

Arizona State University

Strategic Enterprise Plan:

2019 Update & Operational and Financial Review

Arizona Board of Regents
February 8, 2019



Our charter is what we do

ASU is a comprehensive public research university, measured not by whom it excludes, but by whom it **includes** and how they **succeed**; advancing research and discovery of **public value**; and assuming **fundamental responsibility** for the **economic, social, cultural and overall health** of the communities it serves.

Our responsibility and public trust

The charter is a **promise** to the citizens of Arizona.

ASU has a **responsibility** to fulfill the requirements of the Arizona Constitution to provide public education.

The responsibility is not one that is conditional upon the actions of the legislature; it is ASU's responsibility to find the means to fulfill its charter while seeking appropriate and fair public investment in the costs of education for Arizona resident students.

Our design aspirations is how we do it

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

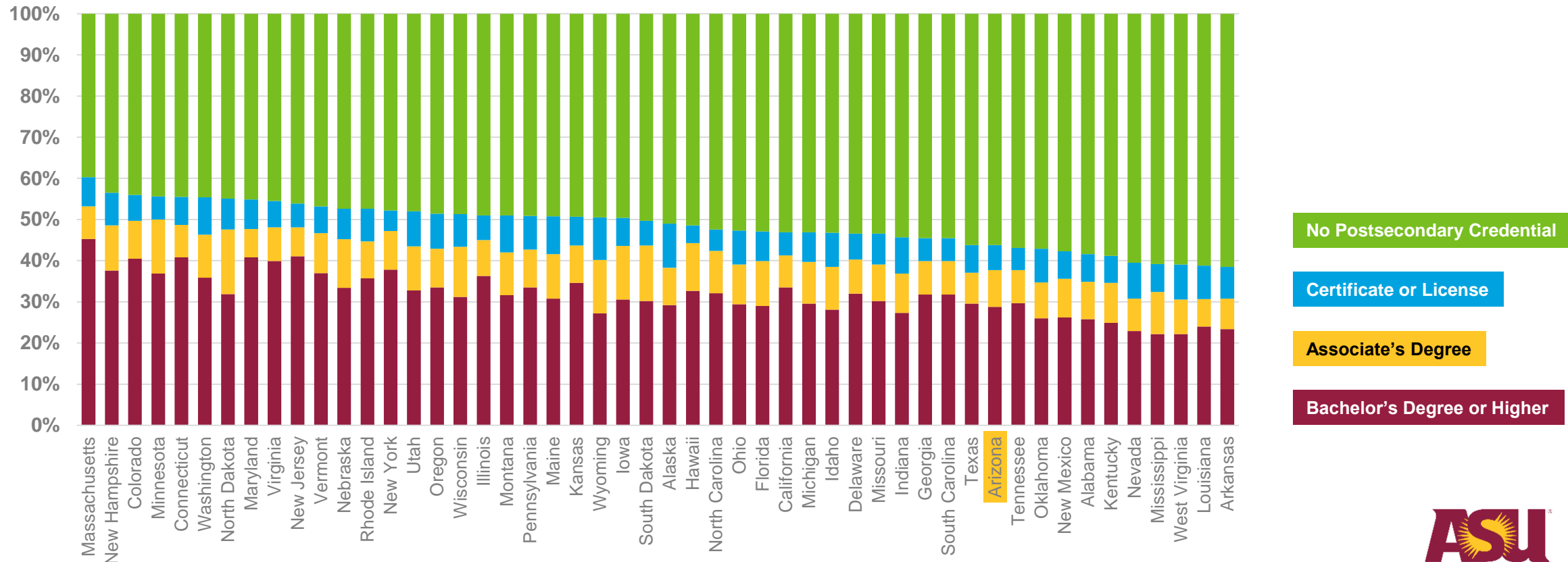
ASU engages with people and issues locally, nationally and internationally.

Economic and Social Imperative



Arizona's educational attainment is lower than most states

Working-Age Population by Educational Attainment by State

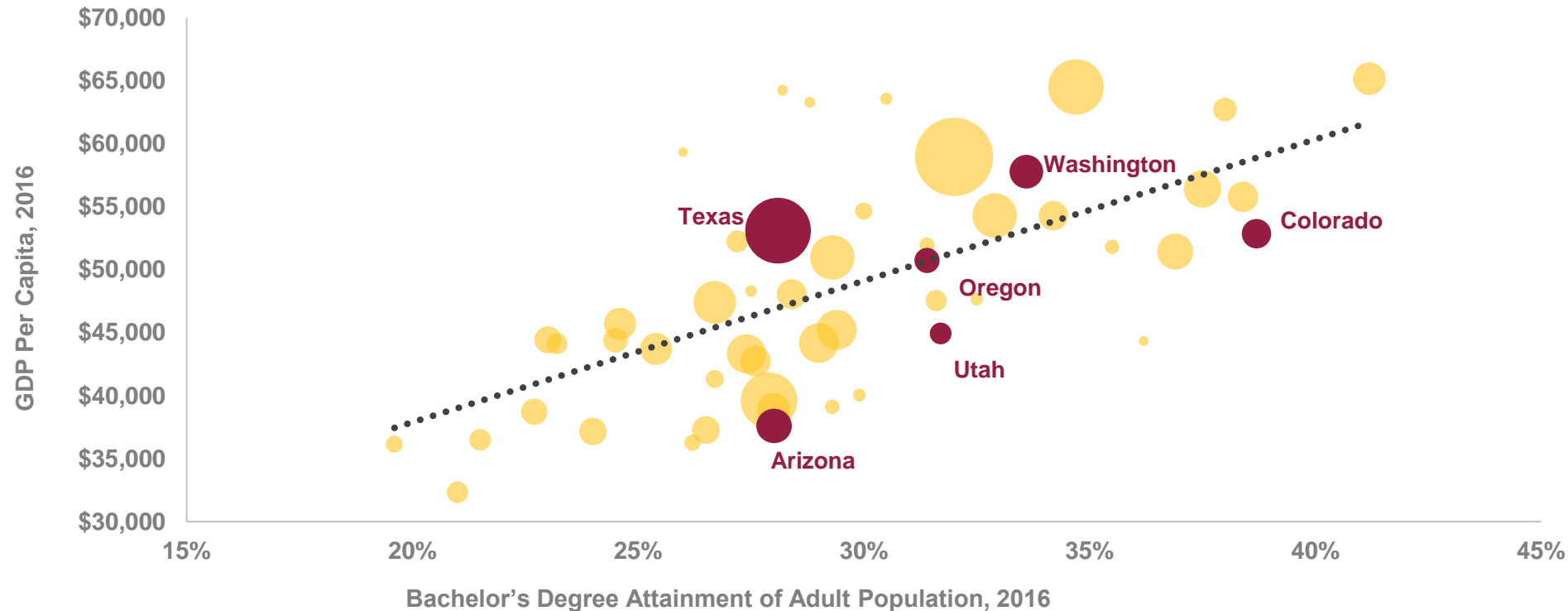


Data: Arizona Board of Regents analysis of ACS and CPS data



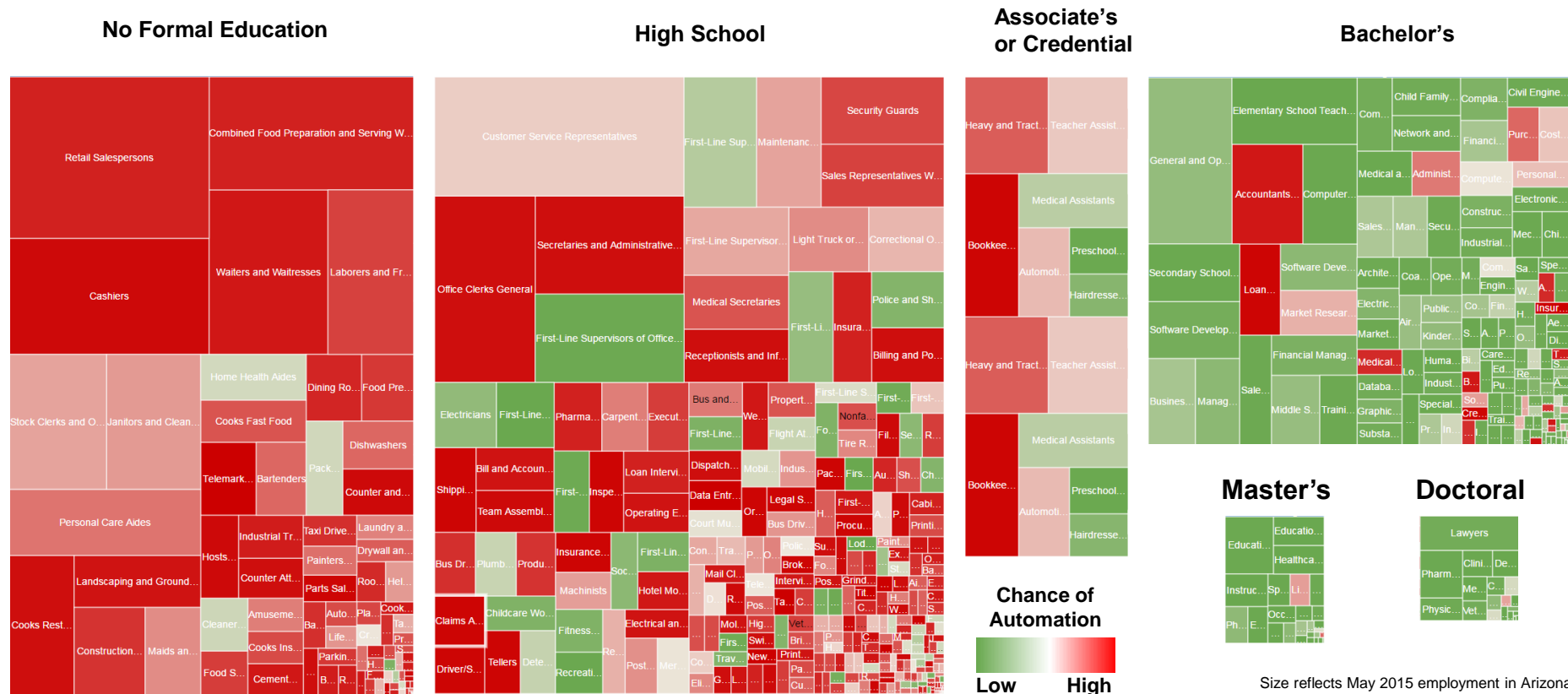
Per capita GDP correlates with educational attainment

Bachelor's Degree Attainment and Real Per Capita GDP by State (2016)



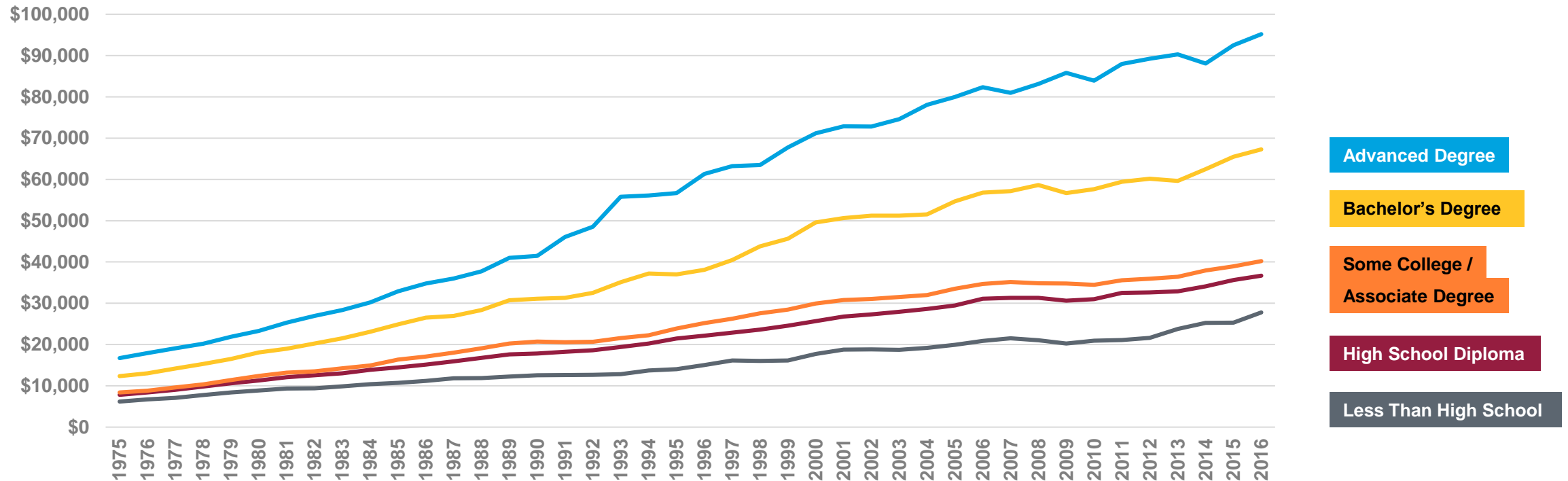
The future economy will need higher educational attainment

AZ Employment by Occupation, Minimum Education Required & Probability of Job Loss Due to Automation



Adults with college degrees earn more

Mean Earnings of Workers 18 Years and Over by Educational Attainment (1975-2016)

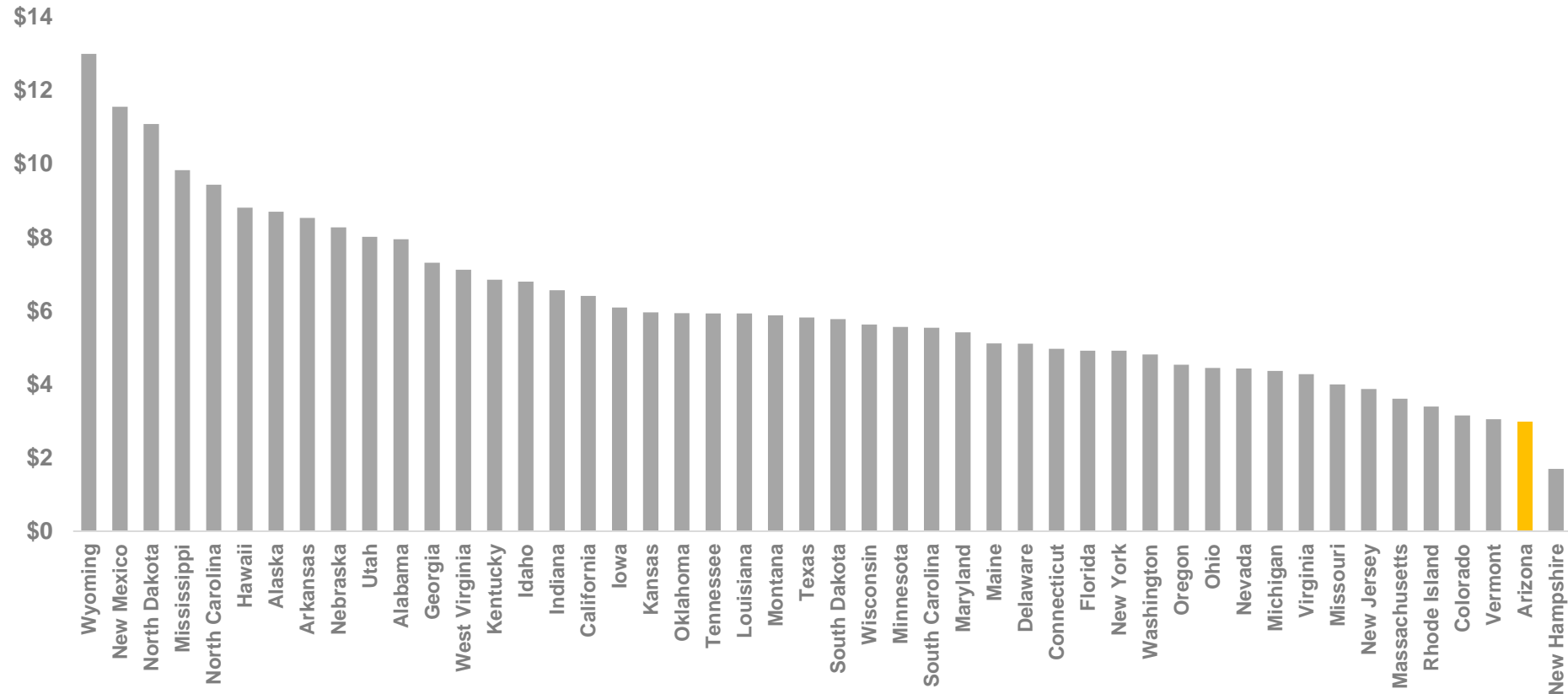


65%

Estimated percentage of children who will ultimately perform new types of jobs that do not yet exist.

Arizona lags in state postsecondary investment

Higher Education Spending per \$1,000 in Personal Income (FY2016)

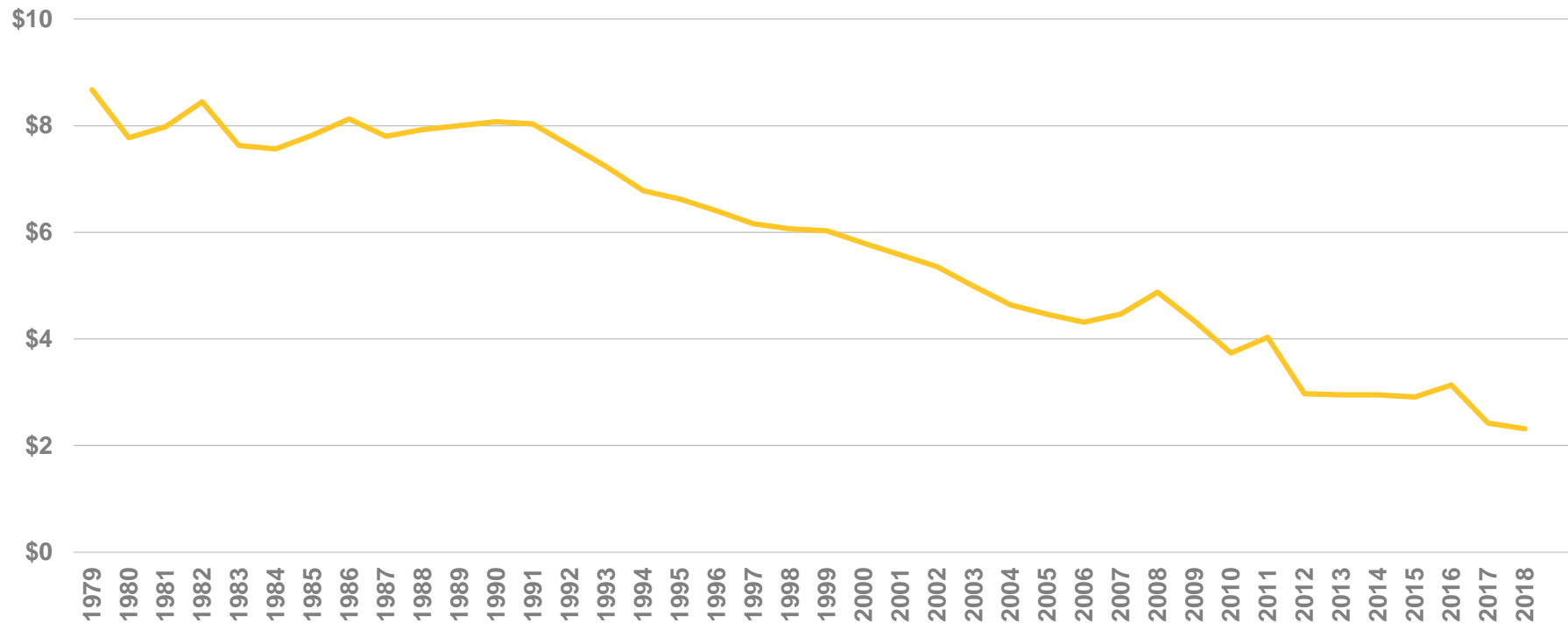


Data Source: Center for the Study of Education Policy at Illinois State University



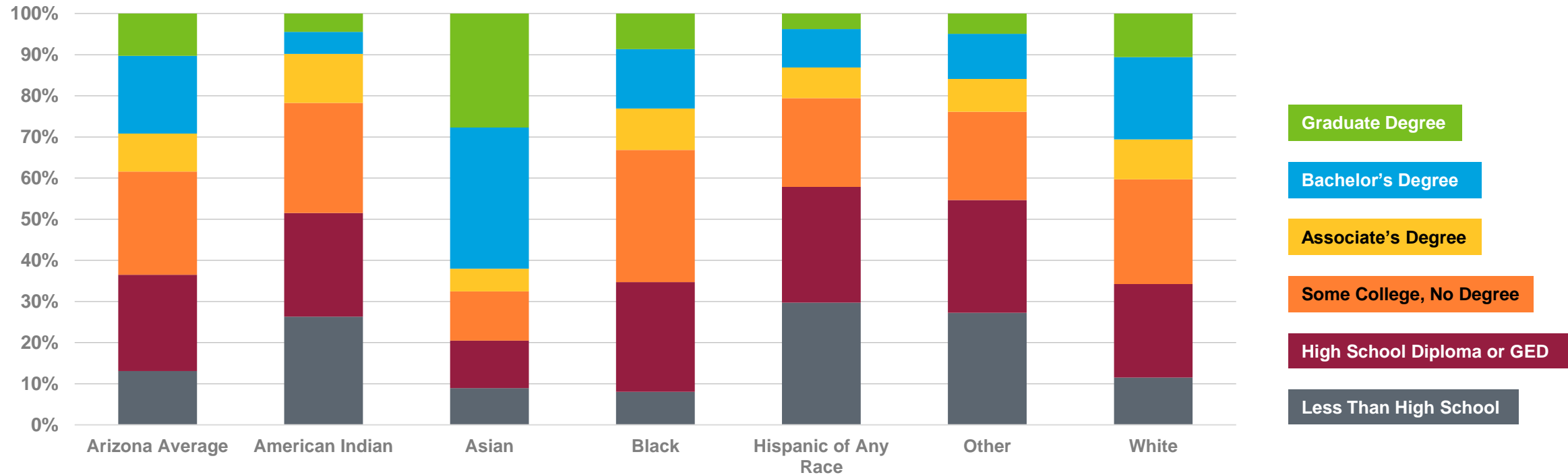
Higher education per capita spending has declined by 75%

Arizona Higher Education Spending per \$1,000 in Personal Income (1979-2018)



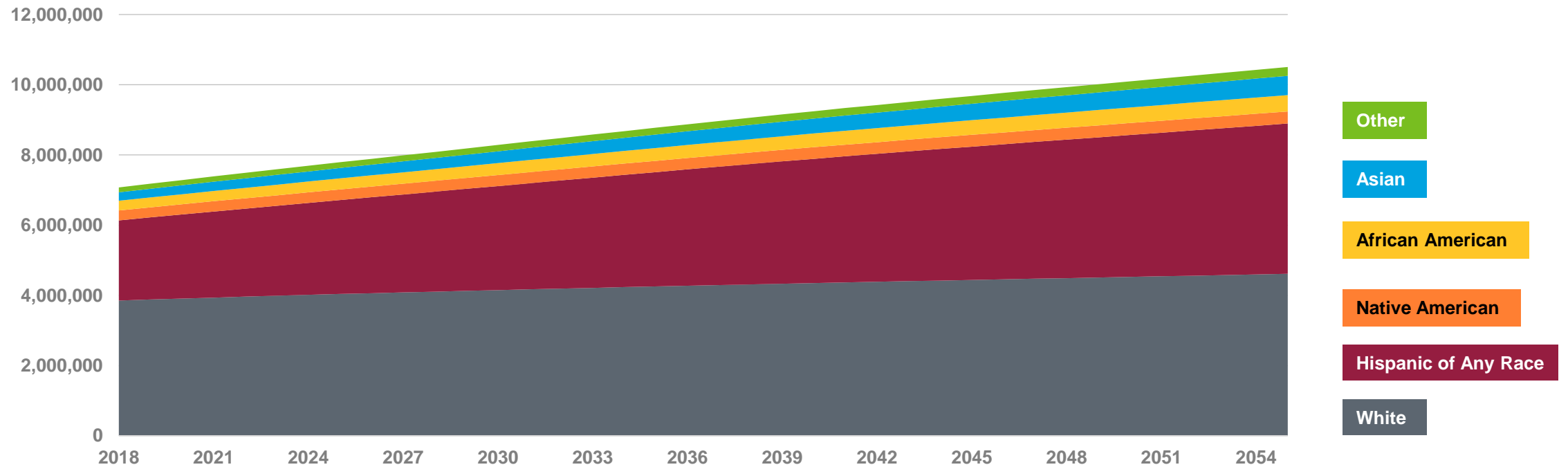
Educational attainment is unevenly distributed by ethnicity

Arizona's Educational Attainment By Race (2017)

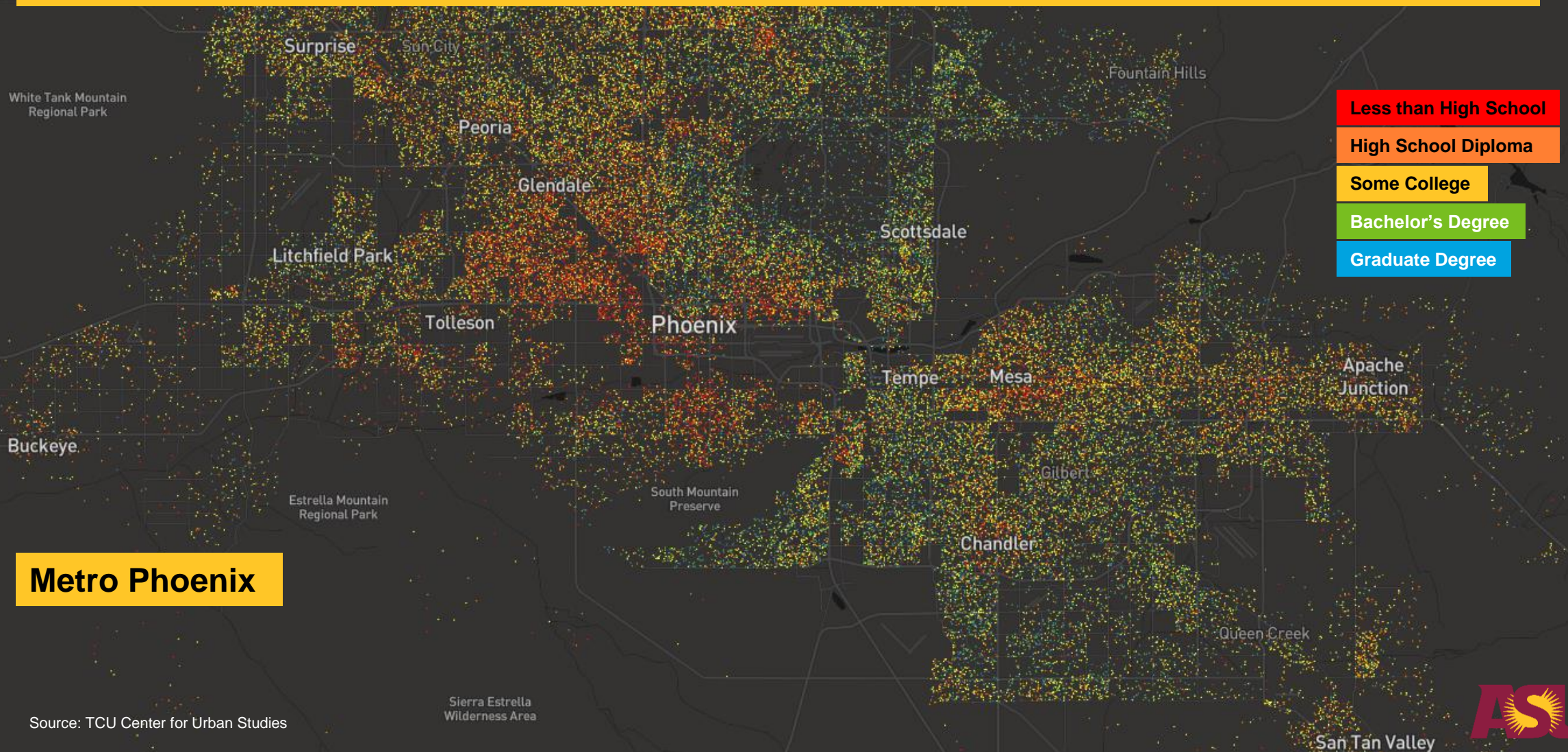


Hispanics are Arizona's fastest growing demographic

Arizona Population Projections by Ethnicity (2018-2055)

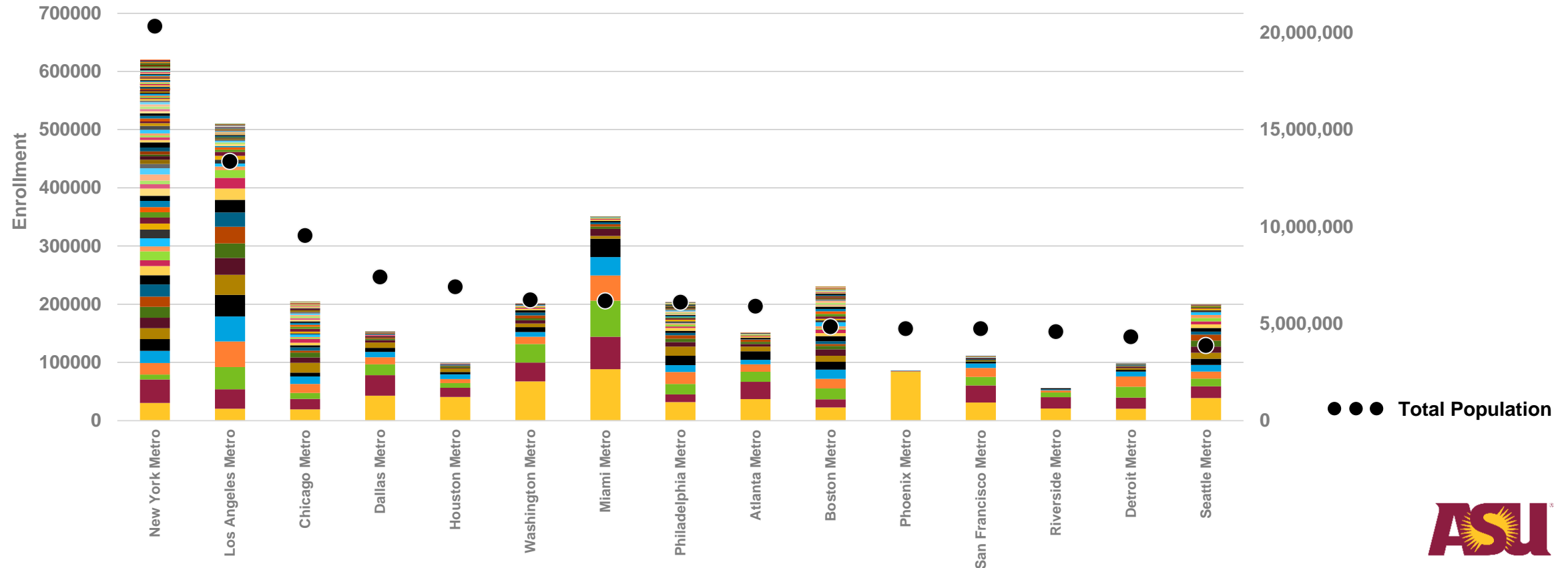


Educational attainment is unevenly distributed by geography



Investment in ASU is critical to metro Phoenix

Undergraduate Enrollment in the 15 Largest US Metros by School (Fall 2017)

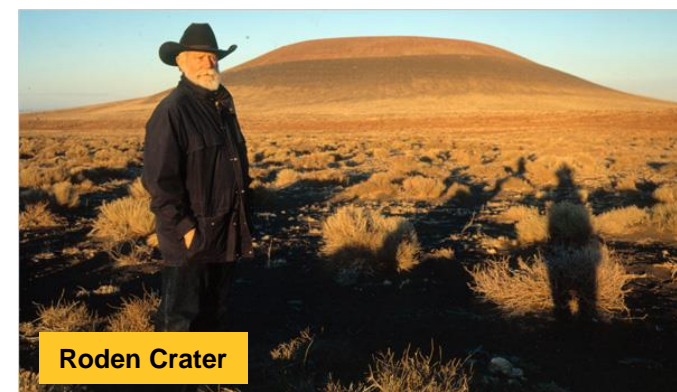
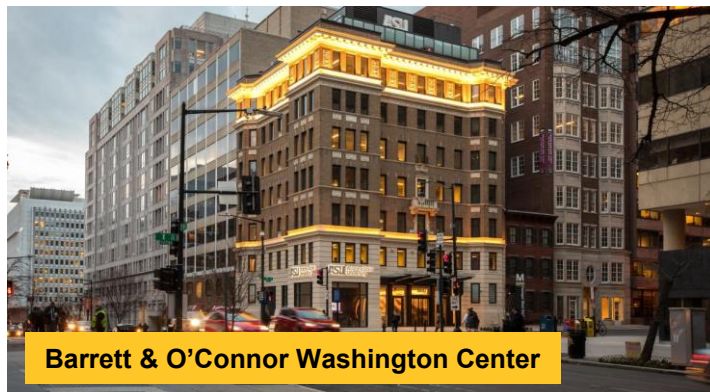




Performance and

Accomplishments to Date

ASU partnerships and infrastructure launched in 2018



ASU excellence earns recognition

#1 in U.S. for innovation

ASU Ahead of Stanford and MIT

—U.S. News & World Report 2016, 2017, 2018 and 2019

Among best graduate schools in the U.S.

—U.S. News & World Report, 2018

Top 1 percent of world's most prestigious universities

—Times Higher Education, 2018

A top producer of the world's elite scholars

—Frank Office of National Scholarships Advisement

Top 100 world's best for research and teaching

—Times Higher Education, 2018

Highest-ever: Sun Devil Athletics Academic Progress rate

—NCAA, 2018

'Best Bang for Tuition Buck'

—Princeton Review, 2018

Top producer of Fulbright students

—Chronicle of Higher Education, 2018

Top university for undergraduate education

—U.S. News & World Report, 2019

#2 online undergraduate degree program in the nation

—U.S. News & World Report, 2019

A leader in undergraduate education

—Princeton Review, 2019

Top 10 fine arts programs

—U.S. News & World Report, 2018

#5 in the nation for producing the best-qualified graduates

—The Wall Street Journal

Top-10 university for research

—National Science Foundation Education Research and Development rankings

#1 choice of international students

—Institute of International Education, 2018

Top 10 in the U.S., Canada for preparing students in science, tech

—Popular Mechanics

A top school for veterans and military students

—Military Times, 2018

#1 in the world: Thunderbird global management degree

—Times Higher Education / Wall Street Journal, 2019

Top 10 in the world business management

Ahead of Stanford, MIT and UC Berekley

—Shanghai Ranking, Academic Ranking of World Universities, 2018

A top world university

—Center for World University Rankings

A world leader in executive education

—Financial Times, 2018

Recipient: Carnegie Foundation Community Engagement Classification

—Carnegie Foundation

Top 10 for students studying abroad

—Institute of International Education, 2018

#2 graduate local government management program in the U.S.

—U.S. News & World Report, 2018

#5 online MBA program in nation

—U.S. News & World Report, 2018

#3 producer of TFA teachers

—U.S. News & World Report, 2018

Top producer: Peace Corps volunteers

—Peace Corps Top Volunteer-Producing Colleges and Universities, 2018

A best-in-U.S.: health and well-being programs for students

—Active Minds, 2018

**Top 5 campus
for
sustainability**

—Sierra Club, 2018

**#9 graduate
public affairs**

—U.S. News & World
Report, 2018

**#4 ASU
Online
programs
among
nation's best**

—U.S. News & World
Report, 2018

**President
Crow: one of
the best
college
presidents**

—Time magazine

**A national
leader in tech
transfer**

—Milken Institute Report,
April 2017

**Top 20 in the
world: Utility
patents
granted**

—National Academy of
Investors/Intellectual
Property Owners
Association, 2018

**#15 graduate
education
school in
nation**

—U.S. News & World
Report, 2019

**Top 10 in the
U.S. for Silicon
Valley hires**

**Ahead of Cornell,
MIT and UCLA**

—Quartz Media, 2017

**#1 BEA
Festival of
Media Arts
awards, 2018**

—Broadcast Education
Association

**A top-ranked
law school in
the nation**

—U.S. News & World
Report, 2018

**Top 5 graduate
business
schools in the
U.S.**

—U.S. News & World
Report

**A 'world's-best'
full-time MBA
program**

—The Economist, 2018

**Gold Medal
'Military
Friendly'**

—G.I. Jobs Magazine,
2018

**One of the
nation's
outstanding
public
universities**

—American City Business
Journals

Key areas of ASU accomplishment



Student Success

1. Access
2. Affordability
3. Outcomes



Research

1. Expenditures
2. Top Rankings
3. Tech Transfer



Financial Health

1. Cost Containment
2. Growth in Revenue
3. Growth in Net Assets

Students

ASU is committed to student success

More ASU students are earning prestigious scholarships than ever before



Shantel Marekera
2019 Rhodes Scholarship



Frank Smith III
2018 Marshall Scholar



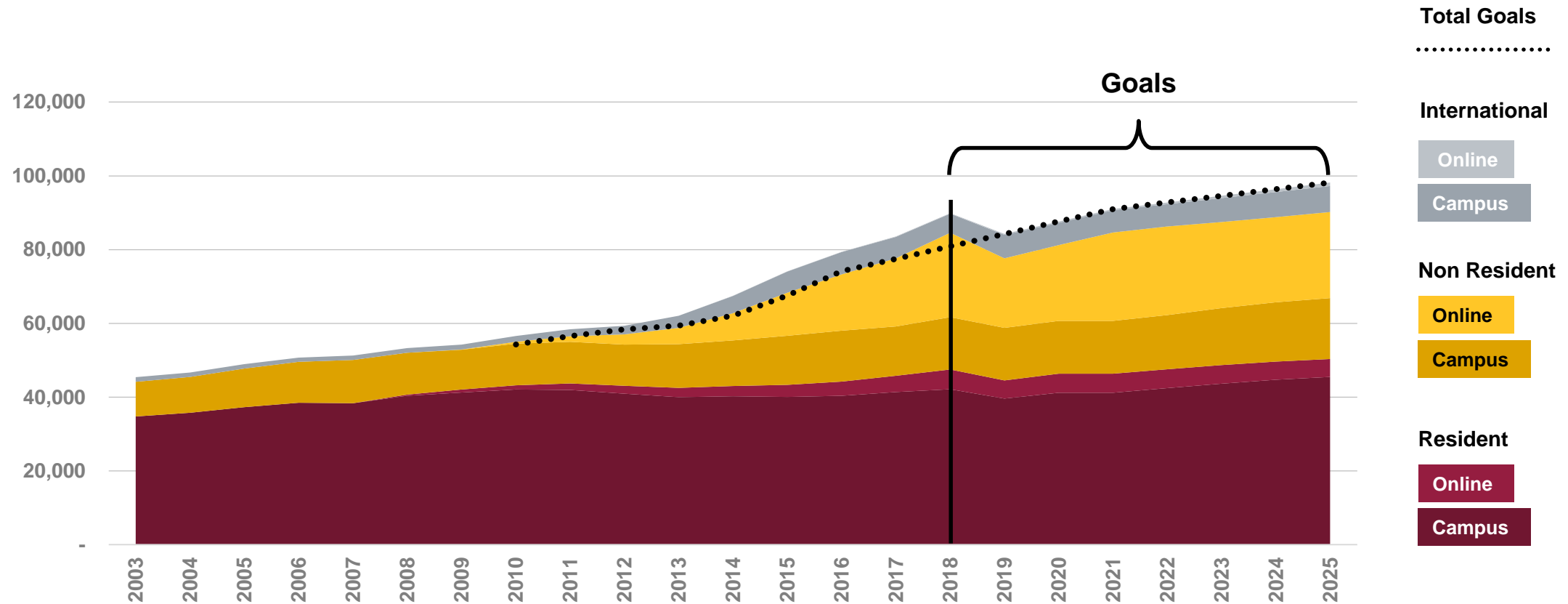
Charity Bhebhe
2018 Gates Cambridge Scholar



Alexa Scholl
2018 Truman Scholar

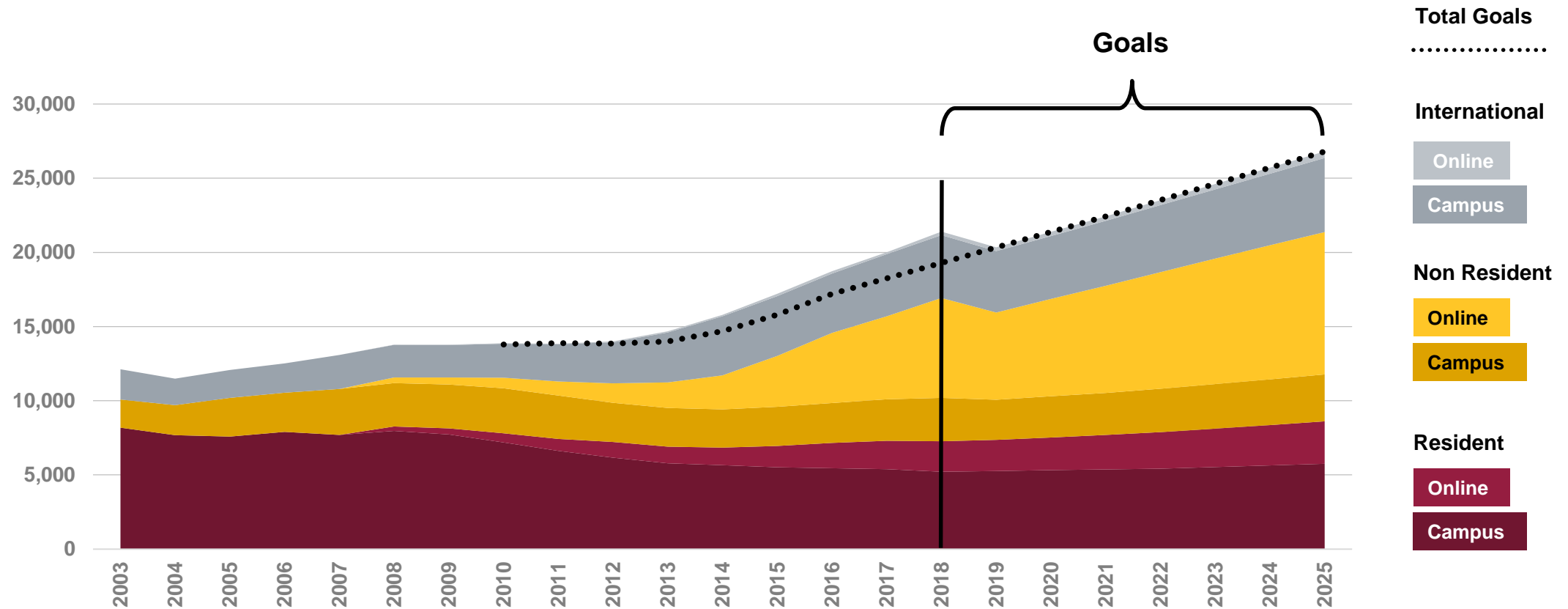
Undergraduate enrollment is up 45% in 5 years

Undergraduate Enrollment Actual and Metric Goals (2003-2025)

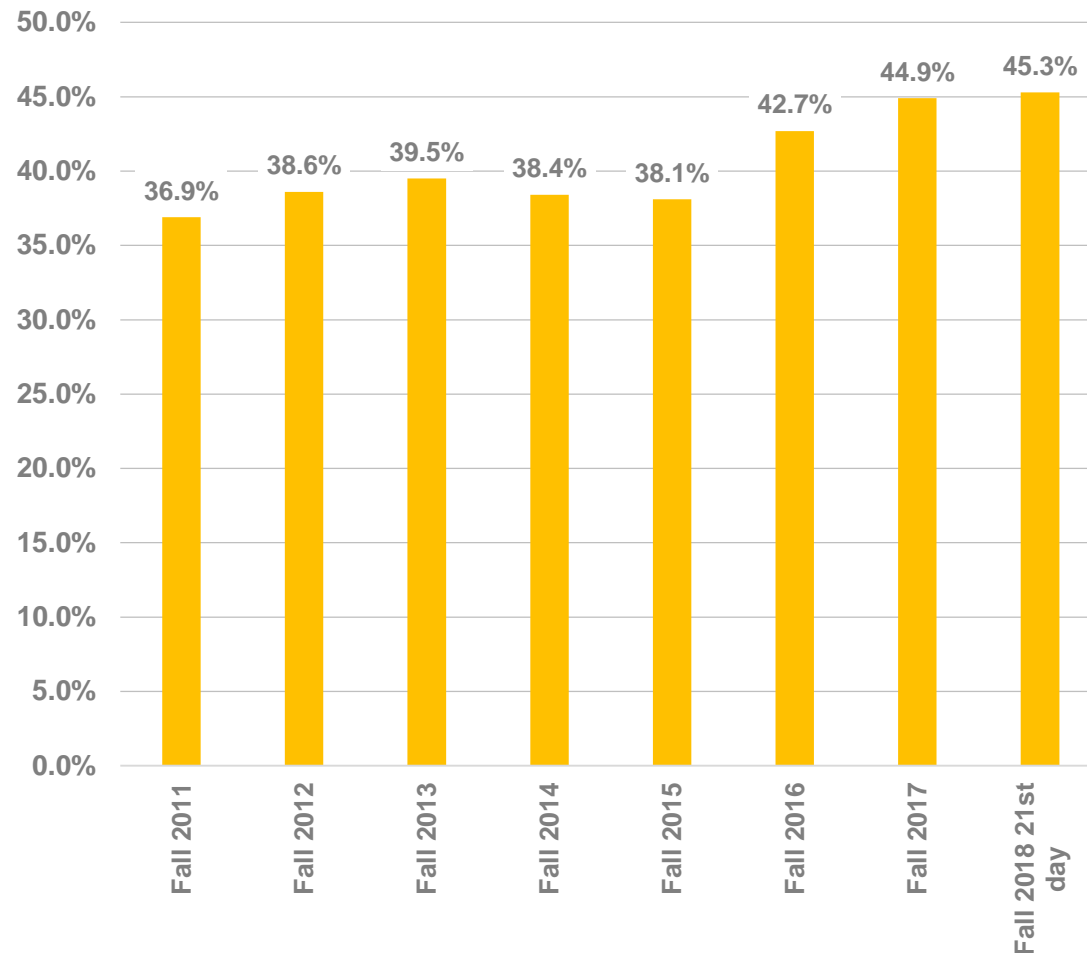


Graduate enrollment is up 46% in 5 years

Graduate Enrollment Actual and Metric Goals (2003-2025)



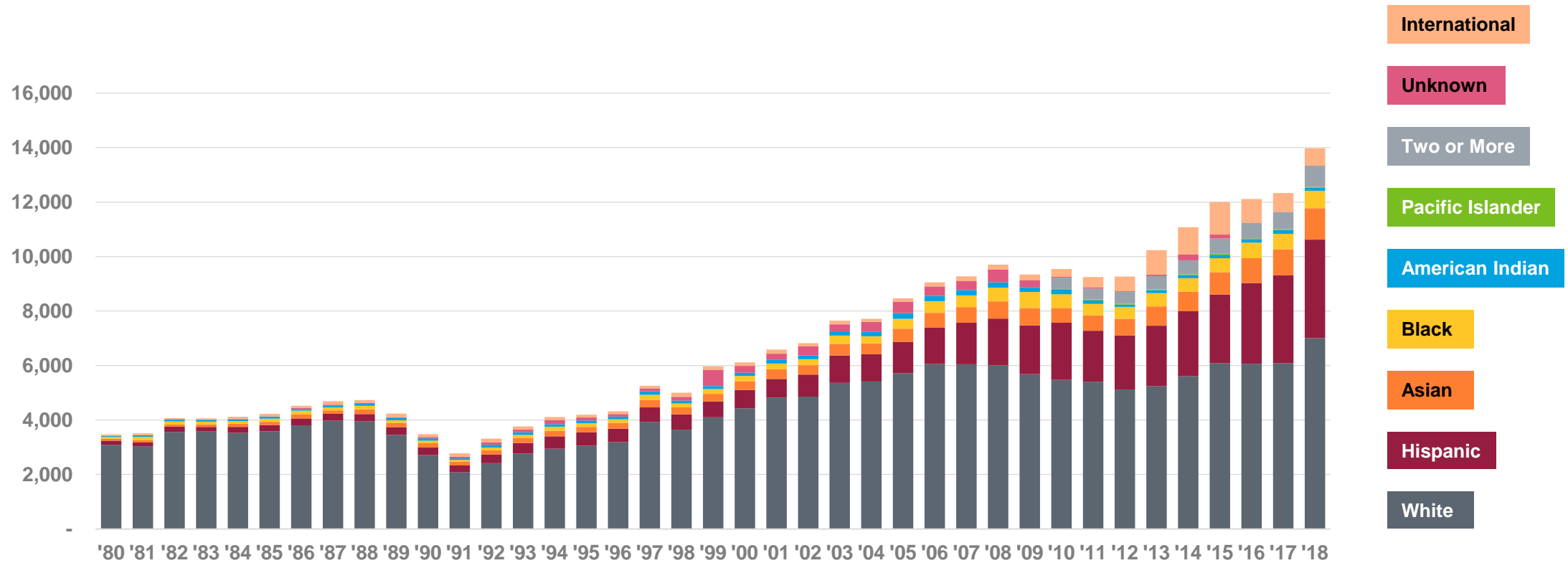
Freshman class grows in diversity and inclusion



This percentage reflects the entire domestic (in- and out-of-state) freshman class.

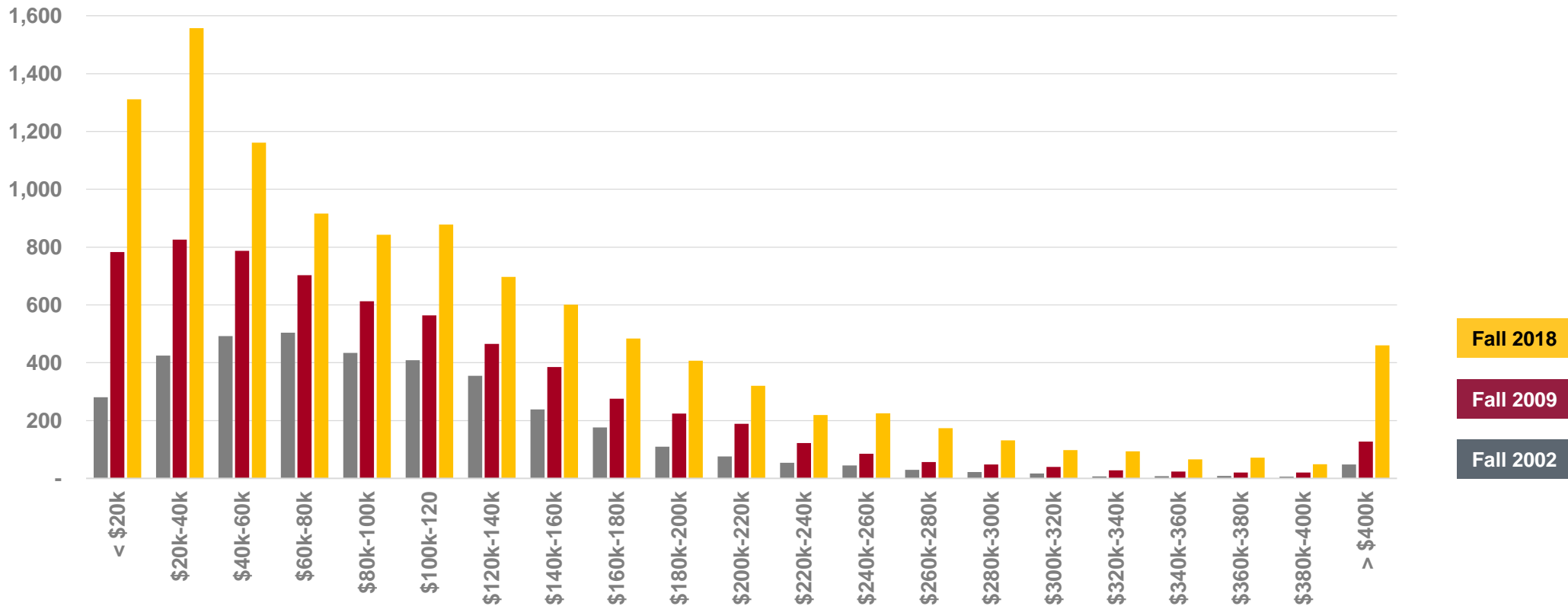
Freshman diversity grew markedly in 15 years

First-Time Freshmen Enrollment by Race (Fall 1980 – Fall 2018)



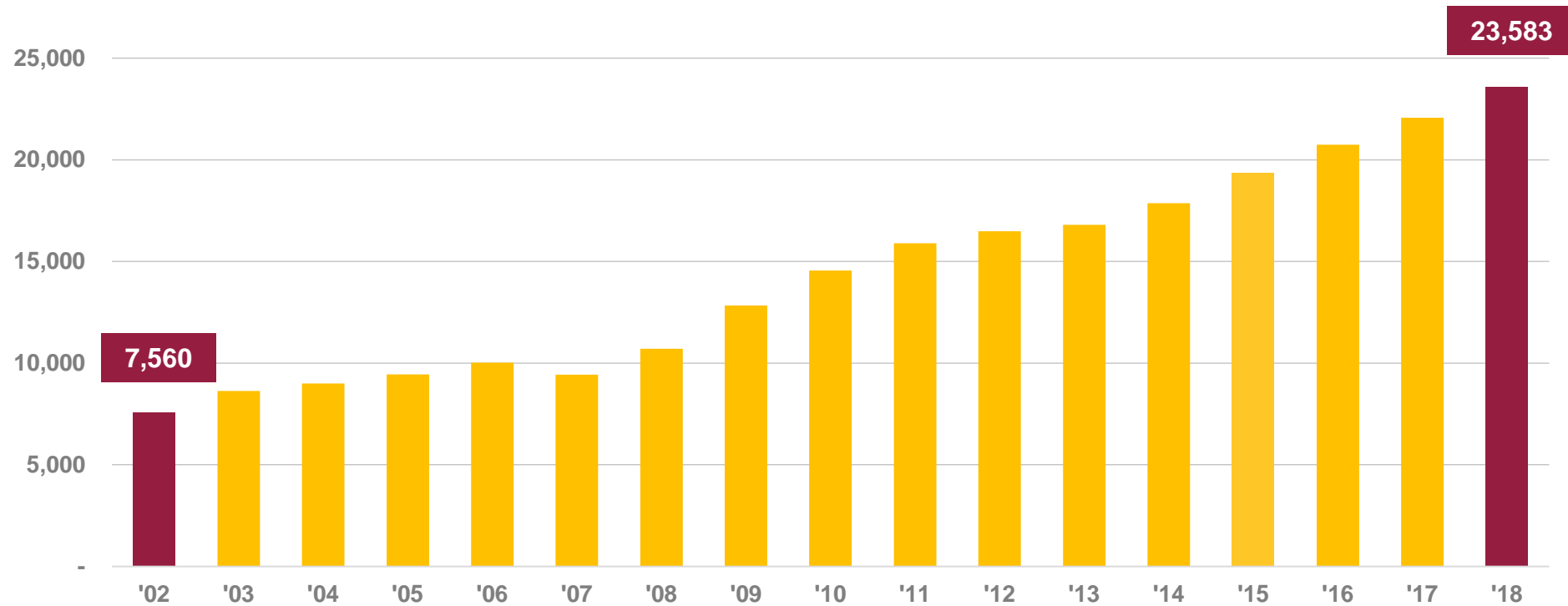
ASU is far more accessible to low-income students

Freshmen Enrollment by Income (2002, 2009, 2018)



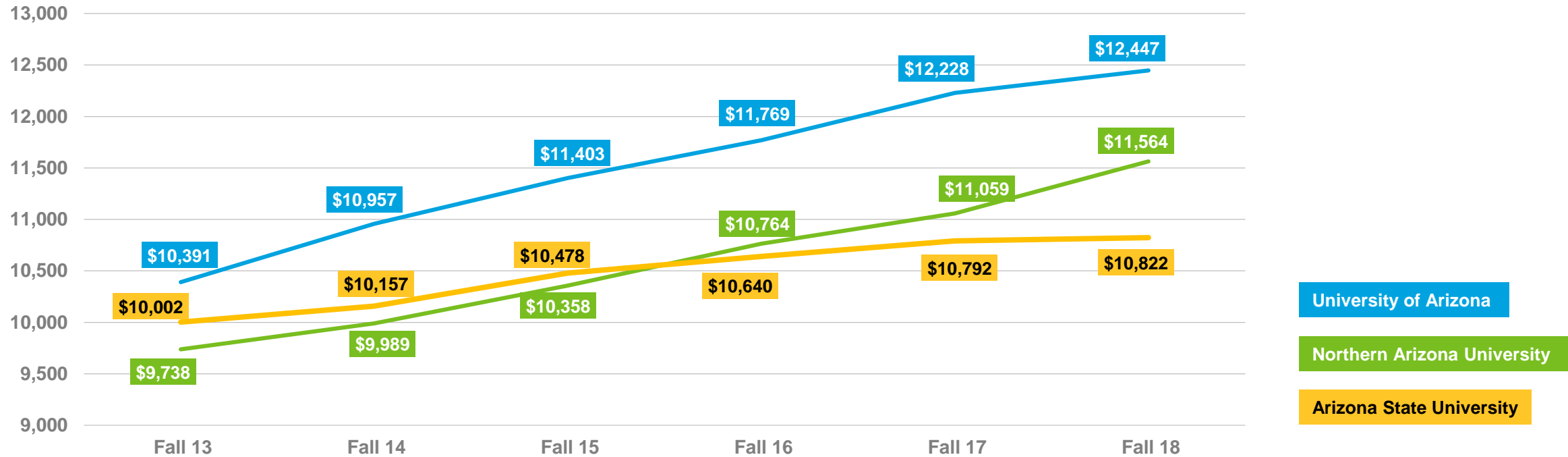
Number of ASU first-generation students has more than tripled

First-Generation Students at ASU (2002-2018)



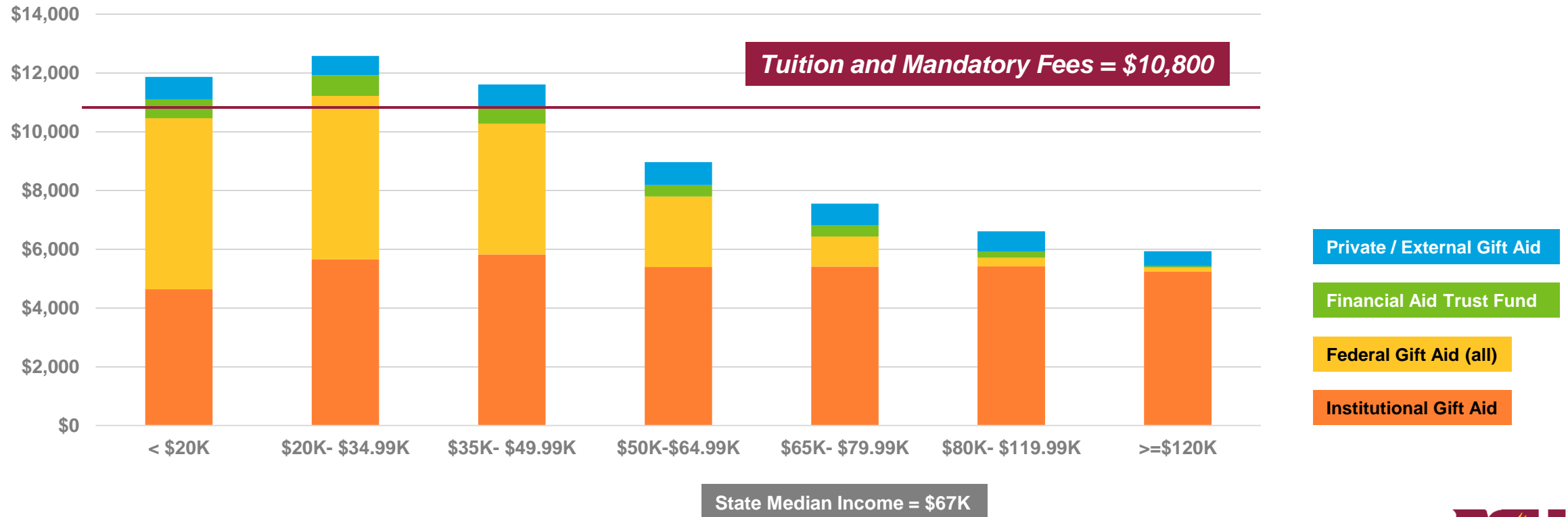
ASU is committed to low annual tuition adjustments

Tuition & Fees For New Resident Freshman Entering (Fall 2013 – Fall 2018)



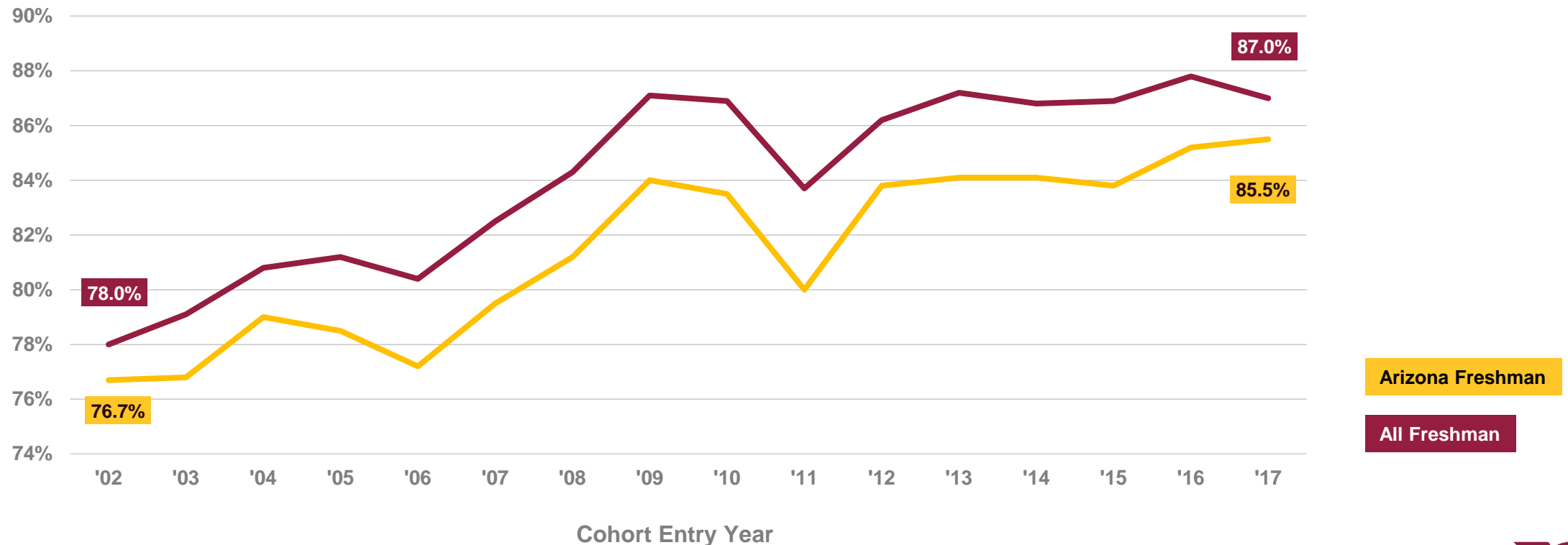
ASU gift aid is crucial to affordability

Resident Undergraduates Average Gift Aid Awards by Family Income (2017-2018)



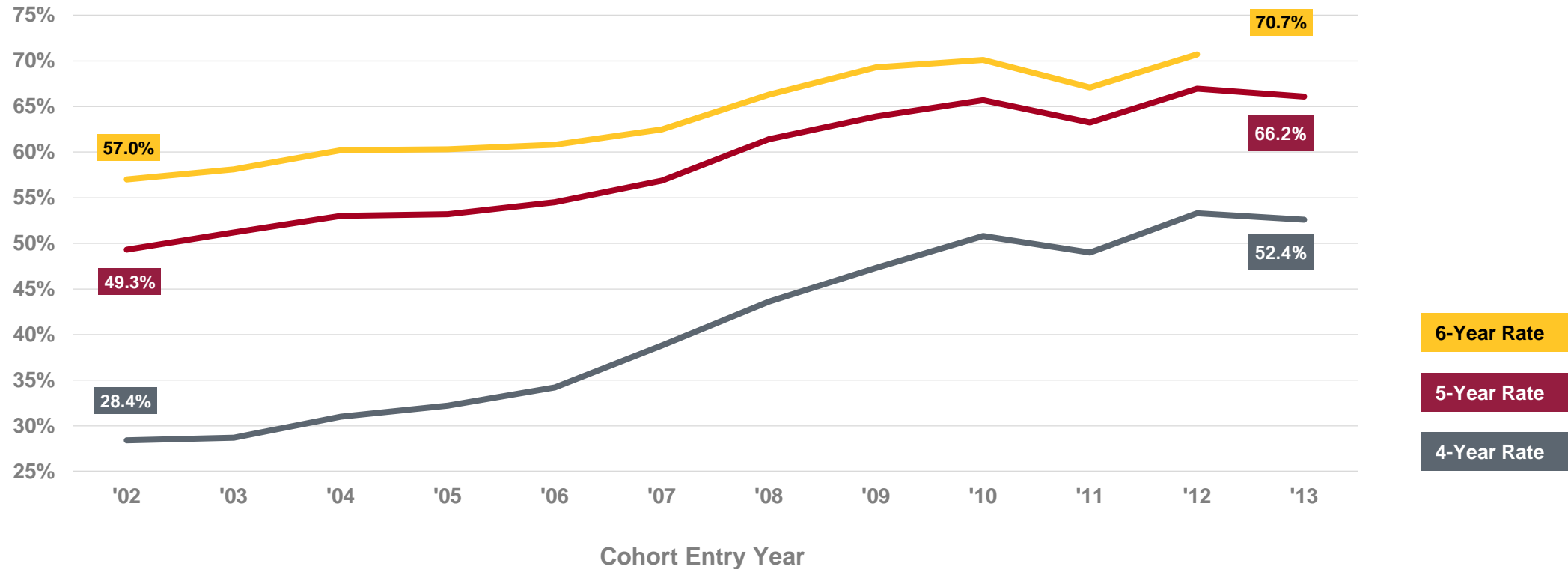
First-year freshman retention is nearing 90% goal

First-Year Freshman Retention Rates (2002-2017)



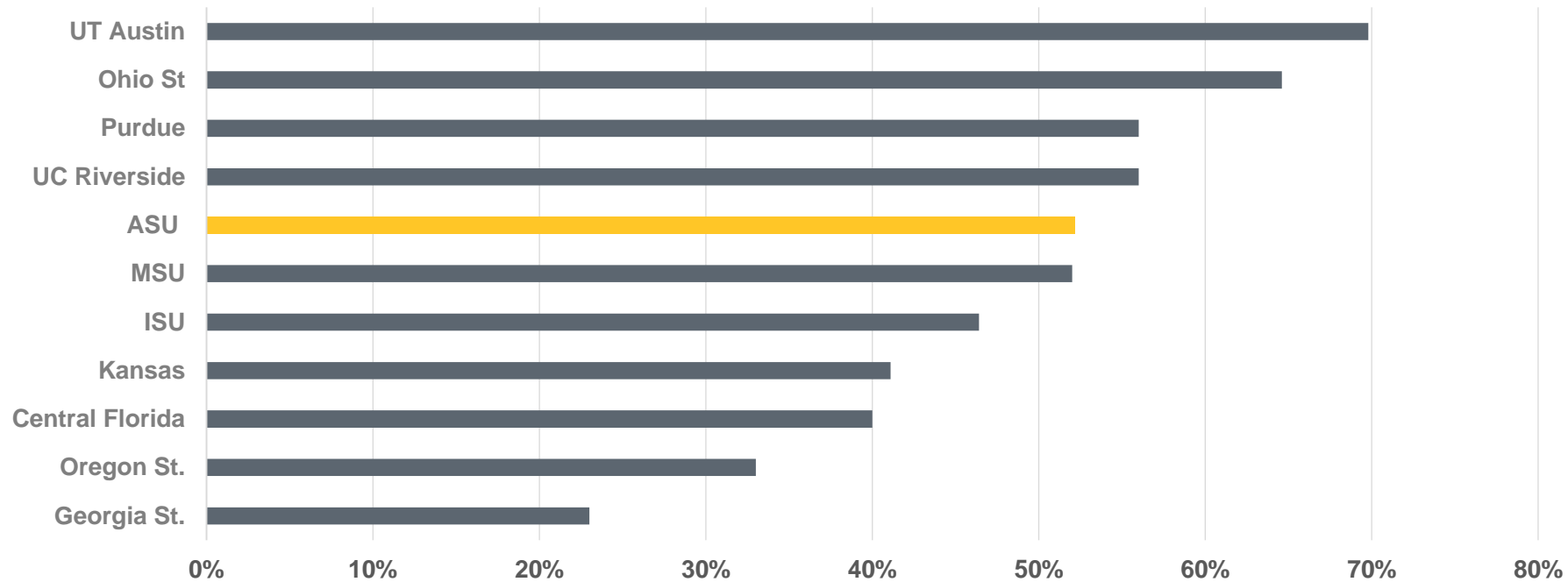
ASU 4-year graduation rate is up 85% since 2002

Resident Freshman Cohort Graduation Rate (2002-2013)



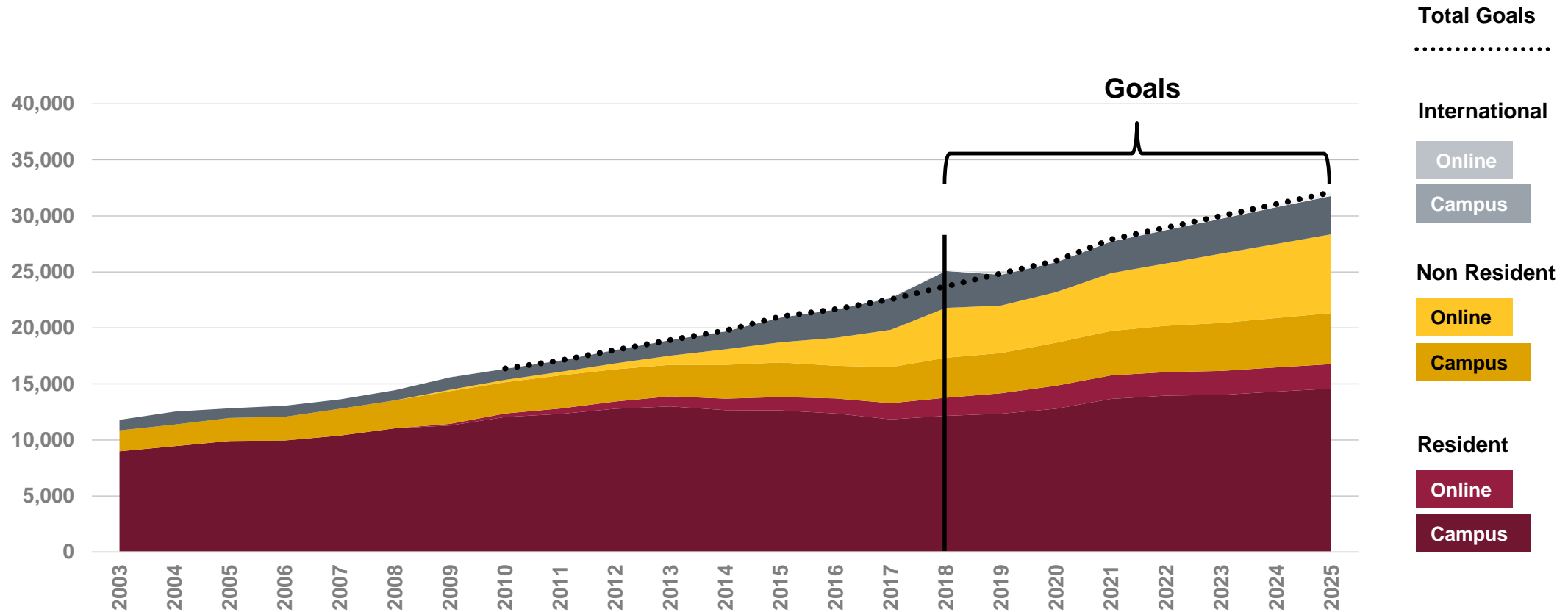
ASU 4-year graduation rate compares well with UIA peers

4-Year Graduation Rate of University Innovation Alliance (UIA)



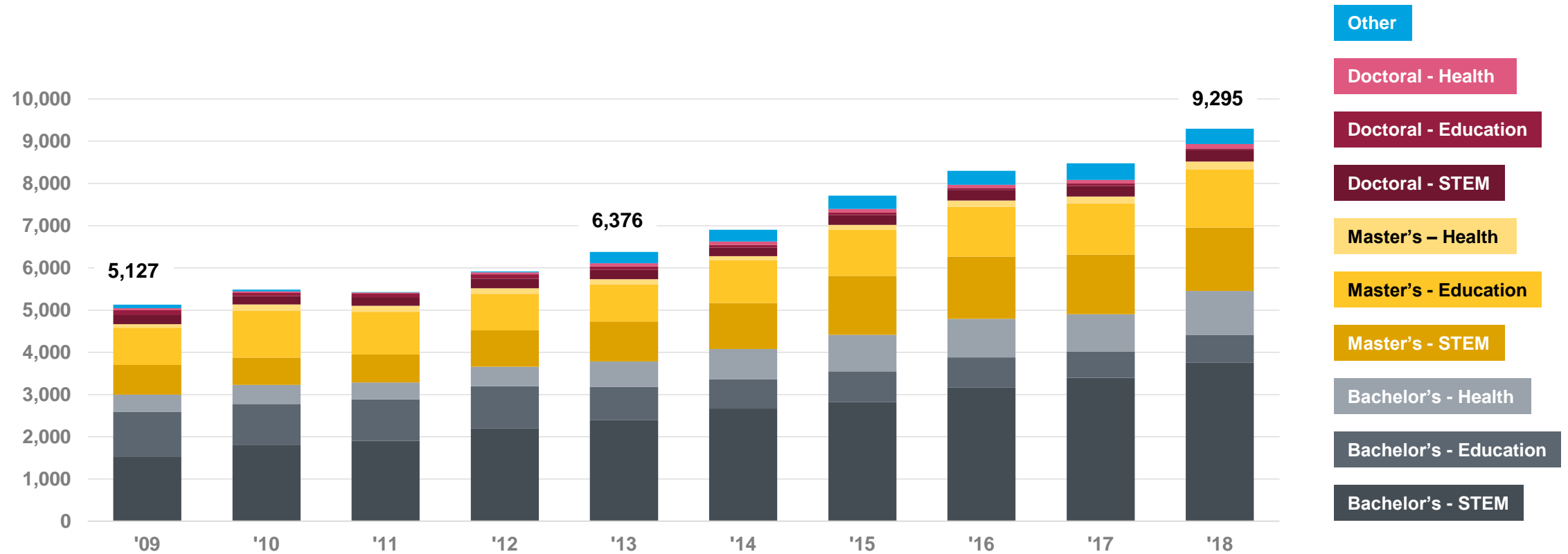
The number of degrees awarded is up 33% since 2013

Undergraduate and Graduate Degrees by Year (2003 -2025)



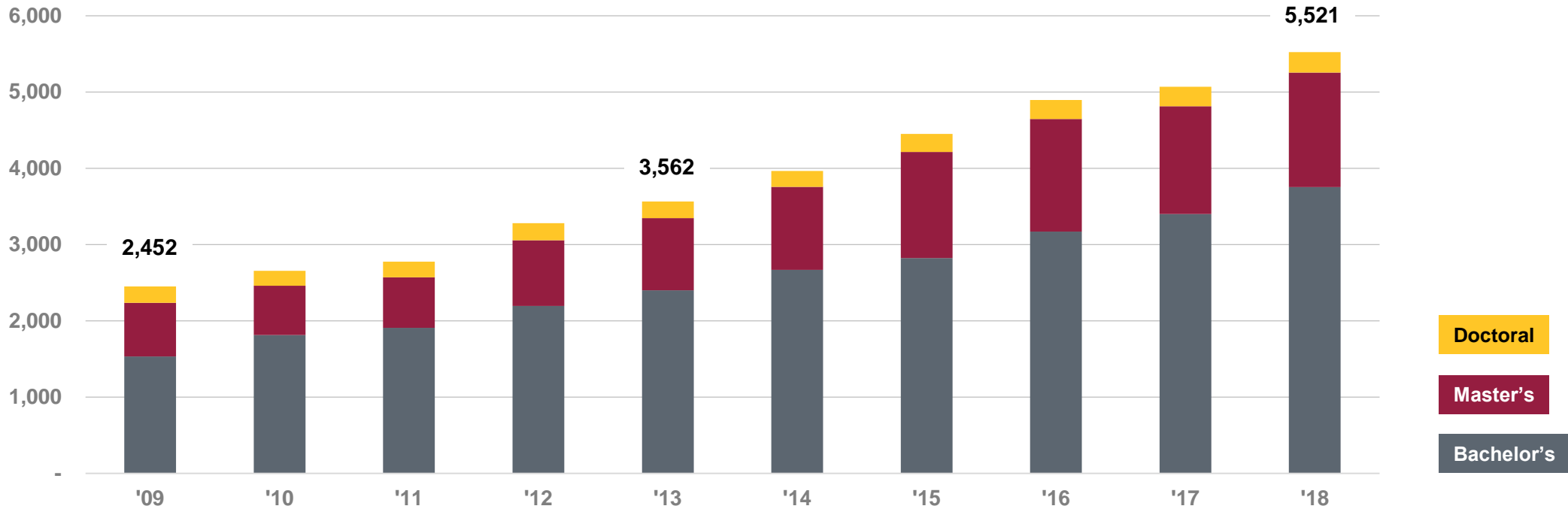
Degrees awarded in high demand fields are up 46% since 2013

High Demand Degrees Awarded (2009-2018)



STEM degrees awarded are up 55% since 2013

STEM Degrees Awarded (2009-2018)



ASU Fulton Schools of Engineering experienced major growth

2009 vs 2018

Total enrollment

6,407

Fall 2009

22,406

Fall 2018

Undergraduates

4,253

Fall 2009

17,960

Fall 2018

Graduates

2,154

Fall 2009

4,446

Fall 2018

Degrees granted

1,391

2008-2009

4,197

2017-2018

Research expenditures

\$73M

FY2009

\$104M

FY2018

T/TT faculty

214

Fall 2010

350

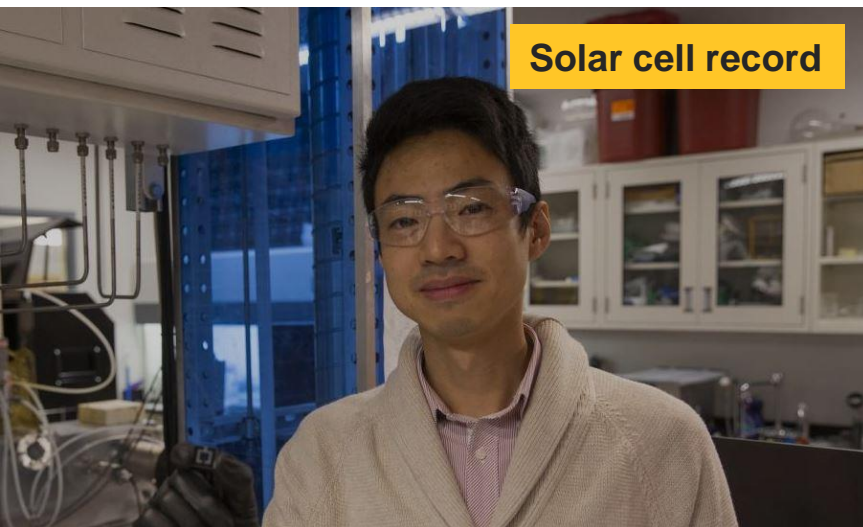
Fall 2018

A Black woman with voluminous curly hair is smiling while working in a laboratory. She is wearing a white lab coat over a pink top and blue nitrile gloves. She is holding a pipette in her right hand and a small vial in her left hand. The background is a blurred laboratory with shelves and equipment.

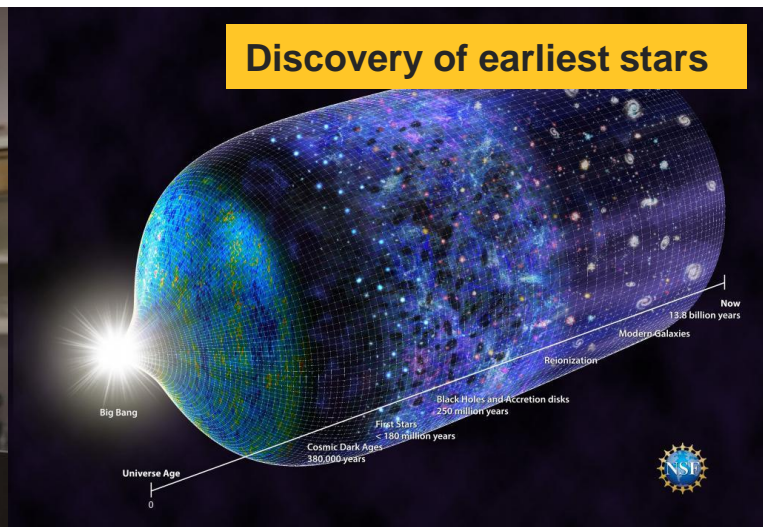
Research

ASU produces groundbreaking research

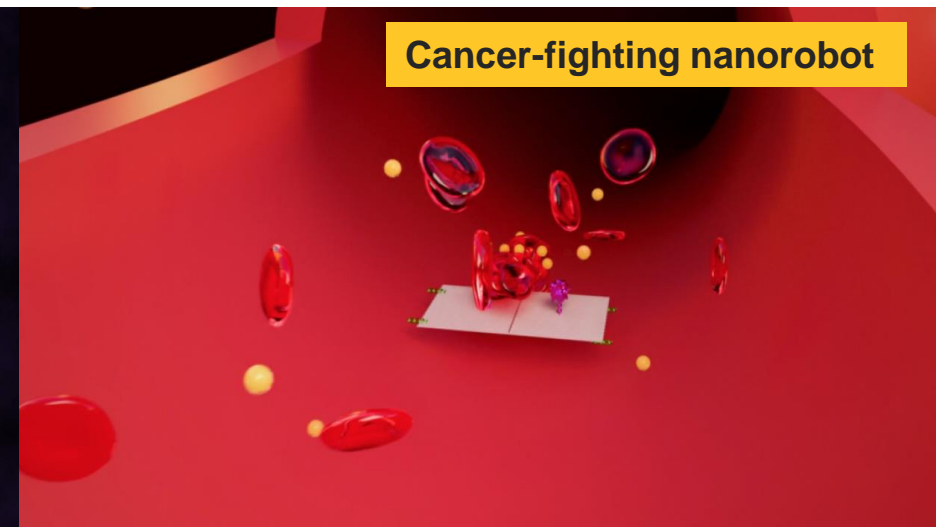
Game-changing, use-inspired discovery happens here



Solar cell record



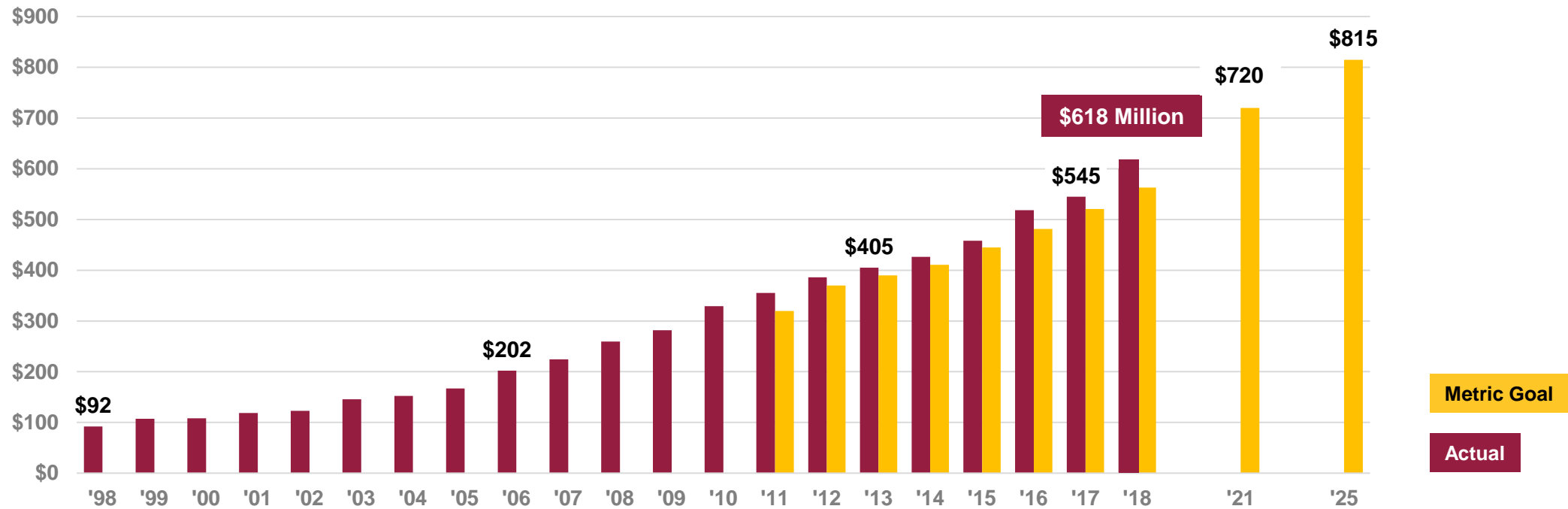
Discovery of earliest stars



Cancer-fighting nanorobot

ASU research expenditure growth has been rapid

Research Expenditures has Doubled Every 6-8 Years (in Millions)



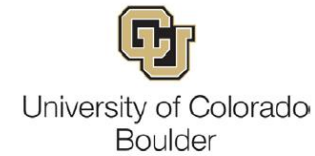
ASU research expenditure growth is competitive

Higher Education Research and Development Rankings (2017)

Total Research Expenditures: **44 of 876** ahead of



Caltech



Total Research Expenditures among Institutions without a Medical School : **9 of 718** ahead of

Caltech



Carnegie Mellon University

THE ROCKEFELLER UNIVERSITY
Science for the benefit of humanity



Non-Medical School Expenditures: **22 of 876** ahead of

Stanford University



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL



Social Sciences: **4 of 483** ahead of

Berkeley
UNIVERSITY OF CALIFORNIA

UNIVERSITY OF MARYLAND



Cornell University

UCLA



PennState Health
Milton S. Hershey
Medical Center

Penn
UNIVERSITY OF PENNSYLVANIA

THE UNIVERSITY
OF ARIZONA.

WISCONSIN
UNIVERSITY OF WISCONSIN-MADISON

Anthropology:

1 of 197 ahead of

M
UNIVERSITY OF MICHIGAN

HARVARD
UNIVERSITY

Stanford
University

THE GEORGE
WASHINGTON
UNIVERSITY
WASHINGTON, DC

EMORY
UNIVERSITY

TEXAS
The University of Texas at Austin

THE UNIVERSITY
OF ARIZONA.

Political Science: **5 of 323** ahead of

Berkeley
UNIVERSITY OF CALIFORNIA



PennState

Duke
UNIVERSITY

Tufts
UNIVERSITY

THE UNIVERSITY
OF ARIZONA.

UC San Diego

W
UNIVERSITY of
WASHINGTON

Sociology: **13 of 347** ahead of

Yale

COLUMBIA UNIVERSITY
IN THE CITY OF NEW YORK

HARVARD
UNIVERSITY

JOHNS HOPKINS
UNIVERSITY

THE UNIVERSITY
OF ARIZONA.

RICE

IOWA STATE
UNIVERSITY

Economics: **14 of 317** ahead of

THE UNIVERSITY OF
CHICAGO

Duke
UNIVERSITY

Penn
UNIVERSITY OF PENNSYLVANIA

Yale

UF | UNIVERSITY of
FLORIDA

THE UNIVERSITY
OF ARIZONA.

WISCONSIN
UNIVERSITY OF WISCONSIN-MADISON

NC STATE
UNIVERSITY

Psychology: **16 of 426** ahead of

Stanford
University

Berkeley
UNIVERSITY OF CALIFORNIA



Cornell University



Non-Science and Engineering: **7 of 536** ahead of

Stanford
University



Humanities: **4 of 388** ahead of

Yale



Caltech



Business and Management: **14 of 354** ahead of



Education: **17 of 446** ahead of



Geological and Earth Sciences: **2 of 344** ahead of



Engineering Expenditures: **19 of 385** ahead of



Cornell University



Electrical, Electronic, and Communications Engineering: **7 of 283** ahead of



HHS (including NIH) Funded Expenditures among Institutions without a Medical School:

9 of 408 ahead of



NASA Funded Expenditures: 10 of 427 ahead of **UAB** THE UNIVERSITY OF ALABAMA AT BIRMINGHAM



NSF Funded Expenditures: 23 of 579 ahead of



DOE Funded Expenditures: **29 of 345** ahead of

Yale

 COLUMBIA UNIVERSITY
IN THE CITY OF NEW YORK

Carnegie
Mellon
University

UCDAVIS



DOD Funded Expenditures: **33 of 450** ahead of



Cornell University

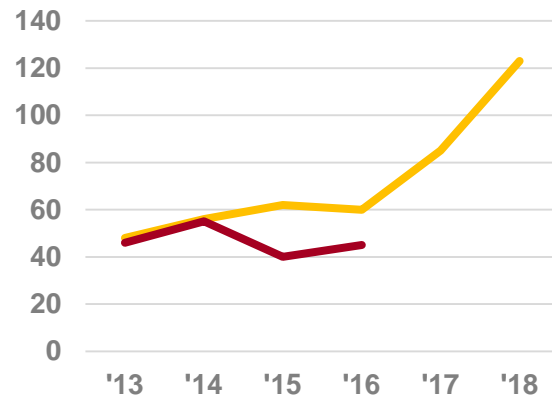


Yale

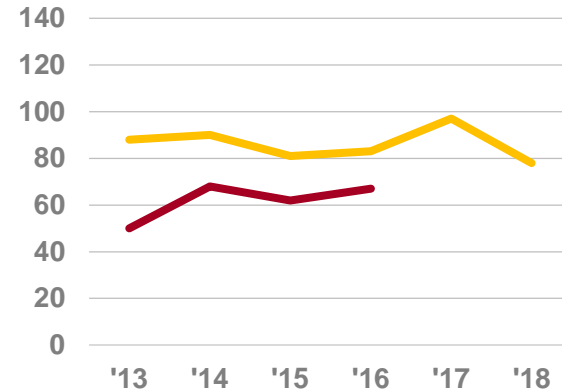


ASU outperforms the median of its peers in tech transfer

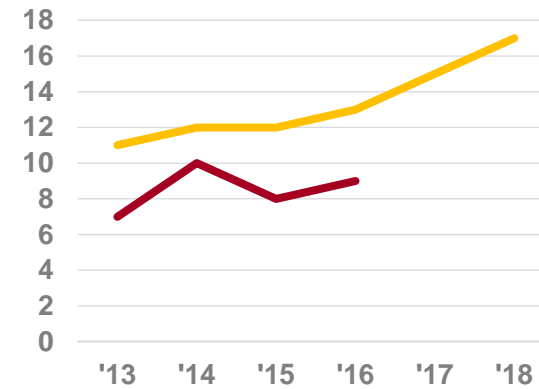
U.S. Patents Issued



Licenses & Options Executed



Start-up Companies



ASU

Median

Financial Health

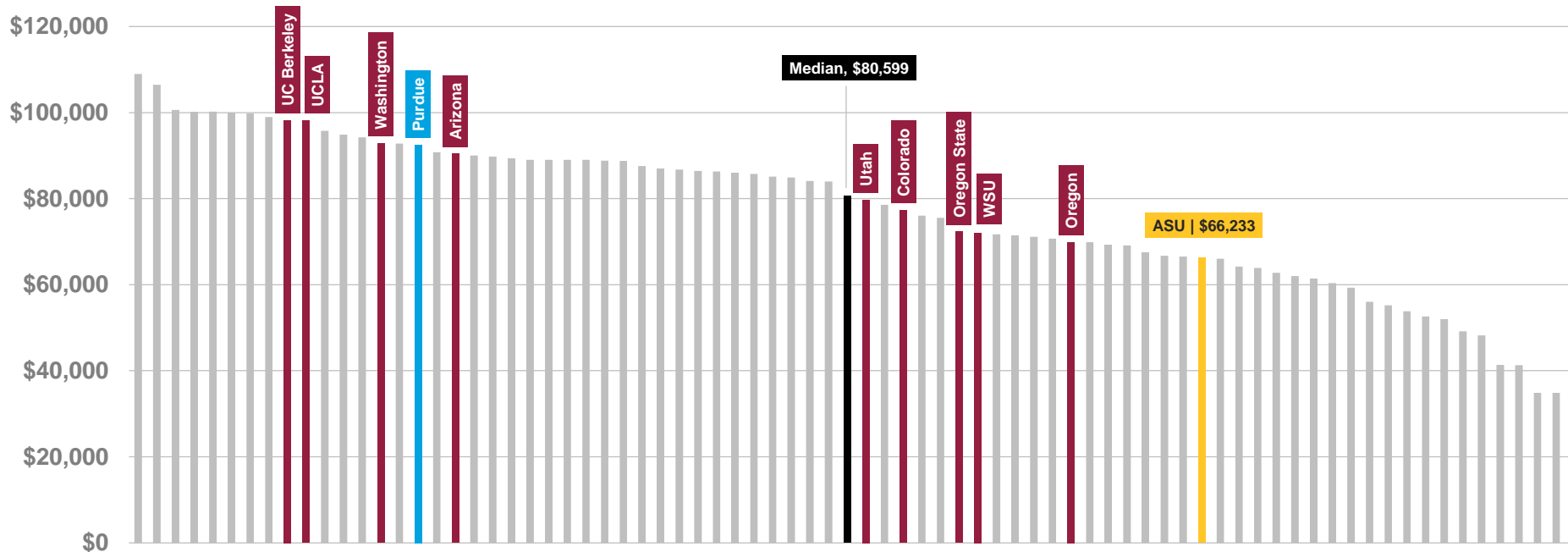
ASU demonstrates financial health

Entrepreneurial and philanthropic strategies support success



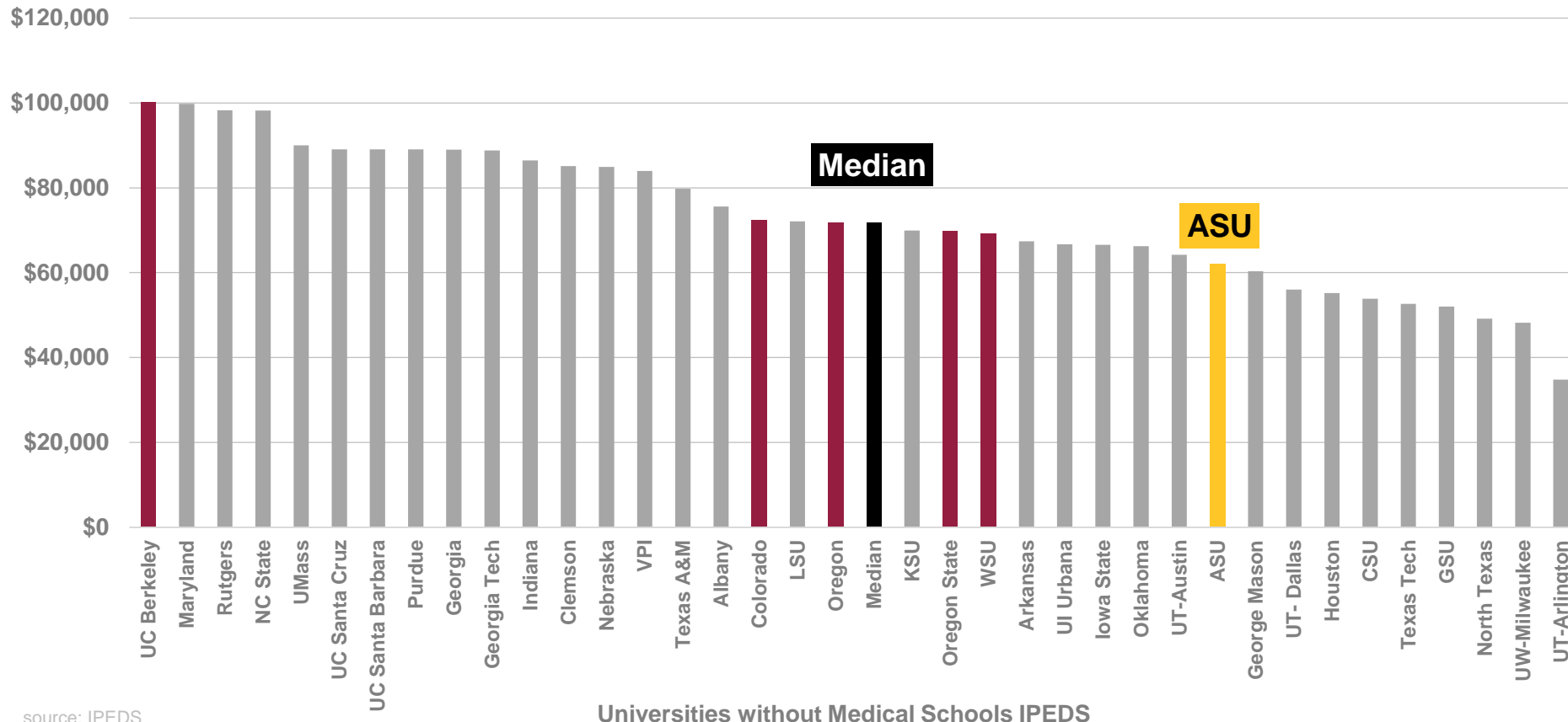
ASU uses 17% fewer resources per degree awarded than the national median

Tuition & State Appropriation per Degree Awarded (FY2017) Public Very High Research Universities



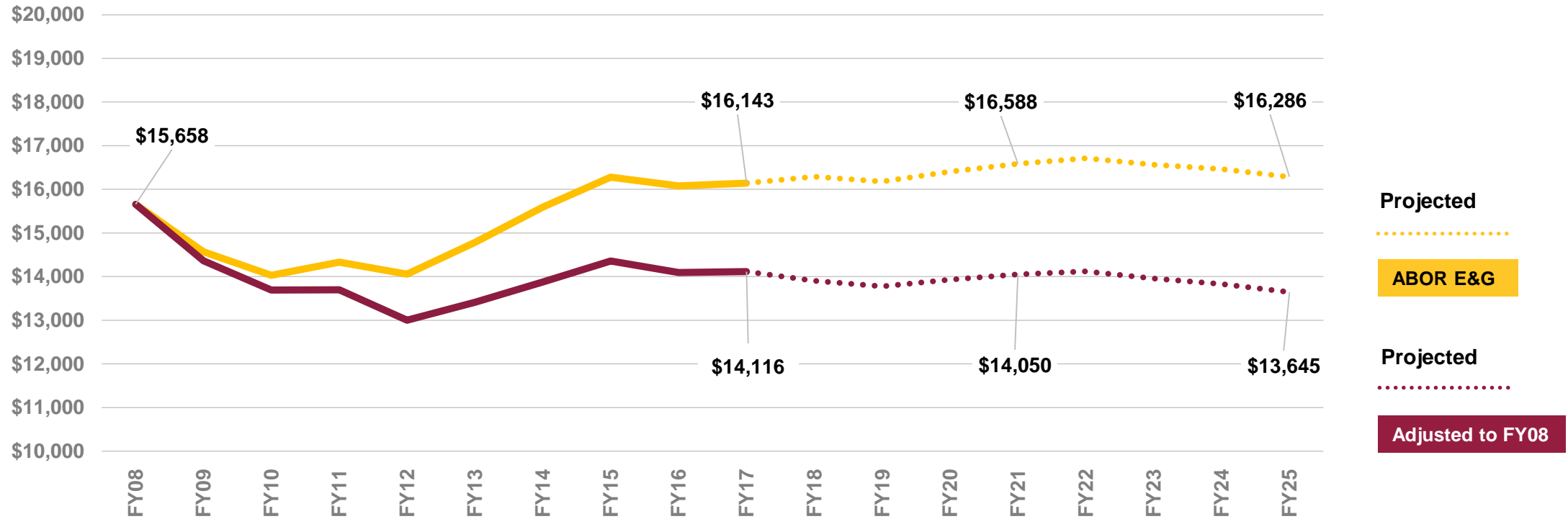
ASU uses 8.3% fewer resources per degree awarded than the median for universities without a medical school

Tuition, Fees, & State Appropriations per Degree Awarded Very High Research Public (FY 2017)



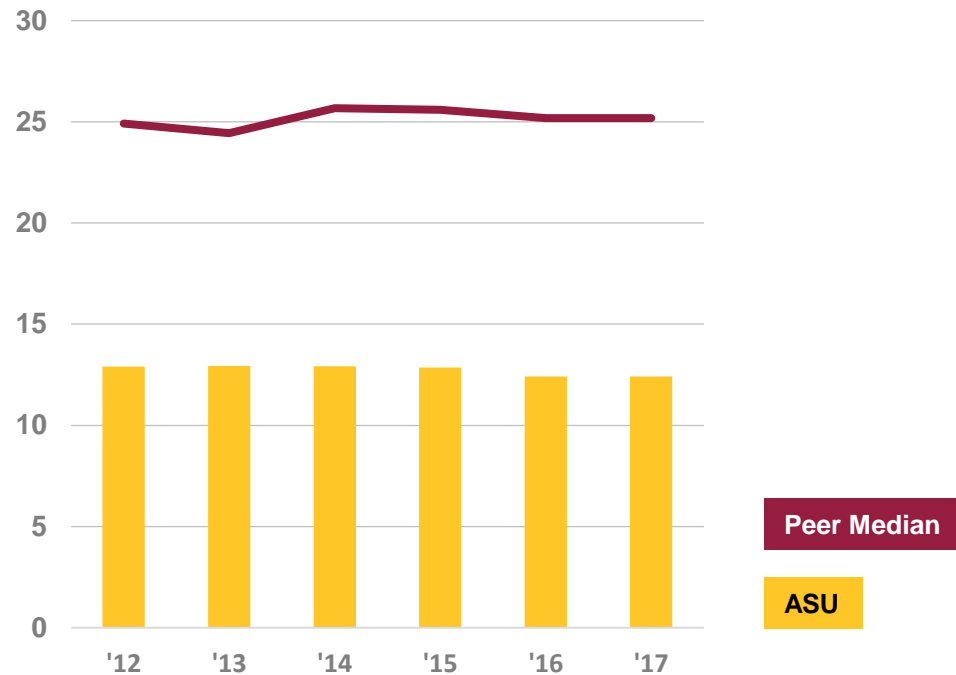
Cost discipline, application of technology, and economies of scale are projected to maintain current cost levels

E&G Expense Net of Scholarship Allowance per FTE ABOR Methodology



For 5 years, ASU has operated with about half the staff per student as its peers

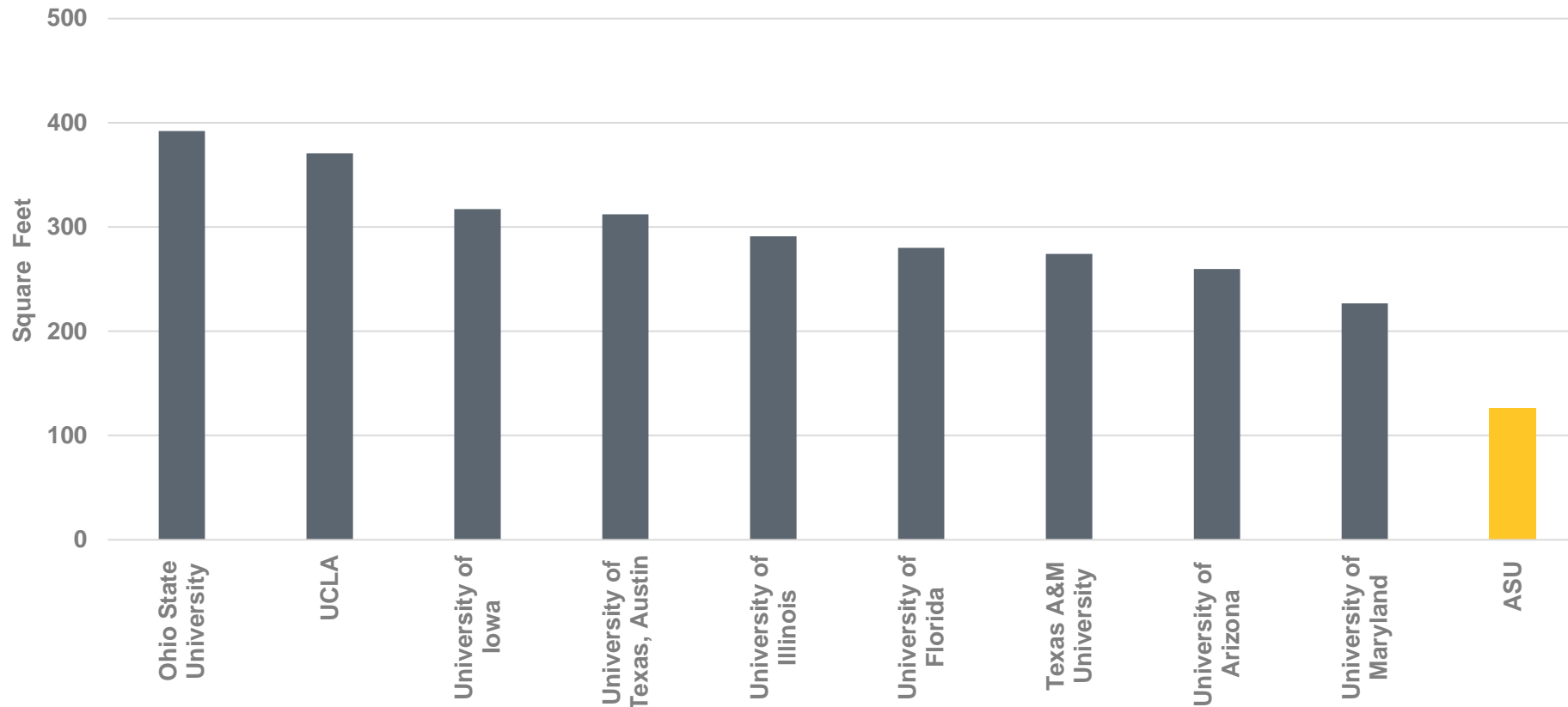
FTE Employees Per 100 FTE Students (FY2012 - FY2018)



	FY12	FY13	FY14	FY15	FY16	FY17	FY18
Arizona State University	12.91	12.93	12.92	12.85	12.52	12.36	12.90
Florida State University	15.3	15.8	16.1	16.0	16.1	16.2	16.8
Indiana University-Bloomington	20.1	20.5	20.1	20.8	20.3	20.8	22.1
Michigan State University	22.7	21.5	21.3	21.6	21.9	22.8	22.9
Ohio State University-Main Campus	24.3	23.0	23.0	22.9	22.7	22.9	23.5
Pennsylvania State University-Main Campus	28.6	28.8	28.8	29.0	29.6	29.3	30.1
Rutgers University-New Brunswick	23.0	23.9	25.7	25.0	24.7	25.9	29.9
The University of Texas at Austin	28.8	32.8	26.0	26.7	27.4	27.7	27.2
University of California-Los Angeles	27.3	26.7	28.4	26.4	26.9	26.7	27.1
University of Connecticut	26.9	28.1	28.3	27.6	27.2	27.9	28.5
University of Illinois at Urbana-Champaign	24.3	24.4	25.1	25.2	25.2	24.2	24.0
University of Iowa	23.2	23.3	23.5	24.1	24.2	23.5	23.2
University of Maryland-College Park	24.9	25.8	26.0	27.4	25.5	25.6	25.0
University of Minnesota-Twin Cities	29.6	30.3	30.9	31.2	31.6	31.7	31.9
University of Washington-Seattle Campus	25.6	24.4	25.3	25.6	21.7	25.6	24.7
University of Wisconsin-Madison	26.4	26.9	26.9	27.6	27.5	27.8	28.0
Peer Median	24.9	24.4	25.7	25.6	25.2	25.6	25.0

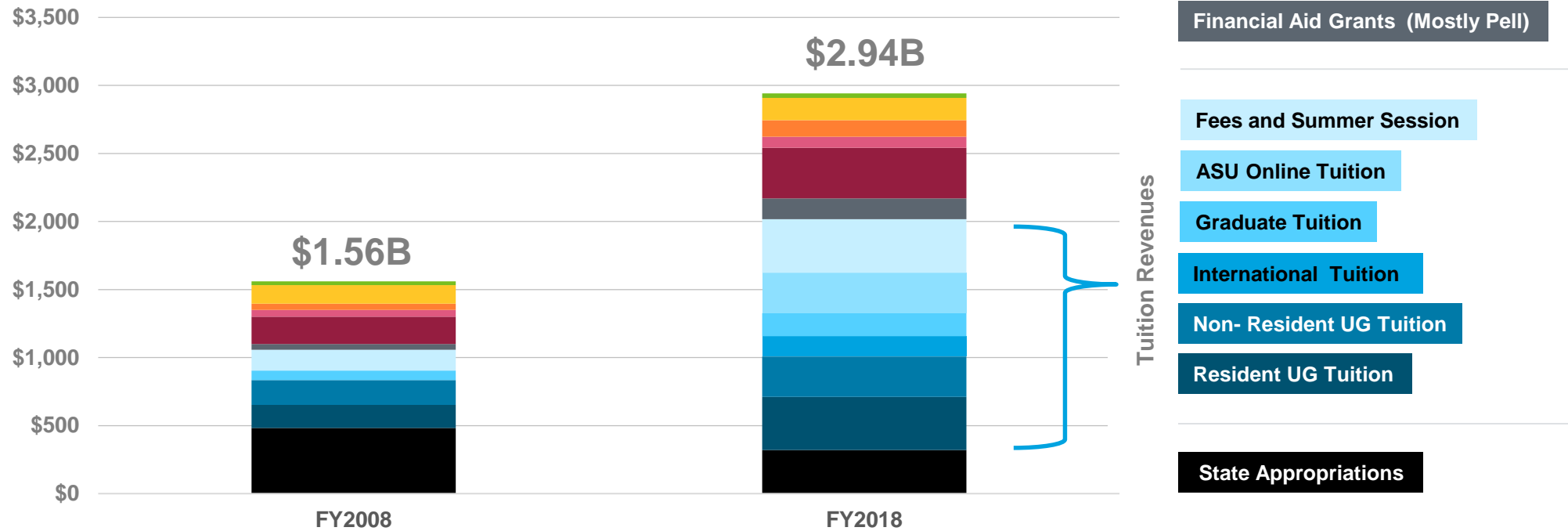
ASU is highly efficient in its use of space compared to its peers

Space Density: Net Assignable Square Footage by FTE



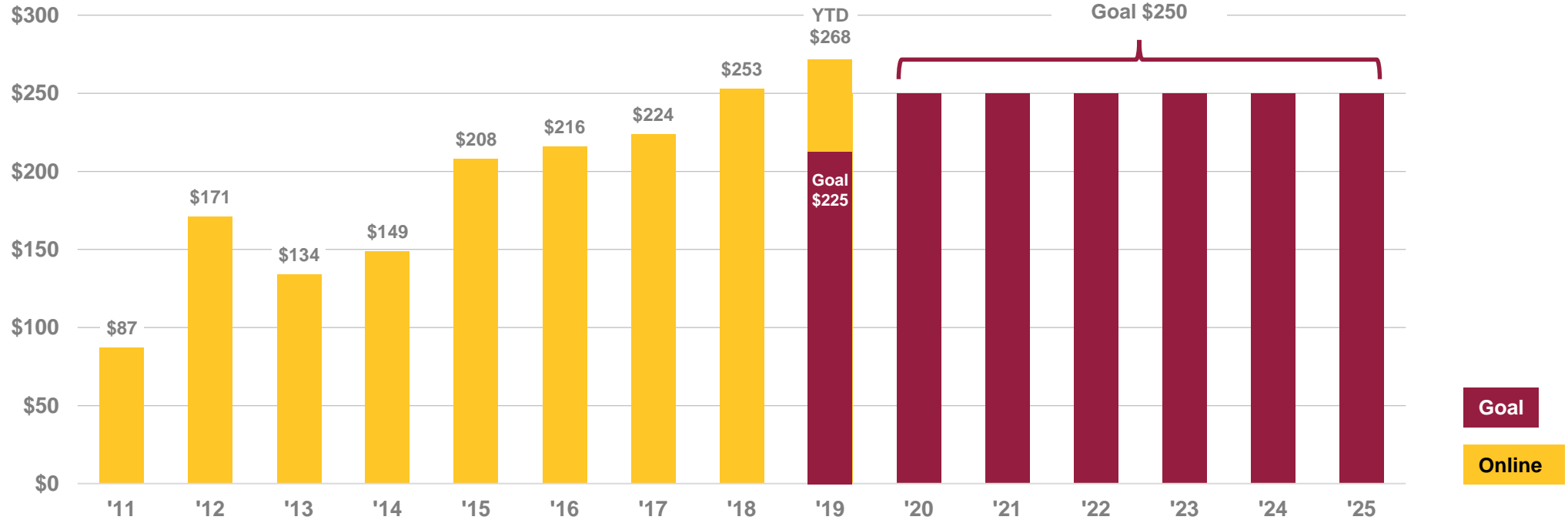
ASU has grown and diversified its revenues over the last decade

ASU Gross Revenues: All Funds (FY2008 & FY2018)



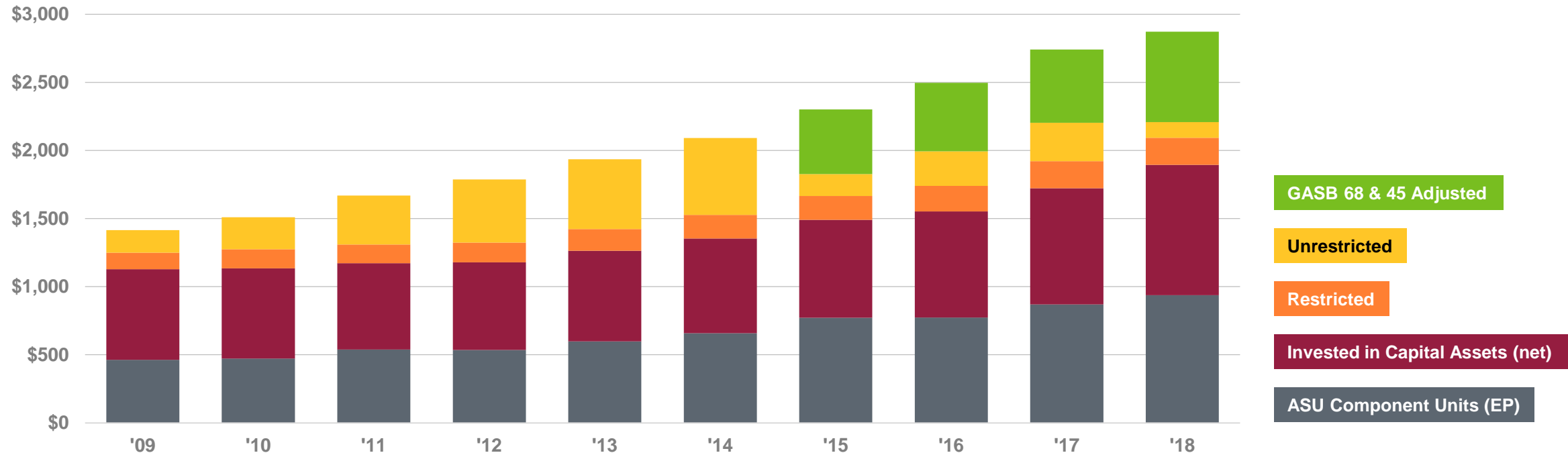
The Campaign ASU 2020 goal of \$1.5B has been exceeded

ASU Gifts and Commitments (2011-2025)

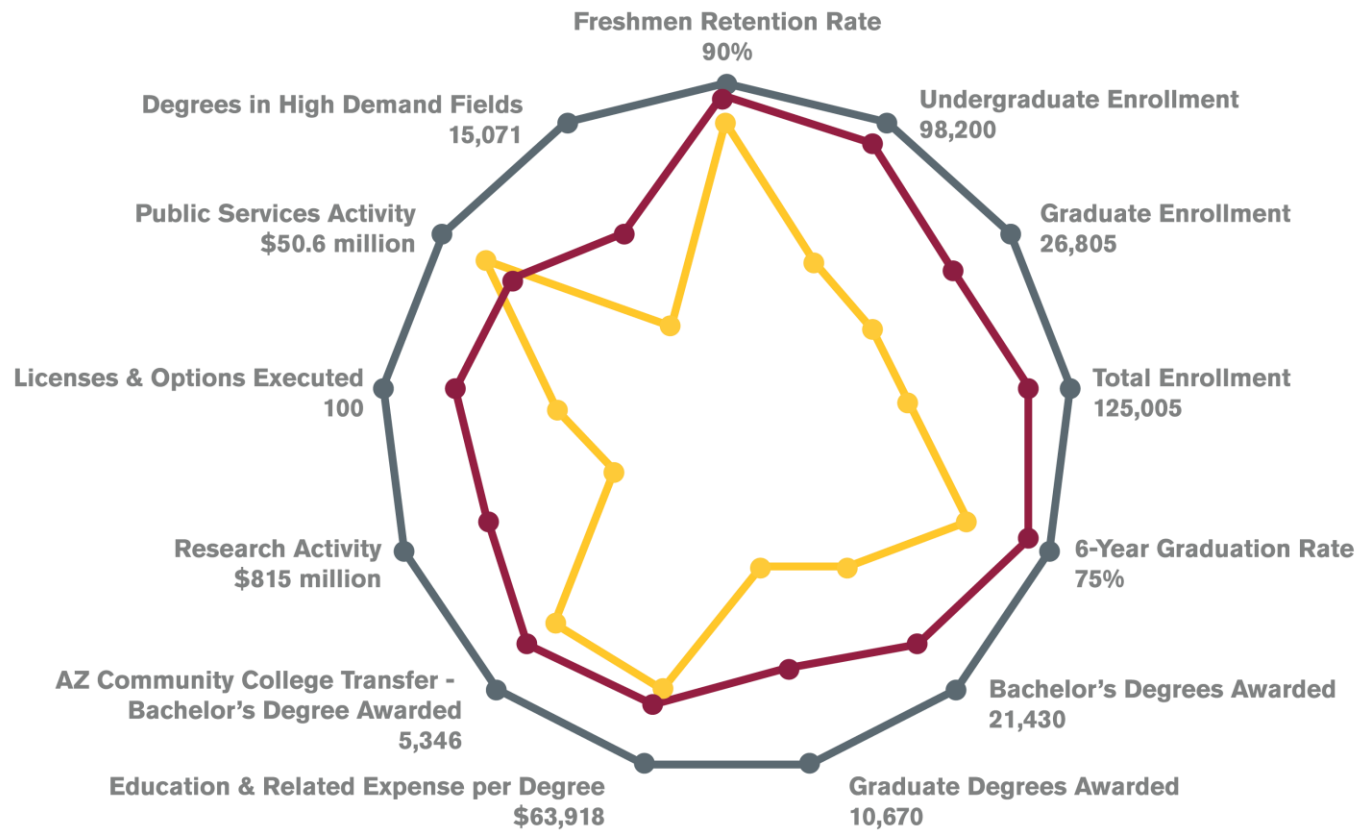


ASU's net position has doubled since 2009

Net Position and Component Units in Millions (2009-2018)



ASU has made substantial progress on its metric goals since 2008-09



08/09' Actual

17/18' Actual

2025 Goals

A silhouette of a person wearing a graduation cap, with their right hand raised in a 'rock on' gesture. In the background, a tall palm tree is visible against a clear sky. The scene is set during sunset or sunrise, with a warm glow on the horizon.

ASU 2025 Goals

ASU's approach is driven by its mission and goals



Demonstrate **leadership** in academic excellence and accessibility



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



Establish ASU as a **global center** for interdisciplinary research, discovery and development by 2025



Enhance our **local impact** and social embeddedness

Progress is measured against ASU's 2025 metric goals



Demonstrate **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, with undifferentiated outcomes for success.
- Improve freshman persistence to **greater than 90 percent**.
- Enhance university graduation rate to **greater than 85 percent** and more than 32,000 graduates.
- Enhance quality while reducing the cost of a degree.
- Enroll **100,000** online and distance-education degree-seeking students.
- Enhance measured student development and individual student learning to national leadership levels.
- Engage all learners on all levels.

Progress is measured against ASU's 2025 metric goals



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

- Attain national standing in academic quality for each college and school (top 5 percent).
- Attain national standing in the learning value added to our graduates in each college and school.
- Become the leading university academically (faculty, discovery, research, creativity) in at least one department or school within each college and school.

Progress is measured against ASU's 2025 metric goals



Establish ASU as a **global center** for interdisciplinary research, discovery and development

- Become the leading American center for discovery and scholarship in the integrated social sciences and comprehensive arts and sciences.
- Enhance research competitiveness to more than **\$815 million** in annual research expenditures.
- Transform regional economic competitiveness through research and discovery and value-added programs.
- Become a leading American center for innovation and entrepreneurship at all levels.

Progress is measured against ASU's 2025 metric goals

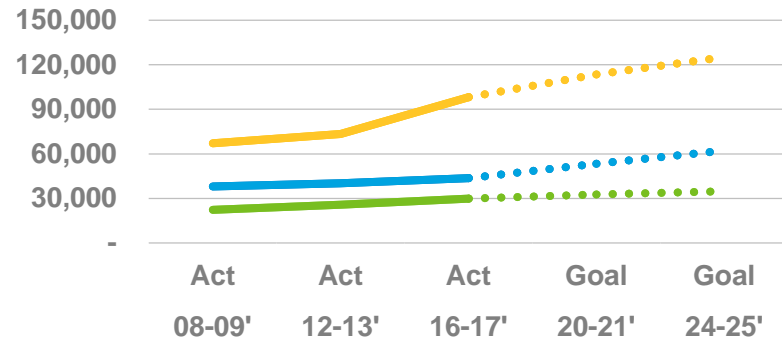


Enhance our **local impact** and social embeddedness

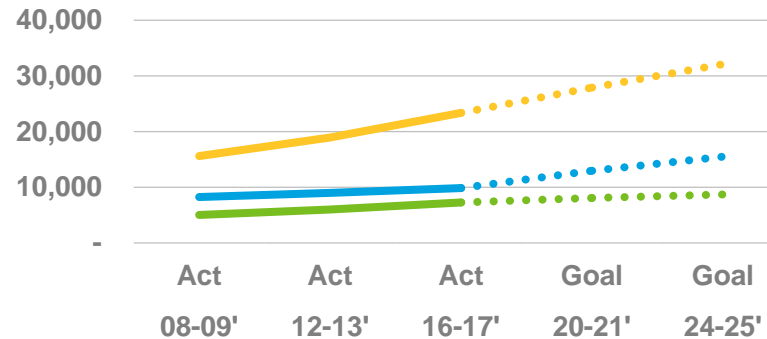
- Strengthen Arizona's interactive network of teaching, learning and discovery resources to reflect the scope of ASU's comprehensive knowledge enterprise.
- Co-develop solutions to the critical social, technical, cultural and environmental issues facing 21st-century Arizona.
- Meet the needs of 21st-century learners through the universal learner initiative by increasing individual success through personalized learning pathways and promoting adaptability to all accelerated social-technical changes.

The 2025 metrics require ASU to increase its proportional share of performance

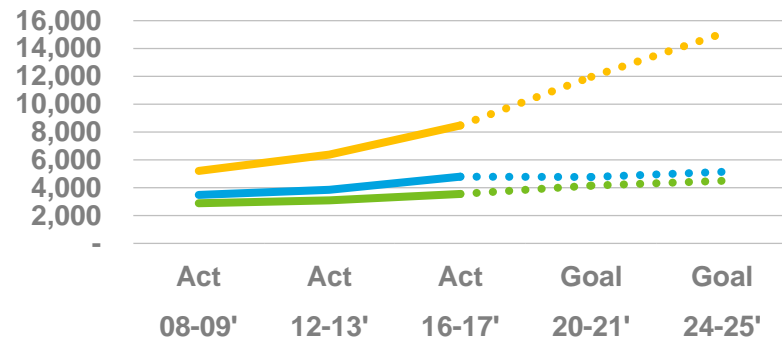
Share of Total Enrollment



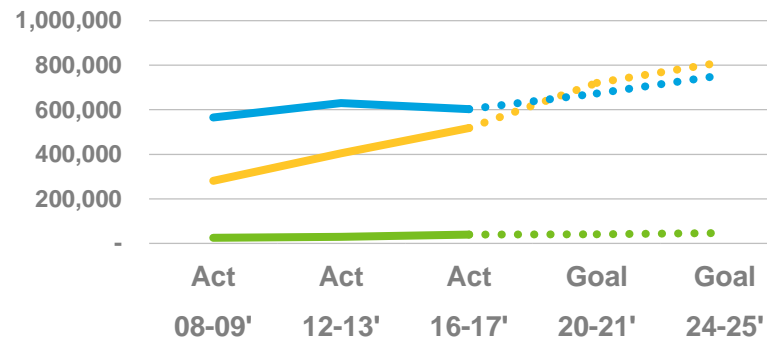
Share of Total Degrees



Share of High Demand Degrees



Research Expenditures



University of Arizona

Northern Arizona University

Arizona State University

A silhouette of a graduate in a cap and gown, holding a diploma, stands in the foreground. In the background, another graduate is visible, and the sun is setting behind a hill, creating a bright glow. A building is on the left and palm trees are on the right.

What It Will Take

ASU will continue to lead as an enterprise

Higher Education Governance Logic



Academy Model



State Control Model



Market Model

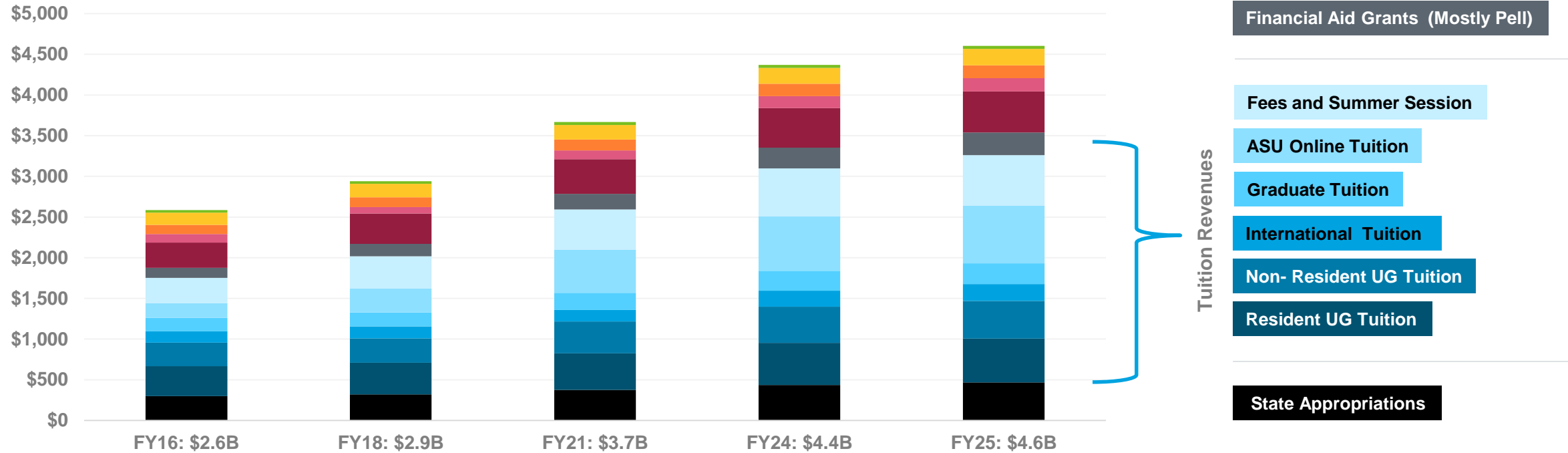


Enterprise Model

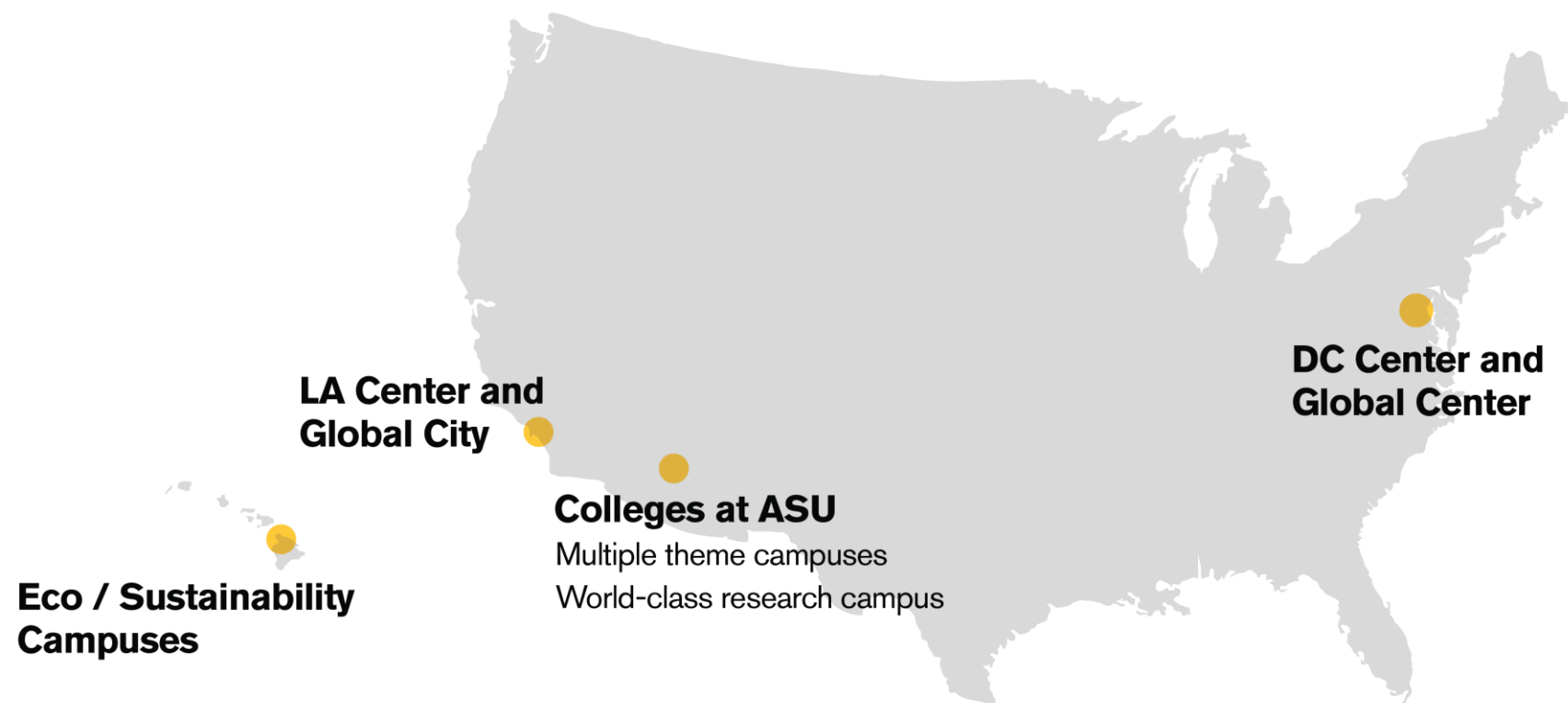
Animating Purpose	Enlightenment of individual students	Organizational preservation	Profit maximization for owners and shareholders	Social transformation Economic success
Path to Achieving Public Value	Immersive instruction	Achievement of state-specified goals	Efficiency and cost reduction	Connecting instruction to knowledge generation at society-impacting scale
Assumptions of Faculty	Self-governing professionals	Bureaucrats responding to rules	Commodity labor; faculty not entrepreneurial	Knowledge entrepreneurs
Assumptions of Management	Management drawn from and blended with faculty	Traditional public managers distinct from faculty	Professional management distinct from faculty and acting entrepreneurially	Management drawn from and blended with faculty but acting entrepreneurially
Accountability Mechanisms	Faculty and Management Professionalism	Audits, public reporting, standardized testing	Student choice, standardized testing	Demonstrated economic and social progress
Primary Funding Mechanisms	Enrollment funding from state, endowments	Enrollment funding from state	Vouchers, performance based funding from state	Diverse; institutional entrepreneurship
Organizational Scale of Impact	Individual or groups of individuals	Community or state	Indeterminate, any scale from which profit can be derived	Social scale with possible national and global reach

ASU continues to diversify its revenue sources

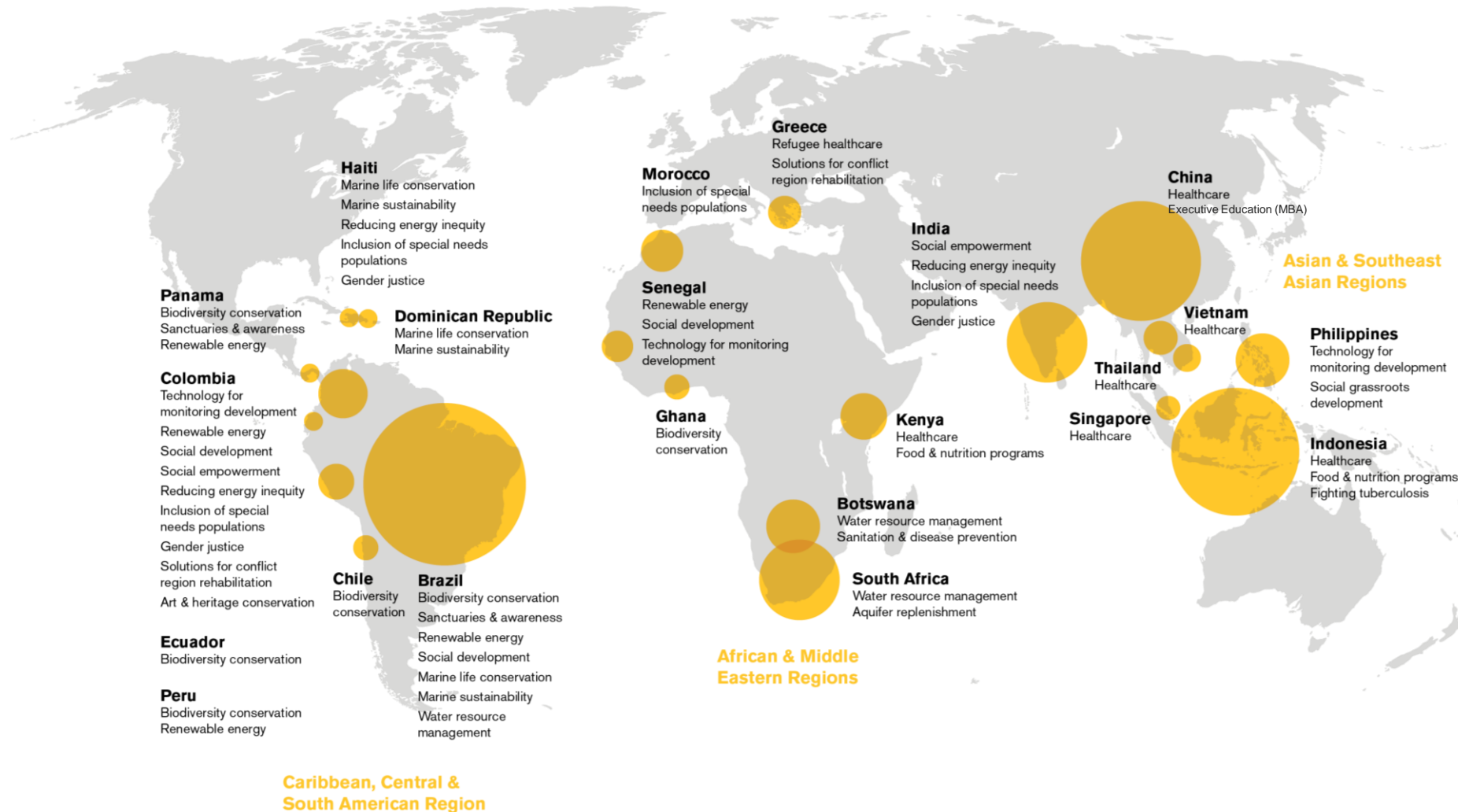
ASU Gross Revenues: All Funds (FY2008-2018 Actual) (FY2019-FY2025 Projected)



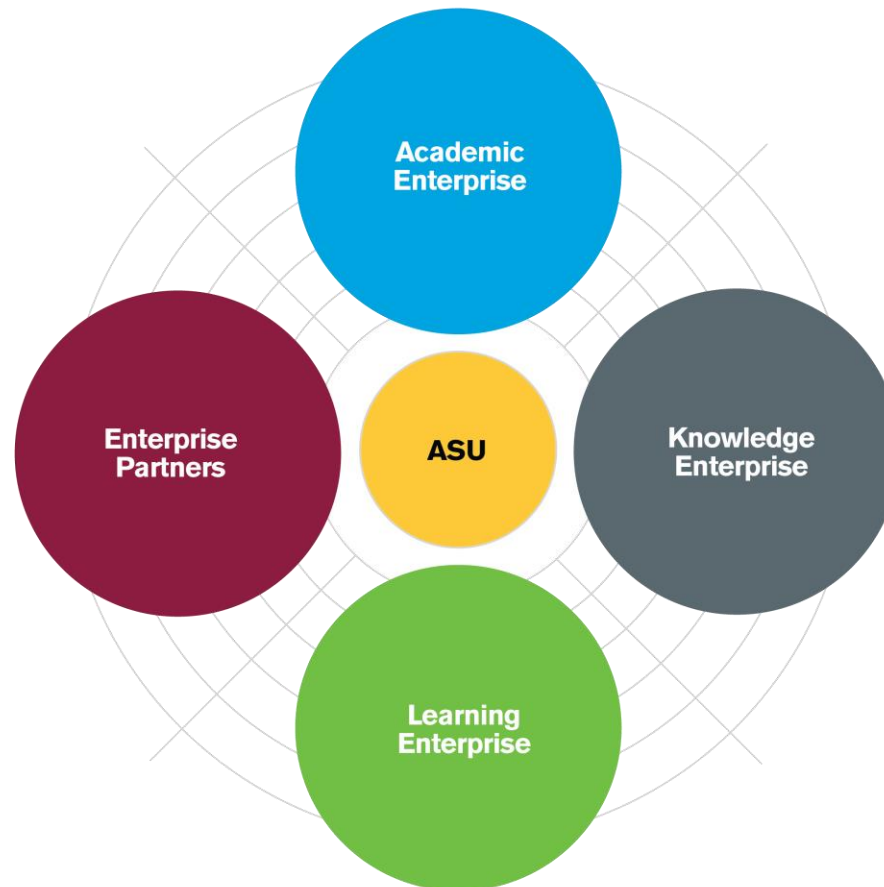
ASU continues to grow nationally



ASU continues to grow internationally

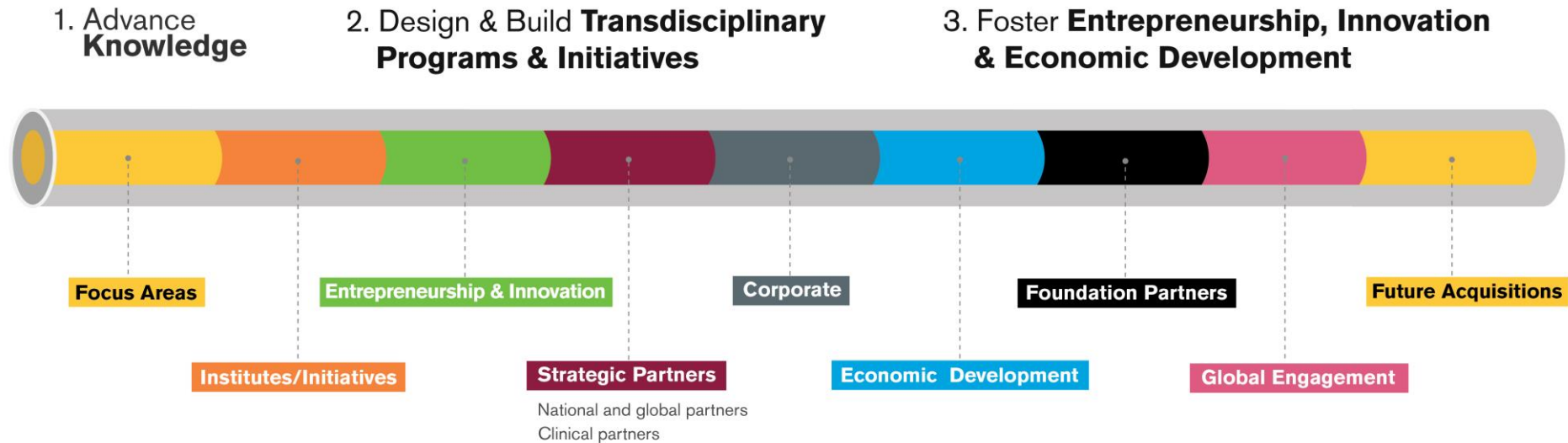


ASU strengthens its core while growing as an enterprise



ASU continues its operational focus on expanding each unit

Example: Knowledge Enterprise



Deep dive: Expanding ASU's research



Focus Areas

Mega Projects

Green Chemistry
Ubiquitous Health Technology
Global LightWorks Laboratory
Water for the Future
Human Security Collaboratory

Solution Projects

Lunar Reconnaissance
Orbiter Camera (LROC)
THEMIS Phase E Budget
The MasterCard Foundation
Scholars Program
Quantum Energy and Sustainable
Solar Technologies (QESST)
Center for Bio-Mediated and
Bio-Inspired Geotechnics (CBBG)
Center for Membrane Protein
Drug Discovery (MEDD)
Integrated Biodosimetry System
(IBiS) for High Throughput
Medical Care After Radiologic
and Nuclear Events
Mastcam-Z: A Geologic
Stereoscopic and Multispectral
Investigation for the NASA
Mars-2020 Rover Mission

Foundation Projects

Effects of meditative movement on fatigued breast cancer
survivors
Morphological consequences of hybridization in primate and
human evolution
Identification of Alzheimer's disease
causes based on ApoE gene
Obesity intervention focused on Latino youth
Online marketplaces and mobile apps to reduce food waste
Building leadership for change through school immersion
Group size, scaling of work and
metabolism in ant colonies
Wireless brain implant for neurological disorders
Preparing scholars for academia and beyond
Adaptive multi-paddock grazing research project
Using victim advocacy clinics and institutionalized training
Expand Native American participation in solar energy
Linking current and future hydrologic change to hydropower
The WEAmericas Accelerator
Responsible research and innovation in practice

ASU advances expansive and integrated research initiatives



Institutes/Initiatives

Biodesign Institute (BDI)
Global Futures Initiative (GFI)
Julie Ann Wrigley Global Institute of Sustainability (GIOS)
Global Security Initiative (GSI)
Institute for Social Science Research (ISSR)
Institute for Humanities Research (IHR)
NewSpace Initiative
Interplanetary Initiative
MacroTechnology Works
Decision Theater Network
Complex Adaptive Systems Initiative (CAS@ASU)
Institute for the Science of Teaching & Learning (ISTL)
The McCain Institute for International Leadership

Emerging Transdisciplinary Programs

Automated System
Health Informatics
Smart Cities
Humanitarian Logistics
Biodesign
Resilience
Global Security
Future of Work

ASU expands partnerships with a myriad of corporations



Corporate

Adidas
Amazon
American Express
Apple
AT&T Inc
Avnet, Inc
Bank of America
Bashas
Boeing
CenturyLink
Chevron
Cisco Systems, Inc.
Dell
Edward Jones

Fulton Homes Inc.
General Electric Company
Google, Inc
Honeywell
IBM Corporation
Intel Corporation
JPMorgan Chase
Liberty Mutual Insurance Group
Lockheed Martin Corporation
Microsoft Corporation
NTS
PayPal
PepsiCo
PetSmart

Pinnacle Airlines
Raytheon
Salt River Project
Starbucks
Shell Oil Company
Southwest Airlines
Sky Harbor Airport
Spirit Airlines
Ticketmaster
Uber
United Airlines
Verizon
Vanguard
Wal-Mart Stores, Inc

ASU grows the Fulton Schools of Engineering

School of Biological and Health Systems Engineering	School of Computing, Informatics, and Decision Systems Engineering	School of Electrical, Computer and Energy Engineering	School for Engineering of Matter, Transport and Energy	School of Sustainable Engineering and the Built Environment	The Polytechnic School
918 Students 759 Undergraduate 159 graduate	6,735 Students 5,276 Undergraduate 1,459 graduate	3,324 Students 2,340 Undergraduate 984 graduate	3,820 Students 3,154 Undergraduate 666 graduate	1,734 Students 1,321 Undergraduate 422 graduate	5,454 Students 5,088 Undergraduate 366 graduate
<ul style="list-style-type: none"> • Biomedical Engineering • Biological Design 	<ul style="list-style-type: none"> • Computer Engineering • Computer science • Computer systems Engineering • Engineering Management • Industrial engineering • Informatics • Robotics • Software Engineering 	<ul style="list-style-type: none"> • Electrical Engineering • Computer Engineering • Robotics 	<ul style="list-style-type: none"> • Aerospace Engineering • Chemical Engineering • Materials Science and Engineering • Mechanical Engineering • Robotics • Solar Energy Engineering and Commercialization 	<ul style="list-style-type: none"> • Civil Engineering • Construction Engineering • Construction Management • Environmental Engineering • Sustainable Engineering 	<ul style="list-style-type: none"> • Aviation Programs • Engineering Programs • Environmental and Resource Management • Global Technology and Entrepreneurship • Graphic Information Technology • Human Systems Engineering • Information Technology • Robotics • Management of Technology • User Experience
6 interdisciplinary programs	25 undergraduate programs	41 graduate programs	2 campuses + ASU Online		

School 7

Advancing engineering design on a global scale

“The Engineering and Design Institute: London (TEDI)”



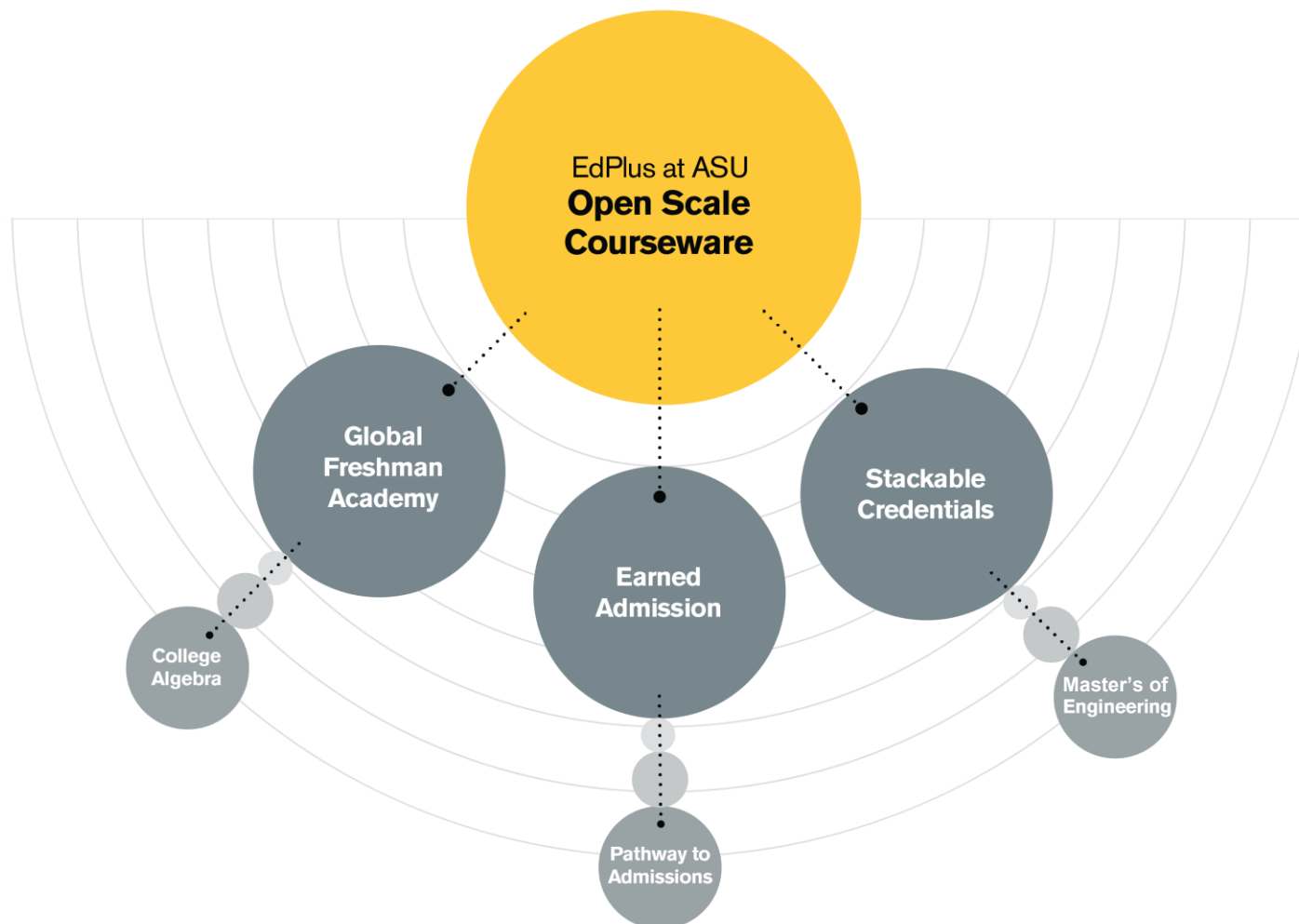
Produce new kinds of graduates:

- Creators and innovators
- Entrepreneurs and problem solvers
- Global citizens who are the engineers and technologists of the future

Attract new kinds of learners:

- Diverse
- International
- Attract students with the ‘engineering design mindset’ and build skills along their learning path

ASU advances expanded digital pathways for all learners



ASU evolves the universal learning initiative

ASU is currently designing demonstration projects with corporate and nonprofit partners to test the bundling of learning enterprise assets to meet their needs and engage new types of learners. These projects will:



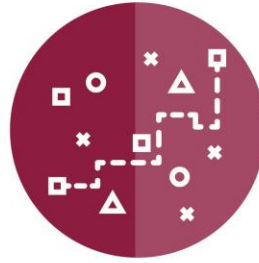
1. **Forge industry partnerships to remove barriers to learning**

Hub for network of learning providers connecting employers and their employees directly with in-demand skills training and credentials.



2. **Develop technology to advance and scale personalized learning**

Flexible and rigorous online offerings and offer high school courses through a direct-to-learner model



3. **Create new pathways to expedite learning**

Translate informal learning to shorten time-to completion with college level courses starting with the MAT 117 College Algebra and Problem Solving course



4. **Reimagine delivery models**

Pilot learning centers that serve as in-person hubs to augment digitally delivered undergraduate degrees with a suite of student support services such as success coaching

ASU adds new, high quality online programs

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Fall 2018

Art (Digital Photography), BFA	Technical Communication, Minor
Business Economics, BS	Computer Science, MCS (Coursera)
Computer Information Systems, BS	Digital Audiences Strategy, MS
Digital Audiences, BS	Global Technology Development – Applied International Dev, MS
Economics, BS	Indigenous Education, MA
Electrical Engineering (Electric Power and Energy Systems), BSE	Information Technology, MS
Geographic Information Science, BS	Medical Nutrition, MS
Religious Studies (Religion, Culture, and Public Life), BA	Special Education (Applied Behavior Analysis), MA
Speech and Hearing Science, BS	Digital Audiences Strategy, Graduate Certificate
Tourism and Recreation Management, BS	Global Development and Innovation, Graduate Certificate
Communication, Minor	
Global Studies, Minor	

5

Spring 2019

Supply Chain Management, BS

Technological Entrepreneurship and Management, Minor

Emergency Management and Homeland Security (Cybersecurity Policy and Management), MA

International Health Management, MIHM

World War II Studies, MA

1

Summer 2019

MEd, Elementary Education (1-8) InMAC degree

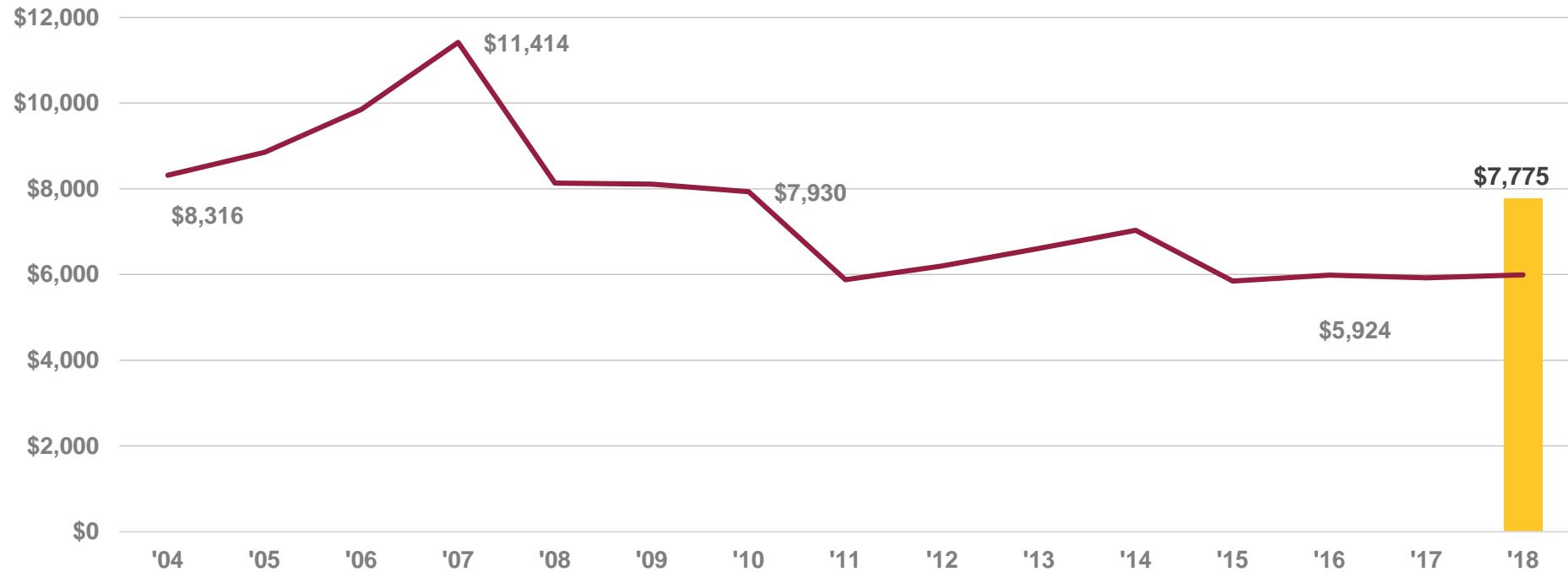
18

Fall 2019

Applied Sciences (Early Childhood Studies), BAS	Art History, MA (LA County Museum of Art - LACMA)
Applied Science (Graphic Information Technology), BAS	Complexity Studies, MS (Santa Fe Institute)
Astronomical and Planetary Sciences, BS	Global Education, MEd
Business (Human Resources Management), BA	Graphic Information Technology, MS
Global Management, BGM	Modern Energy Production and Sustainable Use, MS
Physics, BS	Program Evaluation and Data Analytics, MS
Mathematical Concepts of Engineering, Undergraduate Certificate	User Experience, MS
Petroleum Engineering, Undergraduate Certificate	Addiction and Substance Use Related Disorders, Graduate Certificate
American Media and Popular Culture, MAS	Applied Prevention Science, Graduate Certificate

Moderate increases in State investment to sustain current levels of financial aid and tuition growth

State Appropriation per Resident FTE (2004-2018)



State Appropriation by FTE

50/50 State Funding Request

