2013 and beyond
where do we go from here?
a conversation with
ASU President Michael M. Crow
operating environment

megatrends
  education
  economic growth
  sustainability

strategic disruption solutions

outcomes
Complex Operating Environment

- international
- national
- state
- regional
- city

- techno-economic change
- competing institutions
- sustainability
- demographics
- government investment and regulation
- population growth
- social change

ASU
Complex Operating Environment

- macro-economic changes
- industry trends
- disruptive innovations
- scientific advances
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education
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sustainability
strategic disruptive solutions
outcomes
Income Inequality in Bachelor’s Degree Attainment

- Top Quartile
- Third Quartile
- Second Quartile
- Bottom Quartile


Percentage: 0%, 10%, 20%, 30%, 40%, 50%, 60%, 70%, 80%
Few Universities Focused on Access and Impact

The graph shows the relationship between the 6-Year Graduation Rate and the Median SAT Score of incoming freshman across various universities. The data points are scattered, with a trend line indicating a positive correlation. The title emphasizes the importance of universities that focus on access and impact.
Family Income and Graduation Rates

[Graph showing the relationship between the percent of undergraduates receiving Pell grants and 6-year graduation rates. The graph has a scatter plot with a trend line indicating a negative correlation.]
Test Scores and Family Income

Percent Undergrads Receiving Pell Grants vs. Median SAT Score of Incoming Students

The graph illustrates the relationship between the median SAT score of incoming students and the percent of undergrads receiving Pell Grants. A negative correlation is observed, indicating that as the median SAT score increases, the percent of students receiving Pell Grants decreases.
Declining State Fiscal Support for Higher Education per $1000 of Personal Income

National Average
Arizona

University Infrastructure in Arizona is Undersized

Non-Profit Higher Education Enrollment per 10,000 Population
Insufficient University Enrollment Growth Relative to Arizona Population

Arizona Higher Education Enrollment per 10,000 Arizona Residents

- Undergraduate Students
- Graduate Students
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**economic growth**
sustainability
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outcomes
Arizona Per Capita GDP Relative to US Average

Arizona
Arizona Per Capita GDP Relative to US Average

- Arizona
- Colorado
- Minnesota
- North Carolina
- Utah
- Washington
If Arizona matched Colorado’s per capita GDP, the economy of Arizona would be $76.4 billion larger.
Arizona Export Growth Diverging from National Trend
Composition of Arizona Exports

Decreasing: 47% to 28%

Increasing: 21% to 35%
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outcomes
Growing Drier

Colorado River Flow at Lee’s Ferry, AZ
Growing Drier and Hotter

Colorado River Flow at Lee’s Ferry, AZ

PHX June Low Temp
Arizona Energy Consumption: 1960-2009

Trillion BTUs

Year


Petroleum
Coal
Natural Gas
Nuclear
Hydroelectric
Solar
Wind and other
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outcomes
strategic disruptive solutions

- University as enterprise
- Better designs, better decisions
- New health
- New teacher, new learner
- New city
university as enterprise
better designs, better decisions

McCain Institute
Complex Adaptive System Network
Center for Science and Imagination
Project Humanities
new teacher, new learner
operating environment

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outcomes
Shanghai Jiao Tong University ranks 1,000 universities around the world each year.

ASU is 79th.
ASU ties Yale and Berkeley as the 5th highest producer of U.S. Fulbright Student Scholars.
The National Research Council ranks more than half of ASU’s 85 doctoral programs in the Top 25 nationally.
The *Wall Street Journal* asked corporate recruiters which schools produce the best-qualified graduates. ASU ranked 5th in the country.
There were 22 Flinn Scholars in 2012.

16 chose ASU.
ASU Lower Income Student Enrollment: 3% to 40%
Connecting Lower Income Students to Knowledge Creation at Unrivaled Scale

Percent Point Change in Freshman Receiving Pell Grants, 2008-10

Total Pell Undergrads, 2010

ASU
ASU Enrollment Now Growing Faster than Arizona Population

Undergrad Enrollment Per 10,000 Arizona Residents

ASU

UA

NAU

All Others
ASU Leads Degree Production Efficiency

Core Revenues per Student and Degrees Awarded
ASU Research Expenditures: 1980-2012

Millions

$0
$100
$200
$300
$400
$500
$600
$700

Export value of Arizona cotton crop
$339 million

ASU’s research expenditures
$385 million
vision

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 the 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 the 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
Notes and Data Citations

Slide 2: Complex Adaptive University
Background picture source: “The Internet Map,” available at http://internet-map.net/

Slide 7: Inequality in College Degree Attainment
Source: Postsecondary Education Opportunity, “Bachelor’s Degree Attainment by Age 24 by Family Income Quartiles, 1970 to 2010.”

Slide 8: Institutions: Inputs Determine Outputs
Source: ASU analysis of IPEDS data.

Slide 9: Family Income and Graduation Rates
Source: ASU analysis of IPEDS data.

Slide 10: Test Scores and Graduation Rates
Source: ASU analysis of IPEDS data.

Slide 11: State Fiscal Support for Higher Education per $1000 of Personal Income
Source: Postsecondary Education Opportunity

Slide 12: State Support to Arizona Universities Reaches Zero in 2032 Given 32 Year Trend
Source: Postsecondary Education Opportunity

Slide 13: University Infrastructure in Arizona is Undersized
Source: ASU analysis of IPEDS and BEA data.

Slide 14: Insufficient University Enrollment Growth Relative to Arizona Population
Source: ASU analysis of IPEDS and BEA data.

Slide 16: Arizona Per Capita GDP Relative to US Average
Source: ASU analysis of BEA data.

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Slide 19: Performance of Sectors
Source: ASU analysis of BEA data.

Slide 20: Arizona Export Growth Diverging from National Trend
Source: ASU Analysis of US Census Bureau, Foreign Trade Division data.

Slide 21-2: Composition of Arizona Exports
Source: ASU analysis of US Census Bureau, Foreign Trade Division data.

Slide 24: Growing Drier
Source: USGS, National Water Information System

Slide 25: Growing Drier and Hotter
Source: NOAA’s National Climatic Data Center, Satellite and Information Service

Source: Energy Information Administration, Table CT2

Slide 40: ASU Lower Income Student Enrollment: 3% to 40%
Source: ASU Office of Institutional Analysis

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Source: ASU analysis of IPEDS and NSF data.

Slide 42: ASU Enrollment Now Growing Faster than Arizona Population
Source: ASU analysis of IPEDS and BEA data.

Slide 43: ASU Leads Degree Production Efficiency
Source: Office of the University Planner, ASU

Slide 44-5: ASU Research Expenditures
Source: NSF, ASU

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Source: ASU analysis of ASU and US Census Bureau, Foreign Trade Division data.