Mission and Vision
Vision and Charter

To establish ASU as the model for the New American University, measured not by who we exclude, but rather by who we include and how they succeed; pursuing research and discovery that benefits the public good; assuming major responsibility for the economic, social and cultural vitality and health and well-being of the community.
Demonstrate American leadership in academic excellence and accessibility

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

Improve freshmen persistence to 90%

Enhance university graduation rate to 75%-80% and 25,000 graduates

Enhance quality while reducing the cost of a degree

Enroll 100,000 online and distance education degree seeking students

Enhance linkages with community colleges so as to expand baccalaureate degree production to national leadership levels

Enhance measured student development and individual student learning to national leadership levels
Establish national standing in academic quality and impact of colleges and schools in every field

Attain national standing in academic quality for each college & school (top 5-10% for each college)

Attain national standing in the learning value added to our graduates in each college & school

Become the leading university academically (faculty, discovery, research, creativity) in at least one department or school within each college/school
Establish ASU as a global center for interdisciplinary research, discovery and development by 2020

Become a leading global center for interdisciplinary scholarship discovery and development

Become a leading American center for discovery and scholarship in the social sciences, arts and humanities

Enhance research competitiveness to more than $700 million in annual research expenditures

Augment regional economic competitiveness through research and discovery and value-added programs
Enhance our local impact and social embeddedness

Enhance linkage to local and regional social and community development groups

Establish/develop/enhance linkages and partnerships with local, regional and national NGO’s, governments and public agencies, and private sector firms with a focus on community development

Undertake applied sustainability research that impacts the social, environmental and economic evolution of the southwest

Provide an objective and ongoing facilitation role for the region’s progress
Establish ASU as a global center for interdisciplinary research, discovery and development by 2020

Demonstrate American leadership in academic excellence and accessibility

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

Enhance our local impact and social embeddedness
Review of the Strategic Enterprise Plan
The ASU Strategic Enterprise Plan

Presented initially on January 10, 2010

Presented with updates on February 17, 2011, February 17, 2012, and February 8, 2013

ASU is operating under the elements of the plan that have been presented and approved
Productivity metrics were created in the Vision 2020 plan

- Enrollment and degrees
- Research expenditures and intellectual property items

Reaching the goals requires increasing revenue streams to allow needed investments

- ASU’s Enterprise Plan has outlined the means for building revenue while maintaining modest tuition rate growth for resident undergraduates

Reaching the goals requires improving cost effectiveness through productivity gains and constant innovation

- ASU’s has demonstrated its ability to accomplish this
ASU Share of Degree and Enrollment Metrics

Share of Bachelor Degrees

<table>
<thead>
<tr>
<th></th>
<th>2020 metric share</th>
<th>FY13 share</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASU</td>
<td></td>
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<tr>
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Share of Master's Degrees

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<td>NAU</td>
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Share of Undergraduate Enrollment

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Share of Total Enrollment

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<tr>
<td>NAU</td>
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</tr>
</tbody>
</table>
ASU Share of Research Metrics

Share of Research Expenditures

ASU | UA | NAU
---|---|---
2020 metric share | FY13 share

Share of Invention Disclosures

ASU | UA | NAU
---|---|---
2020 metric share | FY13 share

Share of Patents Issued

ASU | UA | NAU
---|---|---
2020 metric share | FY13 share
The ASU Enterprise Revenue Model

- Modest and predictable average resident tuition rates of 0% to 3% annually—this has been achieved with an average average increase of 1% over FY13, FY14, and FY15
- Market tuition rates for non-residents and online students
- Performance funding
- Increases in non-resident and international student enrollment
- Rapid growth in ASU Online as a source of revenue and degree production
Resident UG Tuition Rate Increases
Actual FY04 to FY14
Proposed FY15
Planning Range FY16 to FY21
Revenue Sources: Gross Tuition and Fees

FY08: $.5B
FY12: $.80B
FY14: $1.0B
FY16: $1.2B
FY18: $1.4B
FY20: $1.5B

- ASUOnline (gross)
- Fees and summer session
- Graduate tuition
- Non-Resident UG tuition
- Resident UG tuition
E&G Revenue Sources

FY08: $1.1B  FY12: $1.2B  FY14: $1.4B  FY16: $1.6B  FY18: $1.8B  FY20: $2.1B
ASU Enterprise Cost Effectiveness Model

ASU will make the investments needed to achieve its metric goals in a way that allows it to continue to be a leader among highly productive public research universities in cost efficiency in degree production.

Continue to be an innovative and productive organization that requires fewer personnel per student than its peers.

Be a leader in using technology to innovate in improving outcomes and contributing to cost effectiveness.

Be a leader in innovations in organizational structure.

Continue to use its facilities intensively to reduce the need for new capital expenditures.
ASU Strategic Enterprise Planning: Revenue per Degree Produced

ASU will maintain a revenue per degree produced that is substantially below the national average for highly productive public research universities.

IPEDS FY12 results: ASU’s $55,600 in state funds and tuition/fees per degree awarded is:

- 28% below the median of the ASU peers
- 24% below the median of all public VH research universities ($73,200)
- 21% below public VH research universities without medical schools ( $70,500)

If costs were at the national median, ASU would be spending about $250 to $300 million more annually
Net Tuition, Fees, and State Appropriations per Degree
All Public Very High Research Universities
IPEDS FY2012

ASU = $55,604
Net Tuition, Fees, and State Appropriations per Degree
ASU Peers
IPEDS FY2012

ASU = $55,604 per degree
Net Tuition, Fees and State Appropriation per Degree
Very High Research Publics without Medical Schools
IPEDS FY2012

[Bar chart showing the net tuition, fees, and state appropriation per degree for very high research publics without medical schools for the fiscal year 2012.]

- Rutgers
- Purdue
- Georgia Tech
- UC Riverside
- UC Berkeley
- Nebraska
- NC State
- Maryland
- IU Bloomington
- UMass
- UI Urbana
- LSU
- ISU
- Georgia
- Arkansas
- Mont State
- NDSU
- Texas A&M
- Miss State
- VPI
- UC Santa Cruz
- UCSC
- Oregon
- UA Huntsman
- Oregon State
- Colorado
- Oklahoma
- Houston
- SUNY Albany
- WSU
- ASU
- Texas
- GSU
- CSU
Net Tuition, Fees, and State Appropriations per Degree
Very High Research Publics Over $700M
IPEDS FY2012
Net Tuition, Fees and State Appropriation per Degree
ASU vs. ASU Peer Median
IPEDS FY09 to FY12

FY09: $57,778
FY10: $57,829
FY11: $59,698
FY12: $55,604

ASU
ASU Peer Median
Gross Tuition, Fees and State Appropriation per Degree
FY08 to FY20
ASU Strategic Enterprise Planning: Staffing Efficiency

ASU will continue to be an innovative and productive organization that requires fewer personnel per student than its peers.
FY12 Total Employees per 100 FTE Students

Ohio State University-Main Campus
University of California-Los Angeles
University of Washington-Seattle Campus
University of Wisconsin-Madison
University of Connecticut
University of Minnesota-Twin Cities
University of Iowa
Peer Median
The University of Texas at Austin
Pennsylvania State University-Main Campus
University of Maryland-College Park
University of Illinois at Urbana-Champaign
Michigan State University
Rutgers University-New Brunswick
Indiana University-Bloomington
Florida State University
Arizona State University
# Full Time Non-Faculty Employees Per 100 FTE Students (Includes Medical School Employees)

<table>
<thead>
<tr>
<th>University</th>
<th>FY06</th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arizona State University</td>
<td>10.05</td>
<td>10.39</td>
<td>10.42</td>
<td>9.29</td>
<td>9.05</td>
<td>9.45</td>
<td>8.84</td>
</tr>
<tr>
<td>Florida State University</td>
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<td>12.07</td>
<td>12.70</td>
<td>11.61</td>
<td>11.39</td>
<td>11.38</td>
<td>11.52</td>
</tr>
<tr>
<td>Michigan State University</td>
<td>17.28</td>
<td>17.59</td>
<td>17.87</td>
<td>18.04</td>
<td>17.88</td>
<td>19.04</td>
<td>18.22</td>
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<tr>
<td>Ohio State University-Main Campus</td>
<td>22.96</td>
<td>23.07</td>
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<td>41.02</td>
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<tr>
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<td>19.08</td>
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<tr>
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<td>18.41</td>
<td>19.14</td>
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<td>22.96</td>
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<td>25.93</td>
<td>24.45</td>
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<td>University of Wisconsin-Madison</td>
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<td>25.38</td>
<td>25.62</td>
<td>29.85</td>
<td>21.84</td>
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</table>

![Graph](image-url)
Full Time Postsecondary Teacher Employees
Per 100 FTE Students (Includes Medical School Employees)

<table>
<thead>
<tr>
<th></th>
<th>FY06</th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arizona State University</td>
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<td>4.41</td>
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<td>4.95</td>
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<td>4.78</td>
<td>5.06</td>
<td>6.16</td>
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<tr>
<td>Indiana University-Bloomington</td>
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<tr>
<td>Michigan State University</td>
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<td>6.02</td>
<td>6.17</td>
<td>6.73</td>
<td>6.09</td>
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<tr>
<td>Ohio State University-Main Campus</td>
<td>6.34</td>
<td>6.42</td>
<td>6.58</td>
<td>6.59</td>
<td>7.38</td>
<td>9.04</td>
<td>7.45</td>
</tr>
<tr>
<td>Pennsylvania State University-Main Campus</td>
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<td>7.34</td>
<td>7.29</td>
<td>7.26</td>
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<tr>
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<tr>
<td>University of Iowa</td>
<td>8.78</td>
<td>8.58</td>
<td>9.00</td>
<td>8.88</td>
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<td>10.80</td>
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<td>Peer Median</td>
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<td>7.06</td>
<td>7.63</td>
<td>9.04</td>
<td>8.27</td>
</tr>
</tbody>
</table>

Full-time faculty whose principal activities are for instruction, research, or public service. They may hold academic rank titles of professor, associate professor, assistant professor, instructor, lecturer or equivalent of any of those academic ranks.
ASU Strategic Enterprise Planning: Efficient Facility Use

ASU will continue to use its facilities intensively to reduce the need for new capital expenditures.
ASU’s density factor in context

ASU’s density is the highest among peers

Density Factor

Density Ranges

- High: Density above 450
- Mid-High: Density between 300 and 450
- Low-Mid: Density between 150 and 300
- Low: Density below 150

Users/100k GSF

Peer Avg.  DB Avg.  BOR Peers Avg.
Progress: ABOR Metrics
Percentage Progress Towards Metric Targets

- Freshmen retention: 90%
- 6-year graduation: 75%
- In-Person enrollment: 85,000
- ASU Online enrollment: 20,000
- Total degrees: 25,000

Research expenditures: $700 million

- Goal
Percentage Progress Towards Metric Targets

Research expenditures
$700 million

Freshmen retention
90%

In-Person enrollment
85,000

ASU Online enrollment
20,000

Total degrees
25,000

6-year graduation
75%

Freshmen retention 90%

Research expenditures $700 million

In-Person enrollment 85,000

ASU Online enrollment 20,000

Total degrees 25,000

6-year graduation 75%
Total Undergraduate Enrollment
Actual and Projected vs. Metric Target

- Total UG Actual
- Projected
- Metric

- Fall 07: 51,311
- Fall 08: 53,298
- Fall 09: 54,277
- Fall 10: 56,562
- Fall 11: 58,404
- Fall 12: 59,289
- Fall 13: 61,935
- Fall 14: 63,580
- Fall 15: 66,259
- Fall 16: 69,128
- Fall 17: 72,131
- Fall 18: 75,275
- Fall 19: 78,737

- Metric Target: 78,737

Total enrollment trend from Fall 07 to Fall 19.
Online Undergraduate Enrollment
Actual and Projected vs. Metric Target
Total Freshman Intake Projections
Fall/Spring 2014 to Fall/Spring 2020

- Actual Resident
- Actual Non-res
-Projected Res
-Projected Non-res
Total Transfer Intake Projections
Fall/Spring 2014 to Fall/Spring 2020

- Actual Resident
- Actual Non-res
- Projected Res
- Projected Non-res
Total Undergraduate Degrees
Actual and Projected vs. Metric Target

<table>
<thead>
<tr>
<th>Year</th>
<th>In-person UG Actual</th>
<th>Online UG Actual</th>
<th>Projected In-person</th>
<th>Projected Online</th>
<th>Metric</th>
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<tr>
<td>2008/09</td>
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<td>2009/10</td>
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<tr>
<td>2010/11</td>
<td>17,500</td>
<td></td>
<td></td>
<td></td>
<td>56</td>
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<tr>
<td>2011/12</td>
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<tr>
<td>2018/19</td>
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<td>86</td>
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<tr>
<td>2019/20</td>
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</tbody>
</table>
Total Graduate Degrees
Actual and Projected vs. Metric Target

In-Person Actual  Online Actual  Projected  Projected  Metric


2,000  3,000  4,000  5,000  6,000  7,000  8,000
Total Degrees
Actual and Projected vs. Metric Target

<table>
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<th>Year</th>
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<th>Total Graduate Actual</th>
<th>Projected 1</th>
<th>Projected 2</th>
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<tr>
<td>2009/10</td>
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<tr>
<td>2015/16</td>
<td>82,000</td>
<td>85,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016/17</td>
<td>94,000</td>
<td>97,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017/18</td>
<td>106,000</td>
<td>109,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018/19</td>
<td>118,000</td>
<td>121,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019/20</td>
<td>130,000</td>
<td>133,000</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
First Year Retention and Six Year Graduation of Students Entering as Freshmen from Fall 2001 to Fall 2012

- **Freshman Retention rate**
  - Fall 01: 76.6%
  - Fall 02: 76.7%
  - Fall 03: 76.8%
  - Fall 04: 76.2%
  - Fall 05: 79.0%
  - Fall 06: 78.5%
  - Fall 07: 77.2%
  - Fall 08: 79.5%
  - Fall 09: 81.2%
  - Fall 10: 84.0%
  - Fall 11: 83.5%
  - Fall 12: 80.0%

- **Retention target**
  - 80%

- **Six Year Graduation Rate**
  - Fall 01: 55.6%
  - Fall 02: 55.8%
  - Fall 03: 55.8%
  - Fall 04: 58.7%
  - Fall 05: 57.5%
  - Fall 06: 56.8%
  - Fall 07: 58.6%

- **Graduation target**
  - 85%
### Student Satisfaction: Survey of Graduating Students

<table>
<thead>
<tr>
<th></th>
<th>AY09</th>
<th>AY10</th>
<th>AY11</th>
<th>AY12</th>
<th>AY13</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Student Learning ratings of &quot;Very Much&quot; or &quot;Quite a Bit&quot;:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thinking Critically and Analytically</td>
<td>85%</td>
<td>88%</td>
<td>86%</td>
<td>86%</td>
<td>87%</td>
</tr>
<tr>
<td>Analyzing Quantitative Problems</td>
<td>74%</td>
<td>77%</td>
<td>77%</td>
<td>77%</td>
<td>78%</td>
</tr>
<tr>
<td>Writing Clearly and Effectively</td>
<td>72%</td>
<td>73%</td>
<td>73%</td>
<td>72%</td>
<td>74%</td>
</tr>
</tbody>
</table>

| **Overall Experience ratings** |      |      |      |      |      |
| Undergraduate Experience         |      |      |      |      |      |
| Very Satisfied                   | 34%  | 32%  | 33%  | 34%  | 37%  |
| Satisfied                        | 59%  | 60%  | 60%  | 58%  | 55%  |
| Total                            | 93%  | 92%  | 93%  | 92%  | 92%  |

| Entire Educational Experience    |      |      |      |      |      |
| Excellent                        |      |      |      |      |      |
| Good                             |      |      |      |      |      |
| Total                            |      |      |      |      |      |
|                                  |      |      |      |      |      |

*AY = Academic Year*
Research Expenditures
FY2000 to FY2020
($ millions)
Progress: Financial Measures
## Arizona State University
### Credit Ratings
#### FY2004 through FY2013

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Moody's Rating</th>
<th>Standard &amp; Poor's (S&amp;P) Ratings</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SRBs</td>
<td>COPs &amp; SPEED</td>
</tr>
<tr>
<td>2004</td>
<td>Aa3</td>
<td>A1</td>
</tr>
<tr>
<td>2005</td>
<td>Aa3</td>
<td>A1</td>
</tr>
<tr>
<td>2006</td>
<td>Aa3</td>
<td>A1</td>
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<td>2007</td>
<td>Aa3</td>
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<tr>
<td>2009</td>
<td>Aa3</td>
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<tr>
<td>2010</td>
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<td>A1</td>
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<tr>
<td>2011</td>
<td>Aa3</td>
<td>A1</td>
</tr>
<tr>
<td>2012</td>
<td>Aa3</td>
<td>A1</td>
</tr>
<tr>
<td>2013</td>
<td>Aa3</td>
<td>A1</td>
</tr>
</tbody>
</table>

### Rating Factors

Positive rating factors include ASU’s role as a large and growing university with co-flagship status in the Arizona public higher-education system, in addition to ASU’s healthy student market and growing demand, increasing research profile, and consistent positive operating results.

Offsetting factors include high debt levels and thin balance sheet resources, in addition to state funding cuts in recent years.

High levels of future debt will put pressure on ASU’s ratings and may result in a downgrade by one or both agencies.
ASU and ASU Peers
Moody’s and S&P Bond Ratings

<table>
<thead>
<tr>
<th></th>
<th>FY2009</th>
<th>FY2010</th>
<th>FY2011</th>
<th>FY2012</th>
<th>FY2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arizona State University</td>
<td>Aa3</td>
<td>AA</td>
<td>Aa3</td>
<td>AA</td>
<td>Aa3</td>
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<tr>
<td>Most Common Peer Rating</td>
<td>Aa1</td>
<td>AA</td>
<td>Aa1</td>
<td>AA</td>
<td>Aa1</td>
</tr>
<tr>
<td>University of California - Los Angeles *</td>
<td>Aa1</td>
<td>AA</td>
<td>Aa1</td>
<td>AA</td>
<td>Aa1</td>
</tr>
<tr>
<td>University of Connecticut</td>
<td>Aa2</td>
<td>AA-</td>
<td>Aa2</td>
<td>AA-</td>
<td>Aa2</td>
</tr>
<tr>
<td>Florida State University</td>
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<td>Aa2</td>
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</tr>
<tr>
<td>University of Illinois at Urbana-Champaign</td>
<td>Aa3</td>
<td>AA-</td>
<td>Aa3</td>
<td>AA-</td>
<td>Aa3</td>
</tr>
<tr>
<td>Indiana University - Bloomington</td>
<td>Aaa</td>
<td>AA+</td>
<td>Aaa</td>
<td>AA+</td>
<td>Aaa</td>
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<tr>
<td>The University of Iowa</td>
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<td>AA</td>
<td>Aa1</td>
<td>AA</td>
<td>Aa1</td>
</tr>
<tr>
<td>University of Maryland - College Park *</td>
<td>Aa1</td>
<td>AA+</td>
<td>Aa1</td>
<td>AA+</td>
<td>Aa1</td>
</tr>
<tr>
<td>Michigan State University</td>
<td>Aa1</td>
<td>AA</td>
<td>Aa1</td>
<td>AA</td>
<td>Aa1</td>
</tr>
<tr>
<td>University of Minnesota - Twin Cities</td>
<td>Aa1</td>
<td>AA</td>
<td>Aa1</td>
<td>AA</td>
<td>Aa1</td>
</tr>
<tr>
<td>The Ohio State University - Main Campus</td>
<td>Aa1</td>
<td>AA</td>
<td>Aa1</td>
<td>AA</td>
<td>Aa1</td>
</tr>
<tr>
<td>The Pennsylvania State University - Main Campus</td>
<td>Aa2</td>
<td>AA</td>
<td>Aa2</td>
<td>AA</td>
<td>Aa2</td>
</tr>
<tr>
<td>Rutgers, The State University of New Jersey - New Brunswick</td>
<td>Aa3</td>
<td>AA-</td>
<td>Aa3</td>
<td>AA-</td>
<td>Aa3</td>
</tr>
<tr>
<td>The University of Texas at Austin</td>
<td>Aaa</td>
<td>AAA</td>
<td>Aaa</td>
<td>AAA</td>
<td>Aaa</td>
</tr>
<tr>
<td>University of Washington - Seattle Campus</td>
<td>Aaa</td>
<td>AA+</td>
<td>Aaa</td>
<td>AA+</td>
<td>Aaa</td>
</tr>
<tr>
<td>University of Wisconsin - Madison **</td>
<td>Aa3</td>
<td>AA</td>
<td>Aa3</td>
<td>AA</td>
<td>Aa2</td>
</tr>
</tbody>
</table>

*Debt is issued at the System level and rating is for the System

**Debt is issued by the State of Wisconsin and the rating is for the State

ASU is currently rated Aa3 by Moody’s, the fourth highest rating, and AA by S&P, the third highest rating.
### Arizona State University
Projected Debt Capacity
FY2009 to FY2020

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Total Expenses</th>
<th>Total Year End Debt</th>
<th>Debt Service Excluding SPEED</th>
<th>Debt Ratio Excluding SPEED</th>
<th>Debt Capacity Excluding SPEED</th>
<th>Debt Service Including SPEED</th>
<th>Debt Ratio Including SPEED</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2009</td>
<td>$1,477.1</td>
<td>$851.0</td>
<td>$75.6</td>
<td>5.1%</td>
<td>681.0</td>
<td>$75.6</td>
<td>5.1%</td>
</tr>
<tr>
<td>FY2010</td>
<td>1,507.0</td>
<td>992.5</td>
<td>78.1</td>
<td>5.2%</td>
<td>568.0</td>
<td>78.1</td>
<td>5.2%</td>
</tr>
<tr>
<td>FY2011</td>
<td>1,615.0</td>
<td>1,041.2</td>
<td>77.1</td>
<td>4.8%</td>
<td>560.0</td>
<td>78.3</td>
<td>4.8%</td>
</tr>
<tr>
<td>FY2012</td>
<td>1,614.9</td>
<td>1,164.8</td>
<td>80.6</td>
<td>5.0%</td>
<td>531.0</td>
<td>82.6</td>
<td>5.1%</td>
</tr>
<tr>
<td>FY2013</td>
<td>1,714.1</td>
<td>1,207.4</td>
<td>94.1</td>
<td>5.5%</td>
<td>592.3</td>
<td>96.7</td>
<td>5.6%</td>
</tr>
<tr>
<td>FY2014 projected</td>
<td>1,816.3</td>
<td>1,236.8</td>
<td>107.4</td>
<td>5.9%</td>
<td>521.3</td>
<td>112.2</td>
<td>6.2%</td>
</tr>
<tr>
<td>FY2015 projected</td>
<td>1,873.8</td>
<td>1,341.7</td>
<td>104.8</td>
<td>5.6%</td>
<td>620.9</td>
<td>111.8</td>
<td>6.0%</td>
</tr>
<tr>
<td>FY2016 projected</td>
<td>1,938.6</td>
<td>1,282.0</td>
<td>108.5</td>
<td>5.6%</td>
<td>641.6</td>
<td>121.6</td>
<td>6.3%</td>
</tr>
<tr>
<td>FY2017 projected</td>
<td>2,010.5</td>
<td>1,229.7</td>
<td>98.7</td>
<td>4.9%</td>
<td>855.3</td>
<td>111.7</td>
<td>5.6%</td>
</tr>
<tr>
<td>FY2018 projected</td>
<td>2,105.1</td>
<td>1,173.2</td>
<td>100.6</td>
<td>4.8%</td>
<td>932.8</td>
<td>113.7</td>
<td>5.4%</td>
</tr>
<tr>
<td>FY2019 projected</td>
<td>2,204.3</td>
<td>1,114.3</td>
<td>100.6</td>
<td>4.6%</td>
<td>1,042.1</td>
<td>113.7</td>
<td>5.2%</td>
</tr>
<tr>
<td>FY2020 projected</td>
<td>2,329.7</td>
<td>1,052.9</td>
<td>100.6</td>
<td>4.3%</td>
<td>1,180.3</td>
<td>113.7</td>
<td>4.9%</td>
</tr>
</tbody>
</table>


Dollars in millions.

Debt projections include projects that have received Project Approval, Capital Development Plan Approval, or are included in the first year of the Capital Improvement Plan.

Debt capacity represents additional debt that can be issued in any given year based on the statutory 8% debt ratio maximum.
Projected Debt Capacity FY14 to FY22

<table>
<thead>
<tr>
<th>Year</th>
<th>Issued</th>
<th>Planned</th>
<th>Additional Capacity at 8% Coverage Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>$1,149.5</td>
<td>$87.3</td>
<td>$521.3</td>
</tr>
<tr>
<td>2015</td>
<td>$1,094.6</td>
<td>$247.1</td>
<td>$620.9</td>
</tr>
<tr>
<td>2016</td>
<td>$1,038.6</td>
<td>$243.3</td>
<td>$641.6</td>
</tr>
<tr>
<td>2017</td>
<td>$991.6</td>
<td>$238.0</td>
<td>$855.3</td>
</tr>
<tr>
<td>2018</td>
<td>$940.7</td>
<td>$232.4</td>
<td>$932.8</td>
</tr>
<tr>
<td>2019</td>
<td>$887.8</td>
<td>$226.4</td>
<td>$1,042.1</td>
</tr>
<tr>
<td>2020</td>
<td>$832.7</td>
<td>$220.2</td>
<td>$1,180.3</td>
</tr>
<tr>
<td>2021</td>
<td>$774.7</td>
<td>$213.6</td>
<td>$1,323.1</td>
</tr>
<tr>
<td>2022</td>
<td>$719.3</td>
<td>$206.6</td>
<td>$1,551.6</td>
</tr>
</tbody>
</table>
Accomplishments and Innovations
Accomplishments and Innovations

Education and Teaching:

- EAdvisor
- MAPP and TAG programs with CC’s
- MyASU for students and staff
- Modest tuition/high aid policy
- Pell student growth
- Rapid deployment of ASU Online
- Adaptive learning courses and classrooms
- A/B semester options
- Veteran-friendly support programs
- Enhanced textbook rental programs
Accomplishments and Innovations

Academic Programs:

– Mayo Clinic partnership
– School of Sustainability and GIoS
– ASU at Lake Havasu City
– Teachers College reorientation
– Health Solutions
– Barrett Honors College
– Ranking improvements and recognitions
– Quality of faculty hires
– Global partner universities
Accomplishments and Innovations

Economic Development and Research:

- AZ Technology Enterprises
- SkySong, Chandler Innovation Center and other economic development support
- Broadening research funding sources
- Industry research and training partnerships
- Student entrepreneurship programs (Edson, Changemaker)
- Engineering enrollment expansion
- Alexandria Co-Working Network
- Educational technology companies
Accomplishments and Innovations

Other accomplishments:

– Substantial improvements in student support facilities and services
– Solar generation capacity, biodiesel fuel station, and other sustainability measures
– Redesign of workforce policies
– ASU Preparatory Academy
– Re-orientation of ASUF
– ASUF Charity Navigator 4 star accountability ranking
Challenges
Challenges: Enrollment and Degree Metrics

• Impact of Arizona high school demographics on enrollment, retention, and degrees

• Building market and brand strength to attract non-residents and international students

• Adequate resources for retention and graduation rate improvements (support and financial aid)
Total Freshman Intake Projections
Fall/Spring 2014 to Fall/Spring 2020

- Actual Resident
- Actual Non-res
- Projected Res
- Projected Non-res
Enrollment and graduation projections are based on AZDOE data for grade cohort enrollments in 2012/13 and average rates of progression for cohorts over 2009/09 to 2012/13.
Challenges: Research Metrics

• Faculty growth beyond that required for enrollment growth

• Additional facilities for research growth

• Developing funding sources beyond traditional federal agencies
New Facilities are a Key to Research Growth

Enterprise plan includes about 700,000 GSF in new lab space

ASU space use is somewhat below national norms for its level of research

Even with current efficiency, the space needed to support the metric target level of activity would require 25%+ more space than planned
Faculty Growth is a Key to Research Growth

• Enterprise plan has sufficient resources for increasing the faculty size to accommodate enrollment growth and some quality improvement - about 100-125 per year.

• Based on average faculty research activity and a standard mix of junior and senior hires, the new hires will support about $100M to $125M of new research expenditures annually by 2020

• Will need to increase average productivity for existing and new faculty as well as finding additional resources for hiring

• State support for RI2 plan frees up funds to help with this

• Success in large projects boosts productivity averages
Challenges: Extending the Enterprise Model

• State adoption and routine funding of a performance funding model

• New public sector and private sector partnerships

• Relief from State policies and plans in health and pension benefits and risk insurance

• Continued review and modification of ABOR policies that hamper innovation

• Continued endorsement of enterprise plan tuition policy
Under the Hood:
Expanding the Pipeline to College
Access ASU:
Efforts to Improve the Pipeline
Race/Ethnicity
Arizona High School Graduates

Race/Ethnicity

American Indian/Alaska Native  Asian/Pacific Islander  Black non-Hispanic  Hispanic  White non-Hispanic

Low income is defined as 200% of the federal poverty level.

- 50% of all children in Arizona live in low-income families.
- 66% of Latino children in Arizona live in low-income families.

In the U.S., the college participation rate for low income students is 39%.

In Arizona, the college participation rate for low income students is 33%.

In 2008, College Participation Rates for AZ students from lower income families was 16.5%.

Source: “College Participation Rates for Students from Low-Income Families by State, FY1993 to FY2012,” Available at: www.postsecondary.org
ASU Outreach

- School Partnerships
  - Students
  - Families
  - Schools

ASU Preparatory Academy
Impacting Families

• 6,000 families served annually; 30,000 since 2006
• American Dream Academy
• Future Sun Devil Families
• Hispanic Mother Daughter Program
• ASU Earn to Learn
  • $2.5 million for 5 years will serve 500 students with maximum award
Impacting Students

- 40,000 students contacted in FY 13
- 14,000 students participate in campus visits annually
- 10,000 student mentor experiences
- 3,000 students in summer programs
- 1,375 students served through community-based organization partnerships with ASU
Access ASU Partner School Districts

• Glendale Union High School District
  (Targets: Apollo, Cortez, Glendale, Independence & Washington)

• Mesa Public Schools
  (Targets: Mesa, Dobson, Skyline & Westwood)

• Phoenix Union High School District

• Tempe Union High School District
  (Targets: Marcos de Niza, McClintock & Tempe)

• Tolleson Union High School District

**Total:** 60,000 9th-12th graders in target schools
  • 70% low income in target schools
  • 83% non-white majority
Access ASU Target Districts

Academic Success Indicator:
3.0 GPA or Higher in High School

<table>
<thead>
<tr>
<th>Year</th>
<th>Class Size</th>
<th>GPA ≥ 3.0</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>16,663</td>
<td>6,824</td>
</tr>
<tr>
<td>2011</td>
<td>16,580</td>
<td>7,211</td>
</tr>
<tr>
<td>2012</td>
<td>17,270</td>
<td>7,476</td>
</tr>
</tbody>
</table>
All Access ASU Target Districts

ASU First Time Freshmen

- **2011**:
  - Applied: 4,832
  - Admitted: 3,761
  - Enrolled: 1,871
  - Admit Rate: 49.7%

- **2012**:
  - Applied: 4,629
  - Admitted: 3,573
  - Enrolled: 1,798
  - Admit Rate: 50.3%

- **2013**:
  - Applied: 4,169
  - Admitted: 3,418
  - Enrolled: 1,849
  - Admit Rate: 54.1%
ASU Preparatory Academy

• Demographics
  – Locations:
    • Downtown Phoenix (70% low income)
    • East Valley - Mesa on ASU Polytechnic
  – Over 2,000 in PreK-12 by Fall 2014
  – Over 325 waitlist

• Performance
  – All A’s and 1 B
  – Poly HS is the #1 charter high school in Arizona
    – Downtown Phoenix campus inherited as “failing” 4 years ago

• Faculty
  – 74% of teachers currently hold or are pursuing a graduate degree
  – 83% retention rate
  – ASU faculty and student integration
  – All are highly qualified
ASU Preparatory Academy
AIMS Performance - Math 2010-2013

Poly K-8  Phoenix K-8  State K-8  Poly HS  Phx HS  State HS

2009-2010  2010-2011  2011-2012  2012-2013
ASU Preparatory Academy
AIMS Performance-Reading 2010-2013

Poly K-8
Phoenix K-8
State K-8
Poly HS
Phx HS
State HS
Engagement
Foundations for Student Success
Freshman Orientation

• Orient students to academic life through their discipline/field of study and professional aspirations.
• Provide academic support for first-year student success.
• Provide advising and registration support resulting in a first-semester course schedule.
• Establish institutional expectations regarding academic rigor and performance.
Freshman Persistence and Orientation

- **Attended Orientation**
  - 2009: 84.8%
  - 2010: 84.6%
  - 2011: 81.4%
  - 2012: 84.5%

- **Did Not Attend**
  - 2009: 78.6%
  - 2010: 76.3%
  - 2011: 71.7%
  - 2012: 78.8%

- **Overall Persistence**
  - 2009: 84%
  - 2010: 83.5%
  - 2011: 80%
  - 2012: 83.8%
Residential College Platform

• Integrate academic and residential environments to successfully orient students to the college and disciplines.

• Provide academic resources, support and co-curricular experiences relevant to the disciplines/fields of study.

• Enhance faculty/student connections outside of the classroom through engagement in college and university traditions.
Freshman Persistence Based on Residential Status

- **On Campus - Arizona**: 86.7%
- **On Campus - All**: 83%
- **At Home**: 79.8%

Yearly Persistence Rates:
- **2007**: 79.6%
- **2008**: 81.2%
- **2009**: 83.2%
- **2010**: 82.8%
- **2011**: 79.3%
- **2012**: 78.5%

First full year of residential colleges
Retention Rate Increases in Select Residential Colleges

- Sustainability (96.2% in 2012)
- Nursing and Health Innovation (88.7% in 2012)
- Engineering (87.8% in 2012)
- Herberger (83.6% in 2012)

First full year of residential colleges

[Graph showing retention rates for different colleges over years 2010, 2011, and 2012]
Under the Hood:

Building Enrollments and Increasing Graduations
2020 Goal

25,000 Degrees delivered face to face and online
You are invited to hands-on activities, laboratory tours, book readings, video games; featuring ASU scientists and cutting edge art and research. It’s your opportunity to get behind the scenes and engage with the creative invention that is ASU’s signature blend of science, engineering, art and the humanities.

Register at: opendoor.asu.edu
ASU's **Night of the Open Door** is a signature event of the Arizona SciTech Festival, and rated one of the top events of 2012 and 2013. The evening offers a window into the creative energy that powers a world-class university, with more than 100 interactive activities.

Where they came from?
- Waddell
- Avondale
- Cave Creek
- Chandler
- Fountain Hills
- Tempe
- Glendale
- Litchfield Park
- Gilbert
- Surprise
- Scottsdale
- Mesa
- Paradise Valley
- Peoria
- Queen Creek
- Phoenix

Where they came from?

Areas of interest at NOD?
- Art (2%)
- Engineering (26%)
- Humanities (15%)
- Natural Sciences (20%)
- Social Sciences (13%)
- Other (24%)

Registered Student Grade Levels

Data from 2013 registration (n=6,133). Note registration was not required to attend.
Under the Hood:
Building the Scale of the Research Enterprise
Advancing Research, Operations and Strategic Planning

William Petuskey
Associate Vice President
Science, Engineering, & Technology
Professor
Chemistry & Biochemistry

Tamara Deuser
Associate Vice President
Operations

Nadya T. Bliss
Assistant Vice President
Research Strategy
Professor of Practice
Engineering

Research.asu.edu
Growing Research at ASU

Faculty-driven  Center-driven  University-driven
Diversify Funding Sources and Approaches
Advancing the Core

A Culture of Service & Strategy

NSF Proposal Win Rate

Forums Analysis SciVal Teaming

Mapping Expertise onto Opportunity
Professor Hao Yan
Chemistry and Biochemistry and the Biodesign Institute

One molecule bottle 70 nm long

2004 Assistant Professor
2008 Professor
2012 Glick Distinguished Professor
2013 Founding Director

109 Publications
Citation index, h=50
$17M Impact as Leader
$11M Assigned Research Expenditures
13 Ph.D.’s Graduated
Leads 3 Multi-institution efforts
ASU one of 28 Invited by NSF
($17.2M, 22 Faculty, 3 Universities)

- Invest and apply development resources
- Add OKED's resources on outreach
Case for new Engineering Research Center (ERC)

- Existing NSF-DOE Center at ASU: Quantum energy and Sustainable Solar Technologies (QESST)
- Bio-Mediated and Bio-Inspired Geotechnics (ASU)
- Sensing and Processing via Autonomous Conformal Electronics Systems (ASU)
- Resilient Nutrients, Energy, and Water (ASU)
- Nanosystems ERC for Off-Grid Nanotechnology Enabled Water Treatment (RICE)

Outreach

- Economic impact
- Innovation and enterprise development
- Proposal development and assembling

Out of 18 invitations nationally!
Key Drivers for OKED Operations

- Service to faculty and reduction of administrative burden
- Effective and efficient use of resources
- Providing a competitive advantage to our investigators by provisioning specialized services
Operational Excellence
Contract negotiation

Operational Excellence

Days to Contract Execution

- **Average days from beginning of negotiation to fully executed agreement**
- **Linear (average days from beginning of negotiation to fully executed agreement)**
Award activation

Operational Excellence

Days to Account Activation

- Average days from notification of award to account activation
- Linear (average days from notification of award to account activation)
Specialized Services

- Proposal Management
- Quality & Continuous Improvement
- Global Operations
- Project Management
- Facilities Management
- Fiscal Oversight
- Animal Care
- Export Control
- Protocol Review

RESEARCH ADMINISTRATION PROCESS:
- Define Opportunity
- Develop Proposal
- Submit & Negotiate
- Award Setup
- Manage Subawards
- Execute Project
- Close Out Project
- ADDITIONAL SERVICES
Project Management Office

Kevin Reinhart
Director of PMO and Research Development
20+ years of project and operations management
10+ years as senior engineer at Motorola

Jessica Cheng
13+ years project management & government relations experience
PM on multiple LightWorks & global programs
10+ years as industry environmental planner

Ambika Adhikari
30+ years of project planning & management experience
PM of USAID VOCTEC program
10+ years as instructor & country representative for IUCN in Nepal

Lisa Schultze
10+ years of project coordination and accounting experience
Key member of NASA OSIRIS-Rex program team

John McGowen, PhD
16+ years project management & product development experience
Director of Operations and Program Management, ASU ATP
10+ years as senior scientist at Amersham Biosciences and GE Healthcare

Lauren Kmiecik
10+ years of health care & clinical research management experience
Assigned to manage emerging health care portfolio
ASU performs strategic planning at all levels

- Individual faculty research strategies
- Strategic relationships and thought leadership on major global challenges

- Sustainability
- Healthcare delivery
- Security and defense
ASU – Top Tier Research University
(without a medical school - #15, NSF)

Top Level Research Strategy

**grow** traditional research
NSF/NIH

*Faculty-driven*

**proactively develop** large multidisciplinary opportunities to address global needs

*Center-driven*

**accelerate** non-traditional research engagements with DoD, DOE, Industry

*University-driven*

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**Active Projects in 2013 by Sponsor Type**

- **FEDERAL: HHS (including NIH)**: 345.3
- **FEDERAL: NSF**: 318.0
- **FEDERAL: DOD**: 246.3
- **FEDERAL: NASA**: 148.9
- **FEDERAL: DOE**: 148.4
- **FEDERAL: DOI**: 82.3
- **FEDERAL: USDA**: 11.1
- **FEDERAL: DOJ**: 7.3
- **FEDERAL: DOT**: 5.3
- **FEDERAL: DHS**: 4.9
- **FEDERAL: DOC**: 3.3
- **FEDERAL: EPA**: 3.1
- **FEDERAL: NEH**: 2.1
- **FEDERAL: NIA**: 1.0
- **FEDERAL: NEA**: 0.2
- **FEDERAL: Other**: 27.1
- **NONPROFIT**: 152.7
- **BUSINESS**: 59.1
- **STATE AND LOCAL GOVERNMENTS**: 24.7
- **OTHER**: 17.0

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strategic planning enables growth

Targeted services and support enable significant growth in center-driven grants

Projects ≥ $5M
strategic planning enables growth

Targeted services and support enable significant growth in center-driven grants

Projects $\geq 5M$ and $<$20M

Projects $\geq 20M$
Goals drive investments and engagements

- Proactive engagement with sponsors and agencies
- Strategic internal investments to position for success
- Engagements in advisory boards
Partnerships accelerate success

- **Strategic industry partnerships**
  - Honeywell
  - Intel
  - GE
  - Disney
  - Boeing

- **National laboratory partnerships**
  - **Existing**
    - Sandia National Laboratories
    - NREL
  - **Emerging**
    - Argonne National Laboratory
    - Oak Ridge National Laboratory
Flexible Electronics and Display Center

Evolution and key accomplishments

• CNN top 10 ideas
• World’s largest flexible color display
• World’s largest flexible x-ray detector with Parc

FEDC has created/inspired/led to large number of academic and industry partnerships

Coming full circle

Significant capability supports the development of new opportunities:

Center-driven - ERC - E-spaces
University-driven - National Network of Manufacturing Institutes (NNMI), Fraunhofer USA Center
The products of a knowledge enterprise are **people, ideas and solutions**.
Under the Hood:
Increasing Philanthropy and Affinity
ASU Foundation for A New American University
The ASU Foundation recently earned a premium, 4-Star rating from the nation’s top charity evaluator, Charity Navigator, and scored highest of 105 higher education foundations polled. In FY13, the foundation received donations from nearly 97,000 investors and secured $136 million in new gifts and commitments.
Our mission: to ensure the success of ASU as a New American University
Beyond Philanthropy

investment  change  impact
Goals:
• FY14: $5M
• FY20: $20M

Goals:
• FY14: $6M
• FY20: $15M

Goals:
• FY14: $142.5M
• FY20: $200M

Goals:
• FY14: $60M
• FY20: $100M

Goals:
• FY14: $2.5M
• FY20: $20M
38% of ASU Alumni have graduated since 2002

156,363 Alumni
88% of FY13 New Gifts and Commitments came from non-alumni
successful fundraising

Amount to/for ASU

$63.1M

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New Gifts and Commitments

Millions

$0 $20 $40 $60 $80 $100 $120 $140 $160 $180 $200


$136M
successful fundraising

Projected Growth


Projected New Gifts and Commitments
Projected Amount To/For ASU
key objectives for 2014

- Donor count: 104,000
- Alumni participation rate: 7%
- New gifts and commitments: $142.5M
- Direct support to ASU: $65M
- Percent of gifts to endowment: 15%
- Unrestricted cash receipts: $3M
- Cash receipts: $120M
we care —
we serve • we engage • we innovate

thank you

ASU Foundation
ASU Strategic Enterprise Plan: 2014 Update