 472 districts since 2020

Professional Educator Learning Hub

100+

Learning experiences in FY24 through 52 facilitated courses and 85 self-paced courses

Mary Lou Fulton College for Teaching and Learning Innovation

7,500+

Users on the Community Educator Learning Hub that offers nearly 200 nanocourses in FY24

ASU selected to lead major Arizona sustainability initiatives

Electrified Processes for Industry without Carbon (EPIXC)

$70 million

ASU leads the multi-institution effort EPIXC to establish a new Clean Energy Manufacturing Innovation Institute devoted to the challenge of fighting greenhouse gas emissions from industrial process heating. There was $14 million awarded for the first phase, with **$70 million** anticipated over five years.

Southwest Sustainability Innovation Engine (SWSIE)

$160 million

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.**

ASU leads programs that promote civic engagement at local and national levels

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

Center for Free Speech

Center for an Independent and Sustainable Democracy

ASU Institute of Politics

Civic Discourse Project

Learning Enterprise has already served 1 million learners at every life stage

ABOR TOPIC OF INTEREST

Meet the needs of 21st-century Universal Learners

ASU is advancing **2,000+** partnerships, collaborating in education, industry and community sectors across **140** countries.

K–12

28,000+

K–12 learners served around the world in FY24 including ASU Prep

Universal Pathways

25,000+

learners started on Universal Pathways in FY24

Career and professional

198,000+

learners enrolled in CareerCatalyst courses in FY24

Global learning

150,000+

learners enrolled outside the U.S. in FY24

ASU

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.

The School of Medicine and Advanced Medical Engineering is redesigning the medical school model

Technology

Traditional model
Traditional tools are used for learning, with minimal integration of advanced technology.

SOMME model

The school will embed AI, VR, and simulation technologies to enhance learning, allow students to practice complex skills and provide for virtual patient interactions.

Through deep AI-integration, the School of Medicine and Advanced Medical Engineering (SOMME) will create new health knowledge and tools, reimagine the way that knowledge is presented and interpreted and educate the first generation of AI-fluent providers to improve health outcomes for all.

Clinical Training

Traditional model
Students follow a fixed set of clinical rotations, mainly in hospitals, with limited flexibility.

SOMME model

SOMME clerkships will be paired with innovation themes to prepare students for clinical practice and technology development and healthcare innovation, supporting clinical careers that intersect with technology and engineering.

Industry Exposure

Traditional model
Internships and externships are largely in clinical settings, with minimal exposure to industry partners or innovation-focused experiences.

SOMME model

Students can pursue placements with industry partners, working on projects in digital health, AI, medical technology, in addition to traditional clinical experiences.

ASU

The School of Medicine and Advanced Medical Engineering is advancing toward accreditation

October 2023
Beginning of accreditation process with Liaison Committee on Medical Education (LCME, the accreditor)

August 2024
Submittal of major documentation to LCME to advance accreditation

October 2024
Execution of 12-year agreement with HonorHealth, SOMME's primary clinical affiliate

October 2024
Achievement of candidate status with LCME

June 2025
LCME site visit

Fall 2025
Preliminary accreditation (expected)

Summer 2025-26
Recruitment of charter class

Summer And Fall 2026
Preliminary Start of program for charter class (expected)
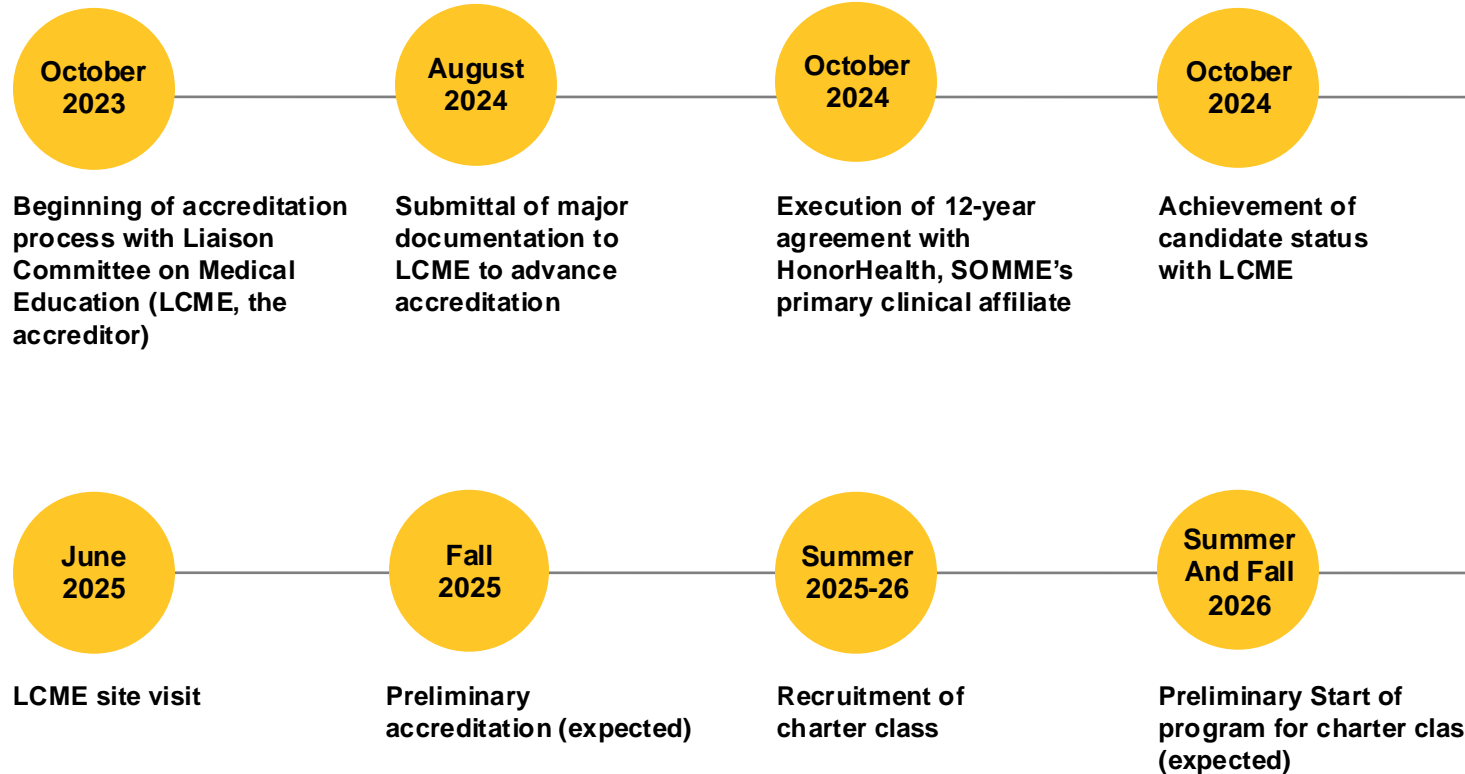
Sarah "Holly" Lisanby

Dean

School of Medicine and Advanced Medical Engineering (May 1)

Founding director, NIMH noninvasive neuromodulation unit, NIH

Former chair, department of psychiatry and behavioral sciences, Duke University School of Medicine

MD, Duke University School of Medicine

The School of Technology for Public Health exposes students to technologies in the real world

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

Engineering + Technology

Traditional model
Schools are centered around core competencies of public health, with aspects of data science and technology sometimes tacked on.

STPH model

The School of Technology for Public Health (STPH) will be the first-of-its kind to train students to be bilingual in public health and technology.

STPH is producing work-ready public health innovators by training students to work alongside communities and cross-sector partners to co-create technologies with potential to improve health at scale.

Public Health Training

Traditional model
Students take multiple different courses on traditional public health topics and may elect to take a course, workshop, or bootcamp on data science or technology.

STPH model

STPH will be first of its kind in the country to specifically prepare students for jobs in the emerging field of public health technology and embed technology into the DNA of an MPH program. STPH departs from traditional public health schools by reimagining what the role of public health should be in the 21st century and teaches students how to modernize and innovate public health practices to create more integrative, responsive and resilient systems.
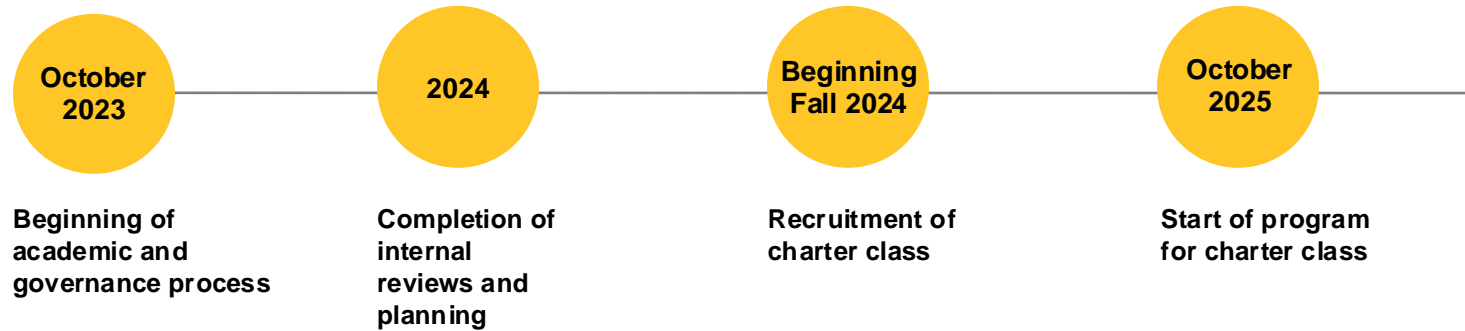
Service

Traditional model
Students complete an applied practice experience, which usually train students to engage with public health in antiquated ways.

STPH model

The new Public Health Technology (PHT) Corps pairs students with cross-sector partners, like public health departments, community health centers and data companies, to advance novel projects that leverage technology to improve public health systems, processes and outcomes. This approach allows students to apply what they are learning in place-based ways and to be of immediate service to their surrounding communities.

ASU

The School of Technology for Public Health is recruiting its charter class

October 2023

2024

Beginning Fall 2024

October 2025

Beginning of academic and governance process

Completion of internal reviews and planning

Recruitment of charter class

Start of program for charter class

Jyotishman Pathak

Dean

School of Technology for Public Health (July 1)

Chief, division of health informatics, and vice chair, entrepreneurship, department of population health sciences, Weill Cornell Medicine

PhD, Iowa State University

The Edson College of Nursing and Health Innovation is growing in size and excellence

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

7,000+ Current undergraduate and graduate enrollment

26 Number of current degree programs

Ranked among the **Best Master of Science in Nursing** programs by U.S. News & World Report for 2024

Ranked No. 26 as a **Best Doctor of Nursing Practice** program by U.S. News & World Report for 2024

Judith Karshmer

Dean

Edson College of Nursing and Health Innovation

PhD, Psychology (Social Psychology), New Mexico State University

ASU

The Health Observatory at ASU is transforming disparate data into a unified health knowledge asset

$257M   **Total awards since 2020**

27   **Current projects in five strategic areas:**

- Clinical
- Genomics
- Public health
- Environment
- Social health

9   **Current partners including:**

David Engelthaler

**Executive director,
Health Observatory at ASU**

Professor of practice, School
of Complex Adaptive Systems

PhD, Northern Arizona University

ARIZONA DEPARTMENT
OF HEALTH SERVICES

tgen

Inter Tribal Council of Arizona, Inc.
21 TRIBAL NATIONS

ASU

Advance the world's first Global Futures Laboratory

Advance the world's first Global Futures Laboratory

- Expand the role of the Global Futures Laboratory as a global leader in delivering solutions to planetary-scale challenges.

- Build capacity to address urgent planetary challenges with speed, scale, and immediate impact.

- Design immersive learning spaces rooted in systems-thinking to empower learners to tackle complex, global challenges.

- Partner with private-sector leaders to create workforces that align with the demands and opportunities of a sustainable global economy.

- Develop regional GFL hubs to amplify global reach and local impact, ensuring solutions are globally informed and locally actionable.

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

ARIZONA STATE UNIVERSITY

College of Global Futures
- School of Complex Adaptive Systems
- School for the Future of Innovation in Society
- School of Conservation Futures*
- School of Ocean Futures
- School of Sustainability

Global Networks and Partnerships

Julie Ann Wrigley Global Futures Laboratory

Global Engagement Programs

Global Institute of Sustainability and Innovation

Rob and Melani Walton Sustainability Solutions Service

The world's first entity dedicated to holistically reshaping our relationship with our world.

Vision

A future in which life thrives on a healthy planet

Mission

To design options to sustain global habitability and improve well-being for all humankind

* Under development

ASU is creating the capacity to prepare the thinkers and solutions we need

College of Global Futures

Comprised of five schools, including the new School for Conservation Futures, the **College of Global Futures** empowers learners to address the world's most complex challenges related to sustainability, ethical innovation, complexity and our oceans.

CGCDS

The Center for Global Discovery and Conservation Science leads spatially explicit scientific and technological research focused on mitigating and adapting to global environmental change.

Bermuda Institute for Ocean Sciences

BIOS houses classrooms, laboratories, dormitories and vessels that allow scientists and scholars to study the Sargasso Sea, one of the world's most diverse open-ocean ecosystems.

Arizona Water Innovation Initiative

ASU works with industrial, municipal, agricultural, tribal and international partners to rapidly accelerate and deploy new approaches and technology for water conservation, augmentation, desalination, efficiency, infrastructure and reuse in Arizona.

ASU is accelerating new, collaborative approaches to water conservation

Global Futures Water Institute researchers are collaborating directly with academia, industry, government, nonprofit organizations, and the community to develop a robust research and innovation ecosystem to ensure a secure water future for all.

Complex water challenges of varied scales are being tackled through the Global Water Collaboratory, America's Water Consortium, and the Colorado River Basin partnership.

ASU leads a tri-state effort to elevate regional economic development

Southwest Sustainability Innovation Engine (SWSIE) is evolving the Southwest region as a national innovation hub, demonstrating leadership in positive climate impacts, high-wage jobs, economic growth, and technology-based startups and venture capital investments.

It takes a cohesive, systems-level approach to equitably advance renewable energy, water security, net carbon emissions, and direct carbon capture.

ASU's footprint

ASU

ASU's capital projects further the ASU Charter

- ASU's capital projects create sustainable facilities and infrastructure to support the achievement of the ASU charter, mission and goals.

- Capital projects foster a safe environment for student engagement, academic success, research programs and events and activities that enhance learning and personal development.

- Since 2002, ASU has facilitated the development of 9.7 million gross square feet of new construction, acquisitions, long-term leases and significant renovations at a normal cost of $4.9 billion.

Completed in 2024

ASU

Casa del Valle

- Four-story undergraduate student housing (134,264 square feet)
- Total of 507 beds
- Academic and core-support spaces for students at ASU West Valley campus
- LEED Silver certified

ASU

University Gateway Building

- **Five-story academic and office building (128,000 square feet)**

- **Home to Herberger Institute for Design and the Arts (music, music therapy, art, animation and photography)**

- **State-of-the-art dark rooms, creative makerspaces, an e-sports lounge, large computer labs and 3D-printing technology**

- **Mixed-use retail on the first floor**

- **LEED Gold certified**

Wilson Hall Academic Building

- A new five-story classroom, collaboration, instructional and office space (178,000 square feet)

- Replacement of old Wilson Hall, which was constructed as a residence hall in 1956

- Essential state-of-the-art classrooms including a dedicated suite for Student Accessibility and Inclusive Learning Services, and a social-science impact with research and observation rooms

- LEED Silver certified

ASU

Novus Innovation Corridor:
Rio Yards 1

- Three-story, 150,000 square feet of office space
- Ability to grow by joining buildings with bridges for a connected campus
- State-of-the art amenities and access to urban environments

ASU

Projects under construction

ASU West Valley campus
Academic and office building

- Three-story academic and office building (55,045 square feet)

- New computer labs, drawing labs, faculty offices, student gallery space and future growth spaces

- Home to programs for Barrett, The Honors College, College of Health Solutions, Ira A. Fulton Schools of Engineering and the Mary Lou Fulton College for Teaching and Learning Innovation, among others

- LEED Silver certified

ASU

Interdisciplinary Science and Technology Building 12

- New multilevel research and education building (173,194 square feet)

- Centralized location for Ira A. Fulton Schools of Engineering's new School of Manufacturing Systems and Networks at ASU's Polytechnic campus

- Total of 128,828 programmable square feet for offices, meetings, instruction, research and collaboration

- Specific spaces and labs specializing in additive manufacturing, robotics for smart manufacturing and industry automation, cyber manufacturing and operations research, semiconductor manufacturing, and manufacturing systems for the energy sector

- LEED Silver certified

ASU

MacroTechnology Works
Area 2 Renovation

- Approximately 10,000 square feet of semiconductor processing cleanroom space inside the building and upgraded infrastructure within the existing facility

- Highly specialized equipment, including a new process cooling water unit, hydrogen and oxygen tanks, evaporators, data outputs, acid scrubber, ductwork, piping and conduit

Novus Innovation Corridor

- A mixed-use urban ecosystem comprising 10 million square feet embedded in the ASU Tempe campus

- Office and retail space (4.5 million square feet)

- Total of 4,100 residences and 1,000 hotel rooms

- Design for sustainability and smart-city technology

ASU

Scheduled to start in 2025

Physical Sciences Center H complex modernization

- Renovation of Bateman Physical Sciences Center H to include building infrastructure systems, 17 wet labs, 15 dry labs and 24 offices

- Increased reliability of utility services and expanded research capabilities in existing buildings that cannot currently support existing and future research initiatives

East Athletic Village tennis and track and field facilities

- Site improvements, adaptive reuse and new construction for tennis and track and field facilities to accommodate the relocation of existing tennis courts, competition fields, grandstands and athletic facilities to the East Athletic Village within Novus Innovation Corridor

ASU

ASU Polytechnic campus Student Union expansion

- Renovation of the existing 32,649 gross square foot Student Union and an approximately 68,000 gross square feet expansion to the east of the existing building on the Polytechnic campus

- Expansion of food service and dining facilities, as well as additional office, lounge, meeting and storage space for student organizations and clubs

- Updated campus store and exterior event and seating space, as well as new classroom and office space for departments providing student support

ASU

Scheduled to start in 2026

McCain National Library and Museum

- **80,000-square-foot national library to honor the life and legacy of the late John McCain, including archives for Senator McCain's papers and materials from his decades of high-profile work in Arizona, Washington and around the globe while in office**

- **Planned for a 22.5-acre section near Papago Park in Tempe**

- **Approximately 400,000 visitors expected each year**

ASU

School of Medicine and Advanced Medical Engineering

- School expected to open in fall 2026
- Clinical alliance with Scottsdale-based HonorHealth

What's the result?

ASU

ASU excellence earns recognition

No. 1 in U.S. for innovation

Ahead of MIT and Stanford

— U.S. News & World Report, 2016-2025

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, 2024

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, 2024

No. 1 in air and climate

Ahead of Stanford and Cornell

— Association for the Advancement of Sustainability in Higher Education, 2024

No. 3 among U.S. public universities for first-year experiences

Ahead of University of Michigan, Purdue and Ohio State

— U.S. News & World Report, 2025

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

No. 7 in the world for under-graduate teaching

Ahead of Yale, Stanford and Harvard

— U.S. News & World Report, 2025

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1 of only 11 institutions worldwide to receive a Gold designation for Online Learning out of 120 global universities

— Times Higher Education Online Learning Rankings, 2024

Recipient of the Carnegie Foundation Community Engagement Classification through 2025

— Carnegie Foundation, 2025

Top public university of choice for international students

Ahead of UCLA, Purdue University and University of Texas

— Institute of International Education, 2024

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

— The Fiske Guide to Colleges, 2024

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, 2025

Thunderbird at ASU ranked No. 1 at international trade.

Ahead of Michigan, Harvard and Penn.

— QS World University Rankings, 2025

Top 20 most international universities in the world among U.S. public universities

Ahead of University of Michigan, Illinois and Penn State

— U.S. News & World Report, 2024

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1 of 16 colleges highlighted in The Princeton Review's 2025 Mental Health Services Honor Roll

— The Princeton Review, 2025

Top 1% of nearly 21,000 universities worldwide for education, employability, faculty and research

— Center for World University Rankings' Global 2000 list, 2024

#1 in the U.S. for innovation

ASU ahead of MIT and Stanford
— U.S. News & World Report, 10 years, 2016–25

BEST COLLEGES
U.S.News & WORLD REPORT
MOST INNOVATIVE
2025

No. 1 in U.S. and top 10 in the world for global impact

Times Higher Education, 2024

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

What's next?

ASU

Discussion

Break

Review of topics

ASU

Differentiated mission

- New American University

- Public enterprise

- Rapid design and adaptation

- Application of technology

- Global Futures Laboratory

Top opportunities

- National center for digital technology

- Augmented intelligence

- Transformation of health outcomes

- "Neo" learning

- Projection of ASU assets to more learners

ASU

Risks identified

- No state commitment to Arizona residents

- Retention and success in non-traditional pathways

- Market and regulatory pressure on online education

- Sustainability of ASU's growth model
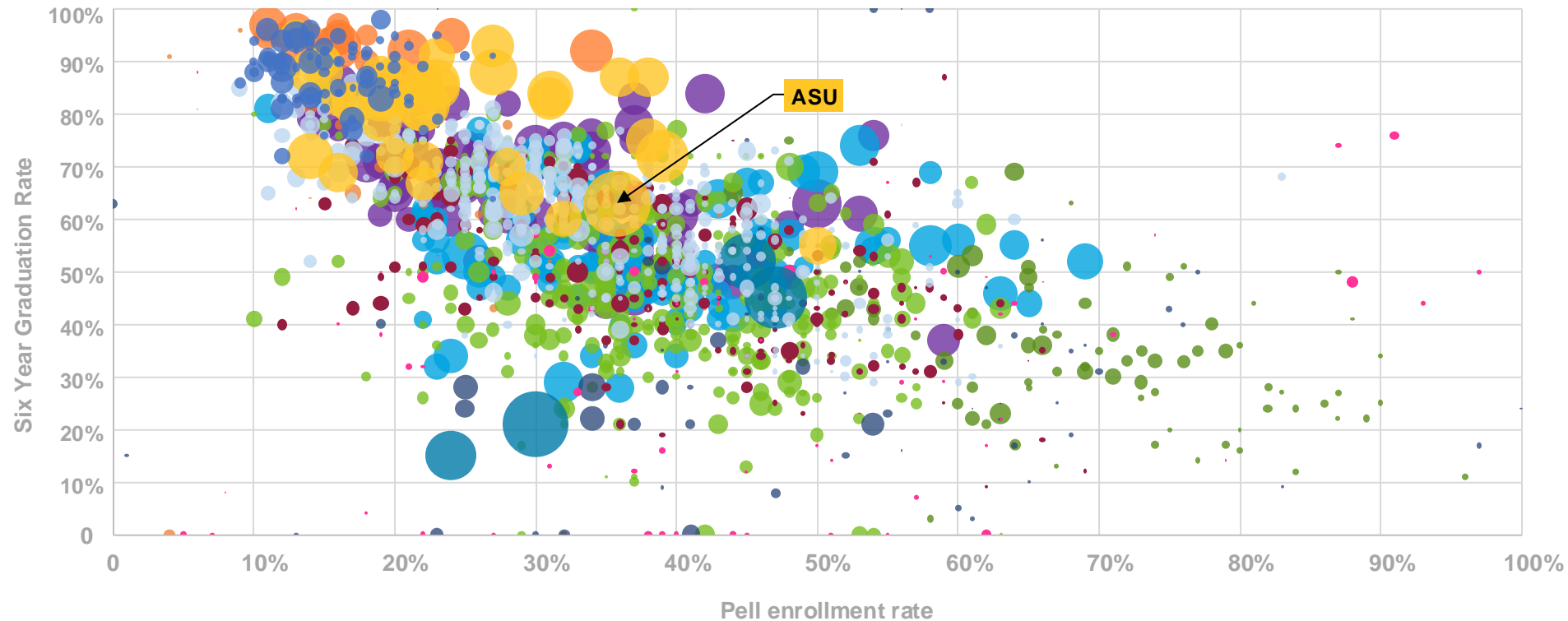
- Organizational complexity and continuity

ASU

Discussion

president@asu.edu

Appendix

The new classification identifies 13 distinct organizational designs in US higher education

US colleges and universities by Pell enrollment, six-year graduation rate and total undergrad enrollment

National-scale research universities

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

Universities sharing similar student access, academic environment and knowledge production profiles

- Arizona State University
- University of Arizona
- University of California-Berkeley
- University of California-Davis
- University of California-San Diego
- University of Colorado Boulder
- University of Central Florida
- Florida State University
- University of Florida
- University of South Florida-Main Campus
- Georgia Institute of Technology-Main Campus
- Georgia State University

- University of Georgia
- University of Illinois at Urbana-Champaign
- Indiana University-Bloomington
- University of Iowa
- University of Kansas
- University of Maryland-College Park
- Boston University
- Michigan State University
- University of Minnesota-Twin Cities
- Rutgers University-New Brunswick
- Syracuse University
- University of North Carolina at Chapel Hill

- Purdue University-Main Campus
- University of Cincinnati-Main Campus
- Ohio State University-Main Campus
- Pennsylvania State University
- University of Pittsburgh-Pittsburgh Campus
- Texas A & M University-College Station
- The University of Texas at Austin
- University of Utah
- University of Virginia-Main Campus
- Washington State University
- University of Wisconsin-Madison

ASU 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 nonprofit corporation	For-profit or nonprofit 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
Examples	Omni Hotels & Resorts University of Phoenix	Marriott International, Inc. Stanford University	PBS, Amtrak None currently	SRP, FDIC Arizona State University	U.S. Department of Defense Texas A&M University

ASU leverages data analytics to boost student persistence

ASU's efforts go beyond first-year retention to help all students persist in college.

Launched in fall 2024, Project SUN UP is a data-informed initiative to support highly distributed student success efforts across ASU.

ASU uses **advanced machine learning models to predict each student's persistence** and set persistence targets for all undergraduate segments across its colleges and schools.

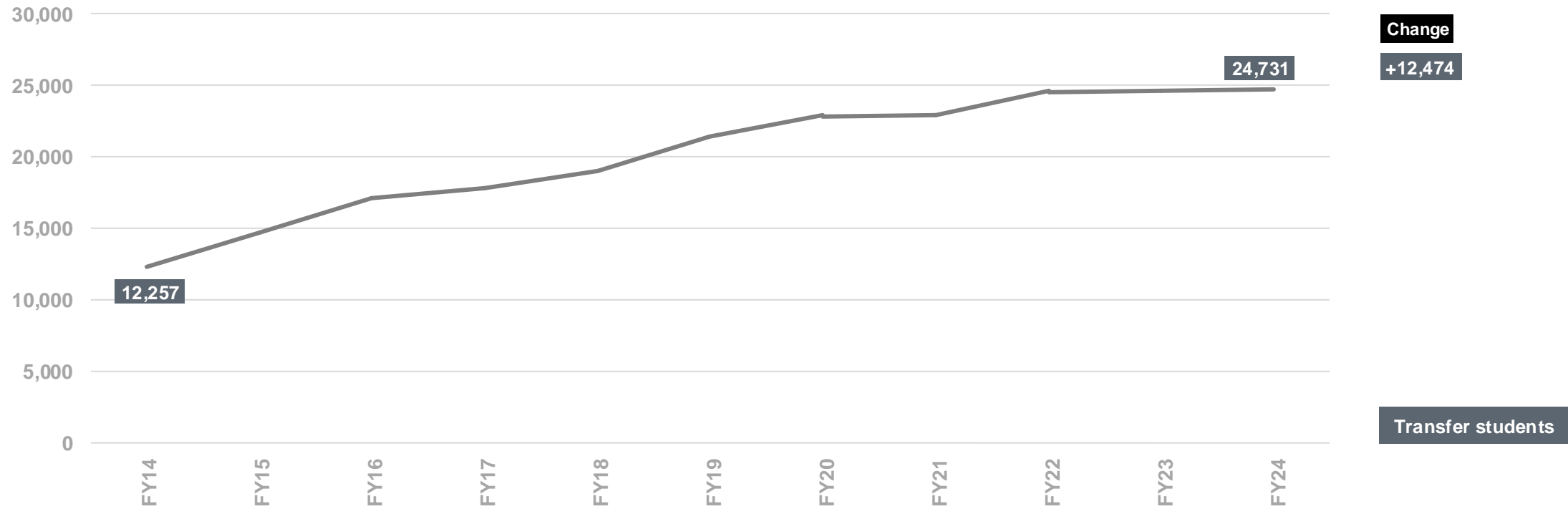**Specific campus and digital immersion targets are established for:**

- Full-time, first-year students

- Part-time, first-year students

- Transfer students

ASU

Transfer students are an important part of today's student body

Engage learners of all socioeconomic, geographic and demographic backgrounds

New transfer enrollment (FY14 to FY24)

Change

+12,474

24,731

12,257

Transfer students

30,000

25,000

20,000

15,000

10,000

5,000

0

FY14 · FY15 · FY16 · FY17 · FY18 · FY19 · FY20 · FY21 · FY22 · FY23 · FY24

Transfer students are all students who entered ASU with 12+ transfer credits.

ASU

ASU labs are at the forefront of education innovation

Endless Games and Learning Lab

Learning Engineering Institute

Announced in April 2024, the Endless Lab merges cutting-edge technology and engaging game environments to provide globally accessible, customized and scalable learning experiences.

Funded by a $5 million gift from Endless Network, the Endless Lab advances "Realm 5 learning" at ASU.

ASU's Learning Engineering Institute (LEI) transforms learning environments to enhance equitable engagement, improve outcomes and support success for diverse learners.

LEI leverages data-driven, technology-enhanced educational innovations through large-scale data collection with a focus on privacy, predictive analysis and iterative improvement to drive impactful outcomes.

ASU brings positive impact to Arizona's teachers and students

ASU Helio Decision Center for Educational Excellence

The Decision Theater, a collaboration between Arizona State University and Helios Education Foundation, focuses on developing a collection of tools and visualizations that provide insights to support decision-making and model the impact of new policies, improving outcomes for Arizona's public schools, teachers and students.


Personalized Admissions Project

The project was created to help ASU get more qualified high schoolers, particularly those from historically marginalized communities, into higher education. We tell qualified students they are admitted before they even apply. Almost 11,000 high school seniors received letters in 2023–24.

Students merge technology and storytelling to understand distant environments
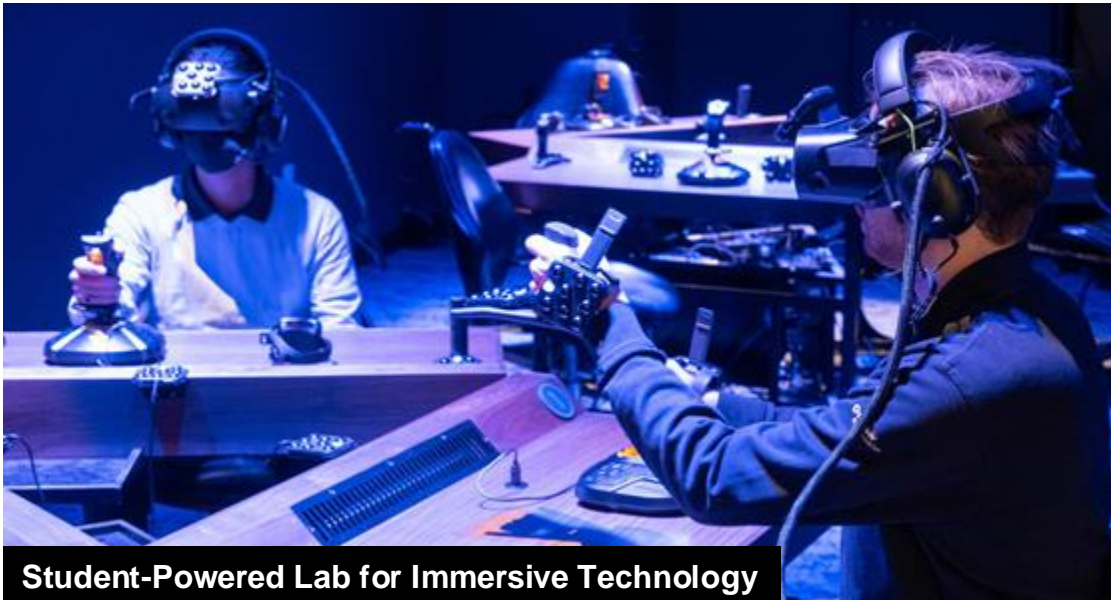
Student-Powered Lab for Immersive Technology

Exploring Global Futures course

Course components are designed by student workers in the SPLIT Studio in EdPlus. Using Dreamscape Learn technology, they create six immersive-experience course modules that will help students see how past decisions created current conditions, and to envision various future scenarios.

ASU's new CGF 494 course, open to any full-immersion students, fulfills the university's sustainability requirement. Students access several immersive experiences, including visiting the Arctic to measure the thickness of the ice and replenishing a dying coral reef in the ocean off of Hawaii.

ASU