Strategic Enterprise Plan:
2020 Update & Operational and Financial Review

Arizona State University
Economic and Social Imperative
Arizona’s GDP has grown, but at a slower rate than the U.S. overall.

Source: Bureau of Economic Analysis
Arizona’s relative prosperity has actually decreased since 2005

Per capita personal income relative to US average

Source: Bureau of Economic Analysis
Arizona has the eighth-highest poverty rate in the U.S.

Percent of working-age population living in poverty (2017)

Source: US Census Bureau, Table S1701
Gaps in Arizona’s educational attainment across ethnic groups are linked to economic disparities

Census data for Arizona (2017)

Source: US Census Bureau, Tables S1501 and 1703
Percentage of low income families in rural metros is 15 points higher than the Phoenix metro.

Lower-income families as a percent of all families (2017)

<table>
<thead>
<tr>
<th>Metro</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix Metro</td>
<td>35.0 %</td>
</tr>
<tr>
<td>Flagstaff Metro</td>
<td>36.8 %</td>
</tr>
<tr>
<td>Prescott Metro</td>
<td>39.9 %</td>
</tr>
<tr>
<td>Tucson Metro</td>
<td>40.9 %</td>
</tr>
<tr>
<td>Sierra Vista Metro</td>
<td>42.6 %</td>
</tr>
<tr>
<td>Lake Havasu Metro</td>
<td>49.8 %</td>
</tr>
<tr>
<td>Yuma Metro</td>
<td>52.2 %</td>
</tr>
</tbody>
</table>

Source: US Census Bureau, Table S1901
Arizona’s economic development policy has traditionally centered on creating a low-cost business environment

- Low taxes
- Low regulatory burden
- Low land development costs
Success in the new economy is driven by access to resources

- Access to specialized labor
- Access to specialized business services
- Access to new knowledge
Metros where new economy resources are more plentiful have substantial tech industry job growth

Employment change in high-technology industries (2005-2017)

San Francisco Metro: 77,192
Seattle Metro: 56,394
San Jose Metro: 52,288
Boston Metro: 26,066
San Diego Metro: 19,949
Denver Metro: 10,255
Salt Lake City Metro: 7,671
Phoenix Metro: 109
Tucson Metro: -1,271

Source: Brookings Institution
Arizona needs to invest in new economy resource policies to attract new industries.
Our Design
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.
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.
Our design transcends traditional boundaries

- School of Arts, Media and Engineering
- School of Biological and Health Systems Engineering
- School of Civic and Economic Thought Leadership
- School of Computing, Informatics, and Decision Systems Engineering
- School of Community Resources and Development
- School of Earth and Space Exploration
- School of Electrical, Computer and Energy Engineering
- The Polytechnic School
- School for Engineering of Matter, Transport and Energy
- School of Film, Dance and Theatre
- School for the Future of Innovation and Society
- School of Geographical Sciences and Urban Planning
- School of Historical, Philosophical and Religious Studies
- School of Human Evolution and Social Change
- School of Humanities, Arts and Cultural Studies
- School of International Letters and Cultures
- School of Life Sciences
- School of Mathematical and Natural Sciences
- School of Mathematical and Statistical Sciences
- School of Molecular Sciences
- School of Politics and Global Studies
- T. Denny Sanford School of Social and Family Dynamics
- The Design School
- School of Social and Behavioral Sciences
- School of Social Transformation
- School of Sustainability
- School of Sustainable Engineering and the Built Environment
- School of Transborder Studies
Performance and Accomplishments
ASU excellence earns recognition

#1 in U.S. for innovation
ASU Ahead of Stanford and MIT

Top 20 in graduate education schools in the nation
— U.S. News & World Report, 2019

Top 10 in the world for U.S. patents
— U.S. National Academy of Inventors and Intellectual Property Owners Association, 2019

Top 10% Athletics Academic Progress Rate in the Pac-12
— NCAA, 2019

One of the world's best for research and teaching
— Times Higher Education, 2019

ASU a top 10 “Best Buy” in the U.S.

A “Best Value College” in the U.S.
— Princeton Review, 2019

Top producer of Fulbright students
— Chronicle of Higher Education, 2020

Top 10 university for undergraduate education
— U.S. News & World Report, 2020

#2 online undergraduate degree program in the nation
— U.S. News & World Report, 2019

A leader in undergraduate education
— Princeton Review, 2019

Top 10 in first-year student experiences
— U.S. News & World Report, 2019

Top 20 fine arts programs
— U.S. News & World Report, 2019

No. 7 nationally in total research expenditures for universities without a medical school
— National Science Foundation Education Research and Development rankings
ASU continues to achieve on all fronts
Students demonstrate excellence and innovation in 2019

Desert WAVE Robotics Team
- First place among U.S. teams
- Third place among international teams

First place winners
- Valielza O’Keefe
- Joshua Pardhe

Cronkite School of Journalism and Mass Communication
- Seven first-place awards
- Most of any school in the nation
Undergraduate enrollment up 43% compared to 2014

Undergraduate enrollment actual and metric goals (2003-2025)
Graduate enrollment is up 47% over five years

Graduate enrollment actual and metric goals (2003-2025)
First-year student enrollment has grown across all populations

First-time first-year enrollment by race/ethnicity (Fall 1980 – Fall 2019)

52% Arizona first-year students are students of color
ASU is now more accessible to low-income students


All incomes adjusted to 2018 dollars using CPI.
Enrollment of Pell Grant recipients is more than triple that of the Ivy League

Undergraduate Pell Grant recipients by academic year

Enrollment of Pell Grant recipients is more than triple that of the Ivy League.
First-generation student enrollment tripled since 2002

First-generation student enrollment (Fall 2002 – Fall 2019)
ASU is committed to low annual tuition adjustments

Tuition and fees for new resident first-year students (Fall 2013 – Fall 2019)

Beginning in Fall 2019, ASU streamlined tuition and fees and included class fees (which averaged $321 in 2018-19) in total.

University of Arizona
Northern Arizona University
Arizona State University
Simplified tuition and fees make total costs more transparent to students and their families

Tuition and fee structure for resident undergraduate students (2019-20)

- **Arizona Resident Undergraduate College Fee**
  - **$10,710**
    - Arizona resident base tuition
  - **ASU and Student Initiated Fees**
  - **$0**
    - College of Integrative Sciences and Arts: Humanities and Social Sciences
    - Mary Lou Fulton Teachers College
    - New College of Interdisciplinary Arts and Sciences: Humanities and Social Sciences
  - **$210**
    - College of Integrative Sciences and Arts: Sciences
    - New College of Interdisciplinary Arts and Sciences: Sciences
    - School for the Future of Innovation in Society
    - School of Sustainability
    - The College of Liberal Arts and Sciences: Humanities and Social Sciences
    - Watts College of Public Service and Community Solutions
  - **$770**
    - College of Health Solutions
    - College of Nursing and Health Innovation
    - Herberger Institute for Design and the Arts
  - **$1,050**
    - Ira A. Fulton Schools of Engineering
    - The College of Liberal Arts and Sciences: Sciences
    - Thunderbird School of Global Management
    - Walter Cronkite School of Journalism and Mass Communication
    - W.P. Carey School of Business
Resident tuition remains low compared to Pac-12 public schools

Full-time tuition for new resident undergraduate students (2019-2020)
Non-resident tuition remains low compared to Pac-12 public schools

Full-time tuition for new non-resident undergraduate students (2019-2020)
International tuition remains low compared to Pac-12 public schools

Full-time tuition for new international undergraduate students (2019-2020)
ASU is committed to affordability by providing gift aid

Average gift aid awards by family income for 33,277 resident undergraduate students (2018-2019)

Tuition and Mandatory Fees = $10,800

Source: U.S. Census Bureau, 2019
ASU first-year retention is nearing 90% goal

First-year student retention rates (2002-2018)

Cohort Entry Year

- Arizona First-Year Students
- All First-Year Students

- 78.0%
- 86.7%
- 88.7%
Graduation rates have increased markedly since 2002, with the four-year rate nearly doubling.

First-year resident student cohort graduation rate (Fall 1983 - Fall 2015)
Four-year graduation rate compares well with UIA schools

Four-year graduation rate of University Innovation Alliance member universities

- UT Austin
- Ohio State
- Purdue
- UC Riverside
- MSU
- ASU
- ISU
- Kansas
- Central Florida
- Oregon State
- Georgia State

0% 10% 20% 30% 40% 50% 60% 70%

"A" Average High School GPA
"B" Average High School GPA
Number of degrees awarded increased 76% since 2008-09

Undergraduate and graduate degrees by year (2002-2025)
Degrees in high demand fields doubled over 10 years

High demand degrees awarded (2002-2019)

- Doctoral - Health
- Doctoral - Education
- Doctoral - STEM
- Master’s – Health
- Master’s - Education
- Master’s - STEM
- Bachelor’s - Health
- Bachelor’s - Education
- Bachelor’s - STEM
STEM degrees up 166% since 2008-09

STEM degrees awarded (2002-2019)
### Fulton Schools of Engineering enrollment has nearly quadrupled since 2009

<table>
<thead>
<tr>
<th></th>
<th>Fall 2009</th>
<th>Fall 2019 est.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Enrollment</strong></td>
<td>6,407</td>
<td>24,104</td>
</tr>
<tr>
<td><strong>Undergraduates</strong></td>
<td>4,253</td>
<td>19,132</td>
</tr>
<tr>
<td><strong>Graduates</strong></td>
<td>2,154</td>
<td>4,972</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th></th>
<th>2008-2009</th>
<th>2018-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Degrees Granted</strong></td>
<td>1,391</td>
<td>4,532</td>
</tr>
<tr>
<td><strong>Tenured/Tenure-Track Faculty</strong></td>
<td>214</td>
<td>350</td>
</tr>
</tbody>
</table>

Degrees Granted: 1,391 to 4,532 (quadrupled since 2009)

Tenured/Tenure-Track Faculty: 214 to 350 (doubling since 2010)
Research
ASU produces groundbreaking research

Game-changing, use-inspired discovery happens here
World-class new faculty continue to join ASU

Craig Calhoun

University Professor, Social Sciences
Joint appointments:
School of Politics and Global Studies
School of Public Affairs
School for the Future of Innovation in Society
School of Sustainability
School of Arts, Media and Engineering
Former director and president, London School of Economics

Pardis Mahdavi

Professor and Director,
Social Transformation
Anthropologist, author and former journalist
Consulted for the U.S. Government, Google, Inc. and the United Nations

Greg Asner

Professor, Geographical Science and Urban Planning
Director, Center for Global Discovery and Conservation Science
School of Earth and Space Exploration
Leading ecologist in exploratory and applied research on ecosystems and climate change
Member, National Academy of Sciences
Researchers cultivate a growing number of opportunities

Number of proposals submitted by ASU researchers (2017-2019)
Research expenditures doubled over the last decade

Dollars in millions

Metric Goal

Actual

$641 Est.
Research growth has outpaced nearly all other universities

Percentage growth for institutions with research expenditures greater than $100M annually

Indiana U. Bloomington gained IUPUI’s medical school in 2015.

Arizona State

NYU

UNC

UT - M.D. Anderson Cancer Center

Utah
ASU leads on research across disciplines

National Science Foundation Higher Education Research and Development rankings (2018)

**Total Research Expenditures**: 41 of 915 ahead of

- The University of Chicago
- Brown University
- Princeton University
- Caltech
- University of Maryland
- University of Colorado Boulder
- Case Western Reserve University

**Total Research Expenditures among Institutions without a Medical School**: 7 of 760 ahead of

- Virginia Tech
- Princeton University
- Carnegie Mellon University
- The Rockefeller University
- The Scripps Research Institute
- University of Notre Dame
- University of Maryland

**Non-Medical School Expenditures**: 20 of 915 ahead of

- Stanford University
- Columbia University in the City of New York
- Rutgers University | New Brunswick
- The University of North Carolina at Chapel Hill
- The University of Arizona
- The Ohio State University
Public institutions: 24 of 408 ahead of

Geological and Earth Sciences: 1 of 352 ahead of

Anthropology: 1 of 231 ahead of

Humanities: 5 of 396 ahead of
<table>
<thead>
<tr>
<th>Category</th>
<th>Rank</th>
<th>Total</th>
<th>Ahead of</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Sciences</td>
<td>4</td>
<td>481</td>
<td></td>
</tr>
<tr>
<td>Transdisciplinary (other sciences)</td>
<td>2</td>
<td>251</td>
<td></td>
</tr>
<tr>
<td>Electrical, Electronic, and Communications Engineering</td>
<td>8</td>
<td>292</td>
<td></td>
</tr>
<tr>
<td>Political Science</td>
<td>5</td>
<td>346</td>
<td></td>
</tr>
</tbody>
</table>
Economics: 14 of 332 ahead of

Psychology: 10 of 425 ahead of

Non-Science and Engineering: 16 of 549 ahead of

Business and Management: 19 of 370 ahead of
<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Ahead of</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>23 of 458</td>
<td></td>
</tr>
<tr>
<td>Engineering Expenditures</td>
<td>19 of 397</td>
<td></td>
</tr>
<tr>
<td>NASA Funded Expenditures</td>
<td>5 of 437</td>
<td></td>
</tr>
<tr>
<td>HHS (including NIH) Funded Expenditures</td>
<td>7 of 420</td>
<td></td>
</tr>
</tbody>
</table>
NSF Funded Expenditures: 21 of 592 ahead of

Visual and Performing Arts: 12 of 312 ahead of
Financial Health
ASU has grown and diversified its revenues over the last decade

ASU gross revenues (FY2009 & FY2019)
Campaign ASU 2020 exceeded its goal of $1.5B

ASU gifts and commitments in millions (2011-2025)
Net position has doubled since 2009

Net position and component units in millions (2009-2019)

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

- **GASB 68 & 45 Adjusted**
- **Unrestricted**
- **Restricted**
- **Invested in Capital Assets (net)**
- **ASU Component Units (EP)**

57
ASU uses 21% fewer resources per degree awarded than the national median

Tuition and state appropriation per degree awarded (FY2018)

Source: IPEDS
ASU uses 14% fewer resources per degree awarded than the median of universities without medical schools

Tuition and state appropriation per degree awarded (FY2018)

Source: IPEDS
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

Adjusted for 2% Inflation
For 5 years, ASU has operated with about half the staff per student as its peers.

FTE employees per 100 FTE students (FY2012 - FY2019)

<table>
<thead>
<tr>
<th>University</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arizona State University</td>
<td>12.91</td>
<td>12.93</td>
<td>12.92</td>
<td>12.85</td>
<td>12.52</td>
<td>12.36</td>
<td>12.90</td>
<td>12.78</td>
</tr>
<tr>
<td>Florida State University</td>
<td>15.3</td>
<td>15.6</td>
<td>16.1</td>
<td>16.0</td>
<td>16.1</td>
<td>16.2</td>
<td>16.8</td>
<td>17.5</td>
</tr>
<tr>
<td>Indiana University-Bloomington</td>
<td>20.1</td>
<td>20.5</td>
<td>20.1</td>
<td>20.8</td>
<td>20.3</td>
<td>20.8</td>
<td>22.1</td>
<td>22.5</td>
</tr>
<tr>
<td>Michigan State University</td>
<td>22.7</td>
<td>21.5</td>
<td>21.3</td>
<td>21.6</td>
<td>21.9</td>
<td>22.8</td>
<td>22.9</td>
<td>23.0</td>
</tr>
<tr>
<td>Ohio State University-Main Campus</td>
<td>24.3</td>
<td>23.0</td>
<td>23.0</td>
<td>22.9</td>
<td>22.7</td>
<td>22.9</td>
<td>23.5</td>
<td>23.5</td>
</tr>
<tr>
<td>Pennsylvania State University-Main Campus</td>
<td>28.6</td>
<td>28.8</td>
<td>28.8</td>
<td>29.0</td>
<td>29.6</td>
<td>29.3</td>
<td>30.1</td>
<td>31.7</td>
</tr>
<tr>
<td>Rutgers University-New Brunswick</td>
<td>23.0</td>
<td>23.9</td>
<td>25.7</td>
<td>25.0</td>
<td>24.7</td>
<td>25.9</td>
<td>29.9</td>
<td>29.9</td>
</tr>
<tr>
<td>The University of Texas at Austin</td>
<td>28.8</td>
<td>32.8</td>
<td>26.0</td>
<td>26.7</td>
<td>27.4</td>
<td>27.7</td>
<td>27.2</td>
<td>27.6</td>
</tr>
<tr>
<td>University of California-Los Angeles</td>
<td>27.3</td>
<td>26.7</td>
<td>28.4</td>
<td>26.4</td>
<td>26.9</td>
<td>26.7</td>
<td>27.1</td>
<td>29.4</td>
</tr>
<tr>
<td>University of Connecticut</td>
<td>26.9</td>
<td>28.1</td>
<td>28.3</td>
<td>27.6</td>
<td>27.2</td>
<td>27.9</td>
<td>28.5</td>
<td>26.8</td>
</tr>
<tr>
<td>University of Illinois at Urbana-Champaign</td>
<td>24.3</td>
<td>24.4</td>
<td>25.1</td>
<td>25.2</td>
<td>25.2</td>
<td>24.2</td>
<td>24.0</td>
<td>23.9</td>
</tr>
<tr>
<td>University of Iowa</td>
<td>23.2</td>
<td>23.3</td>
<td>23.5</td>
<td>24.1</td>
<td>24.2</td>
<td>23.5</td>
<td>23.2</td>
<td>23.1</td>
</tr>
<tr>
<td>University of Maryland-College Park</td>
<td>24.9</td>
<td>25.8</td>
<td>26.0</td>
<td>27.4</td>
<td>25.5</td>
<td>25.6</td>
<td>25.0</td>
<td>24.5</td>
</tr>
<tr>
<td>University of Minnesota-Twin Cities</td>
<td>29.6</td>
<td>30.3</td>
<td>30.9</td>
<td>31.2</td>
<td>31.6</td>
<td>31.7</td>
<td>31.9</td>
<td>32.3</td>
</tr>
<tr>
<td>University of Washington-Seattle Campus</td>
<td>25.6</td>
<td>24.4</td>
<td>25.3</td>
<td>25.6</td>
<td>21.7</td>
<td>25.6</td>
<td>24.7</td>
<td>24.0</td>
</tr>
<tr>
<td>University of Wisconsin-Madison</td>
<td>26.4</td>
<td>26.9</td>
<td>26.9</td>
<td>27.6</td>
<td>27.5</td>
<td>27.8</td>
<td>28.0</td>
<td>30.1</td>
</tr>
</tbody>
</table>

Peer Median: 24.9 24.4 25.7 25.6 25.2 25.6 25.0 24.5
Use of space is efficient compared to ABOR peers

Space density: Net assignable square footage per full-time equivalent
Enterprise Capacity
ASU continues to build locally and beyond
Thunderbird School of Global Management
Large footprint allows linkages with corporate partners
Innovation Zone: ASU Polytechnic

- Over 300 acres for private build-to-suit opportunities
- Integrated with the campus and its aviation, advanced manufacturing, bio-fuels and robotics expertise
- Adjacent to the Phoenix-Mesa Gateway Airport, site of “SkyBridge Arizona” the nation’s first international air cargo hub to house both Mexican and United States customs
- Proximate to Eastmark, the region’s new large-scale 3,200 acre residential community
Innovation Zone: ASU West

- Over 60 acres for build-to-suit opportunities
- More than 4K students engaged in 110 undergraduate and post-graduate degree programs offered by seven schools and colleges
- Located in the West Valley’s corporate distribution and logistics hub
• 24 acre ASU biomedical center under development
• Adjacent to the Mayo Clinic Hospital-Phoenix and the Mayo Clinic cancer center and proton beam therapy facility
• Home to recently launched Mayo Clinic-ASU MedTech Accelerator, designed specifically for medical device and health care technology companies
• Mayo Clinic MD/ASU Masters degree, including Health Informatics, Biomedical Diagnostics, Business and Juris Doctorates
Innovation Zone: ASU Research Park

- 320 acre site with two parcels available for corporate facility or build-to-suit opportunities (16.5 and 5.5 acres)
- 18 surface acres of lakes and extensive trail system
- 2.2M sf Class A office space
- 51 corporate tenants employing 6K people
- ASU Macrotechnology Works — home to ASU’s Quantum Energy and Sustainable Solar Technologies (QESST), ASU’s first national Engineering Research Center (ERC) supported jointly by the National Science Foundation (NSF) and the Department of Energy (DOE)
- $1.4B annual economic impact
Innovation Zone: Novus Innovation Corridor

- 350 acre sustainable mixed-use urban center
- Home to State Farm’s 2M sf regional hub
- 4M square feet of high-rise, mid-rise and creative office build to suit opportunities
- 3,645 residences and 700 hotel rooms planned
- “Sun Devil 365” programming
- 24K jobs created
- Projected $4.6B annual economic impact upon completion
Innovation Zone: SkySong, ASU Scottsdale Innovation Center

- Planned 1.2M sf mixed-use development with 750K sf occupied by July 2019
- 38 technology-driven commercial tenants
- 10 University units on-site including online education leader EdPlus at ASU
- 325 market rate apartments
- 157 room Marriott/Element boutique hotel
- Four on-site restaurants
- Support for over 60 affiliate startups led by students, faculty and community entrepreneurs
- Site of over 500 community meetings per month serving over 4,000 people
- Projected $32B 30-year economic impact
New physical locations support global connections

LA Center and Global City

Colleges at ASU
Multiple theme campuses
World-class research campus

DC Center and Global Center
Global research engagement continues to grow
ASU has developed many external partnerships
ASU has made substantial progress on its metric goals since 2008-09
ASU 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.
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, ensuring sustainability and resilience.

- **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
What It Will Take
ASU continues to lead as an enterprise

Higher Education Governance Logic

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

1885  2002  Now  Future
ASU Enterprise Model
ASU Enterprise Model
ASU Enterprise Model
The ASU Enterprise
2020 Launch

ASU Enterprise Partners
CEO

University President
ASU Enterprise CEO

ASU Enterprise
Strategy & Planning
Senior Vice President

Executive Vice President, Chief Financial Officer
Senior Vice President, University Affairs
Senior Vice President, Educational Outreach and Student Services
Senior Vice President, University Secretary
Senior Vice President, University Planner
Senior Vice President, General Counsel

Knowledge Enterprise
Executive Vice President

Academic Enterprise
University Provost

Learning Enterprise
Chair
Vice Chair
Managing Director

EdPlus@ASU
ASU continues to expand its research portfolio

Dollars in millions
ASU continues to drive growth in undergraduate enrollment

Benchmarks for future success (FY2018 vs FY2019)

ASU is investing in technology-enabled student communications to improve the prospective first-year student journey and grow interest in and enrollment at ASU.

+18.9% first-year student applications
(54,386 vs 64,647) campus and digital immersion combined

+11.3% campus visits/tours
(31,322 vs 34,853) including on-campus admissions events

+5.4% admission-related web traffic
(3.5M vs 3.7M) website sessions
ASU continues to drive innovation
for improved student success

Key areas of continued investment

Experiential Learning Network
- Integration of learning, work and service
- Participation of all students
- Cooperative education
- Experiential learning transcript

Active, Immersive Learning
- Digital virtual learning environments
- Use of adaptive learning to expand flipped classrooms
- Connected courses
- Immersive play/creation

Integrated Case Management
- Predictive analytics
- Proactive advising
- Holistic student data
- Health and wellness

Intentional Student Engagement
- ASU mobile app
- Sunny, ASU’s chatbot
- Digital portfolios
- Energizing ASU 101
ASU expands ability to serve all learners

Creates, incubates and scales tech-enabled educational solutions that are personalized, stackable, accessible and responsive to workforce needs

Learners will acquire the skills and competencies typically gained through traditional credentials such as a high school diploma/GED, Arizona Career Readiness Credential, associate degree, bachelor’s degree, graduate degree and lifelong learning, at any stage of their life, including while employed and beyond.
Digital learning platform will support each enterprise

238 educational technologies utilized

Evolution of the ASU Digital Learning Platform
ASU must continue to grow and diversify revenue streams

ASU gross revenues in millions (FY2019 actual, FY2020 to FY2025 projected)
Enterprise Partners presents significant opportunities

Actual and projected revenues in millions (FY2019 actuals, FY2020 to FY2025 projected)

Other EP includes one-time investment related to InStride in FY19
Together, ASU and EP revenues power the enterprise

FY 2002 and FY 2019 actuals, FY 2025 projected (in millions)
The Fulton Schools of Engineering will expand to meet new economy needs

<table>
<thead>
<tr>
<th>School of Biological and Health Systems Engineering</th>
<th>School of Computing, Informatics, and Decision Systems Engineering</th>
<th>School of Electrical, Computer and Energy Engineering</th>
<th>School for Engineering of Matter, Transport and Energy</th>
<th>School of Sustainable Engineering and the Built Environment</th>
<th>The Polytechnic School</th>
<th>The Engineering and Design Institute (TEDI)</th>
</tr>
</thead>
<tbody>
<tr>
<td>833 Students</td>
<td>7,773 Students</td>
<td>3,353 Students</td>
<td>3,891 Students</td>
<td>1,771 Students</td>
<td>5,858 Students</td>
<td>Advancing engineering design on a global scale</td>
</tr>
<tr>
<td>707 Undergraduate</td>
<td>5,901 Undergraduate</td>
<td>2,369 Undergraduate</td>
<td>3,153 Undergraduate</td>
<td>1,380 Undergraduate</td>
<td>5,422 Undergraduate</td>
<td></td>
</tr>
<tr>
<td>126 Graduate</td>
<td>1,872 Undergraduate</td>
<td>974 Graduate</td>
<td>738 Graduate</td>
<td>381 Graduate</td>
<td>435 Graduate</td>
<td></td>
</tr>
</tbody>
</table>

8,773 Students
5,901 Undergraduate
1,872 Graduate

974 Graduate
738 Graduate
381 Graduate
435 Graduate
Future growth of Fulton Schools of Engineering will drive economic competitiveness

<table>
<thead>
<tr>
<th>Students</th>
<th>Faculty</th>
<th>Research</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current</strong></td>
<td><strong>Current</strong></td>
<td><strong>Current</strong></td>
</tr>
<tr>
<td>16,800 in person</td>
<td>350 faculty</td>
<td>$134M research output</td>
</tr>
<tr>
<td>7,100 online</td>
<td>25 young investigator awards</td>
<td>2 engineering research centers</td>
</tr>
<tr>
<td>4,200 graduates</td>
<td>804 invention disclosures</td>
<td>$44M DARPA awards</td>
</tr>
<tr>
<td>6,000 first generation students</td>
<td>35 start-ups</td>
<td>8 industry/university research collaborative centers</td>
</tr>
<tr>
<td>5,300 female students</td>
<td>#26 worldwide in patents</td>
<td>Goal</td>
</tr>
<tr>
<td>4,800 hispanic students</td>
<td></td>
<td>$315M research output</td>
</tr>
<tr>
<td><strong>Goal</strong></td>
<td><strong>Goal</strong></td>
<td><strong>Goal</strong></td>
</tr>
<tr>
<td>25,000 in person</td>
<td>100 new faculty</td>
<td>$134M research output</td>
</tr>
<tr>
<td>15,000 online</td>
<td></td>
<td>2 engineering research centers</td>
</tr>
<tr>
<td>6,000 graduates</td>
<td>#5 worldwide in patents</td>
<td>$44M DARPA awards</td>
</tr>
<tr>
<td>#1 producer of technical talent in the U.S.</td>
<td>(2x output)</td>
<td>8 industry/university research collaborative centers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>250+ new industrial partnerships</td>
</tr>
</tbody>
</table>
Science and Technology Centers support a stronger economy

Faculty, students and research partners discover, and industry pulls their work forward into the marketplace

**Creation of high-value jobs**
Technology start-ups with AZ founders and innovators
Retention of more than **4,000 skilled engineering grads** per year
Partnerships with established AZ technology companies

**Workforce training**
Hands-on research experience produces thought leaders
Entrepreneurial training paves way from lab to captured value

**Attraction and retention of leading corporations**
People, facilities, intellectual leadership
Partnerships and acquisition opportunities for established companies
Existing Arizona STCs demonstrate opportunity
Potential regional STCs built on Arizona’s strengths

- Energy & Materials
- Human Performance
- Extreme Environments
- Future Communication Technologies
- Advanced Manufacturing
ASU Workforce Readiness Initiative for the New Economy

$46M
A three-part plan to prepare and position Arizona for the fourth industrial revolution and to enjoy a future of high employment, strong economic growth and resilience to economic shocks.

$26M
for the development and expansion of education programs

$10M
to establish five Science and Technology Centers (STCs)

$10M
to grow the Fulton Schools of Engineering
ASU is uniquely positioned to be the state’s leader in scaling degree production and knowledge creation through accessible, well-designed programs that generate a high ROI for the broadest cross-section of Arizona’s citizenry.