

Arizona State University

# Strategic Enterprise Plan:

2020 Update & Operational and Financial Review

Michael M. Crow  
February 14, 2020





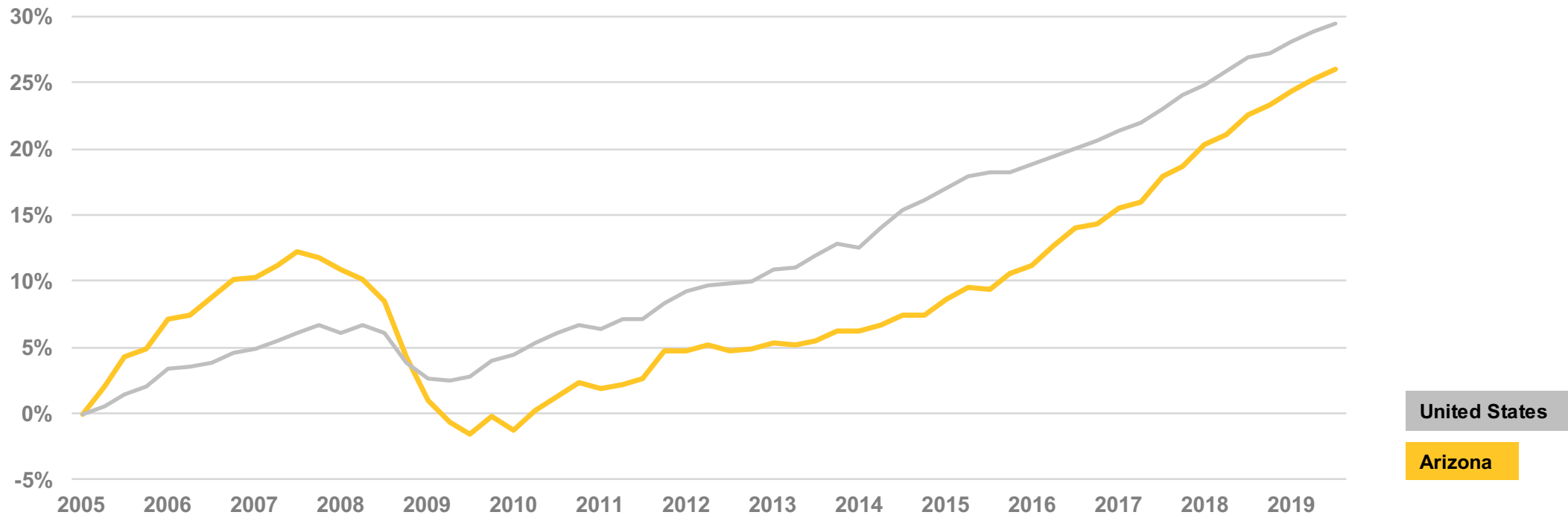
An aerial photograph of a city, likely Phoenix, Arizona, viewed from a rocky hillside. The foreground shows rugged, brownish rock formations with sparse desert vegetation. The middle ground is a dense urban area with a mix of residential and commercial buildings. In the background, a range of mountains is visible under a clear blue sky. Two white text boxes are overlaid on the left side of the image.

# **Economic and Social Imperative**



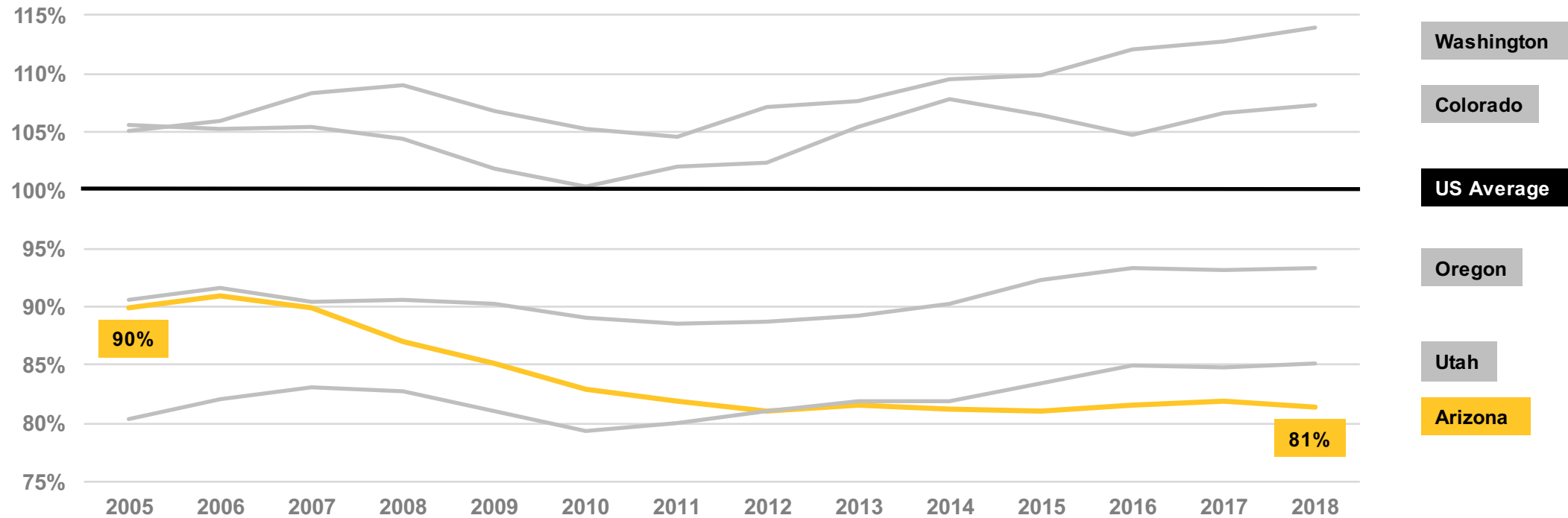
# Arizona's GDP has grown, but at a slower rate than the U.S. overall

GDP change relative to 2005



# Arizona's relative prosperity has actually decreased since 2005

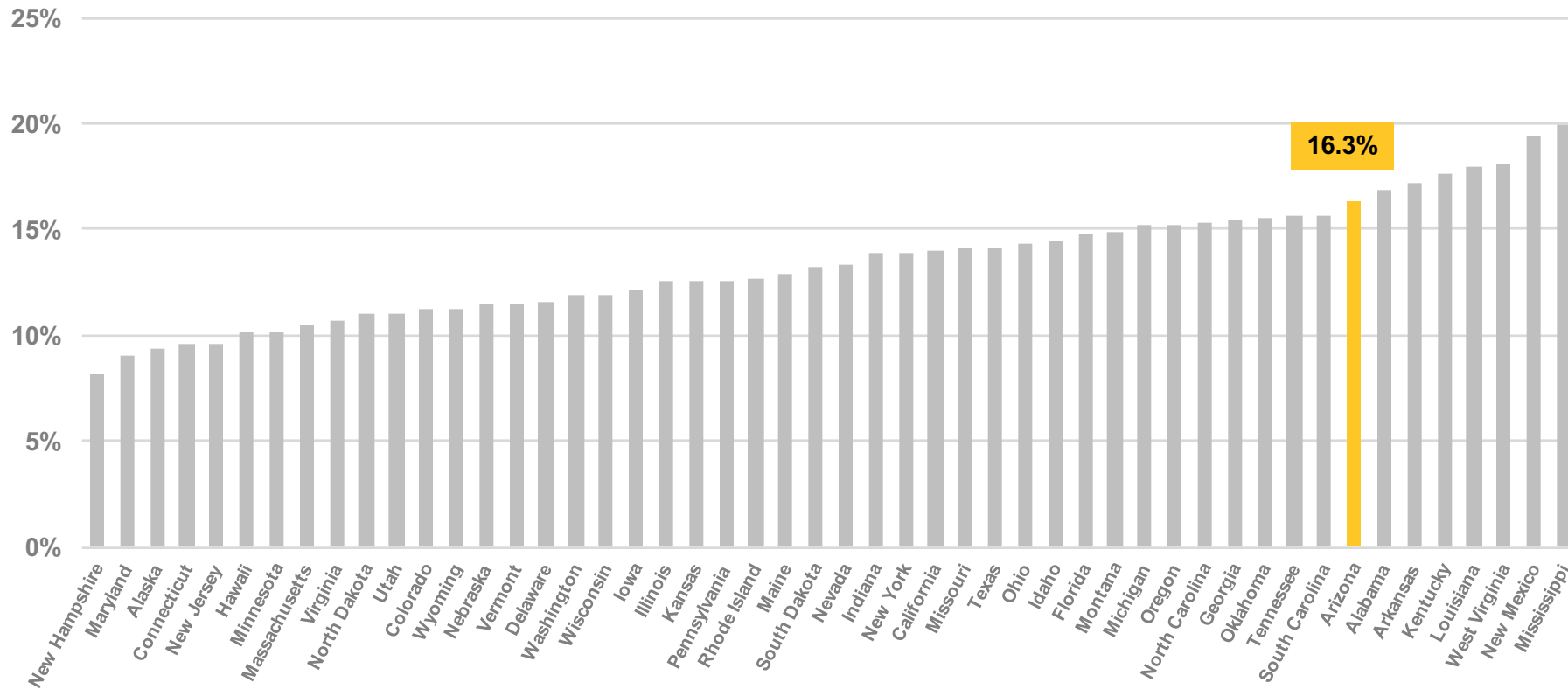
Per capita personal income relative to US average





# Arizona has the eighth-highest poverty rate in the U.S.

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

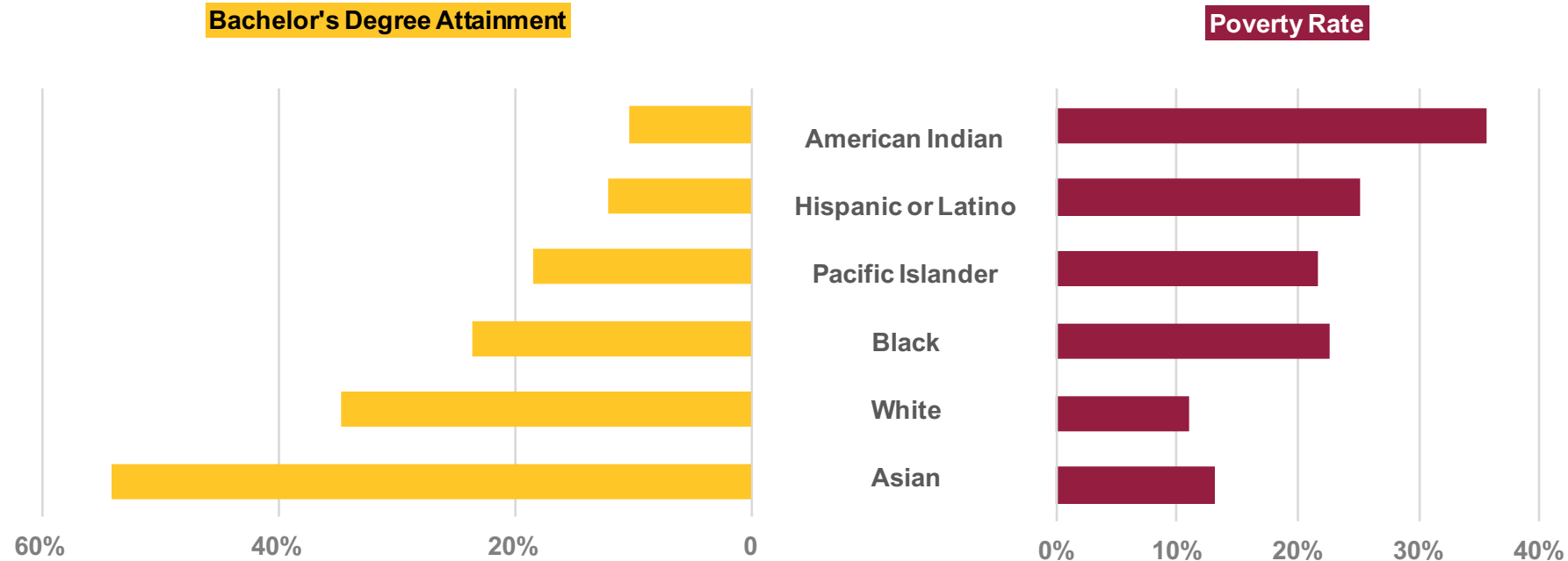


Source: US Census Bureau, Table S1701



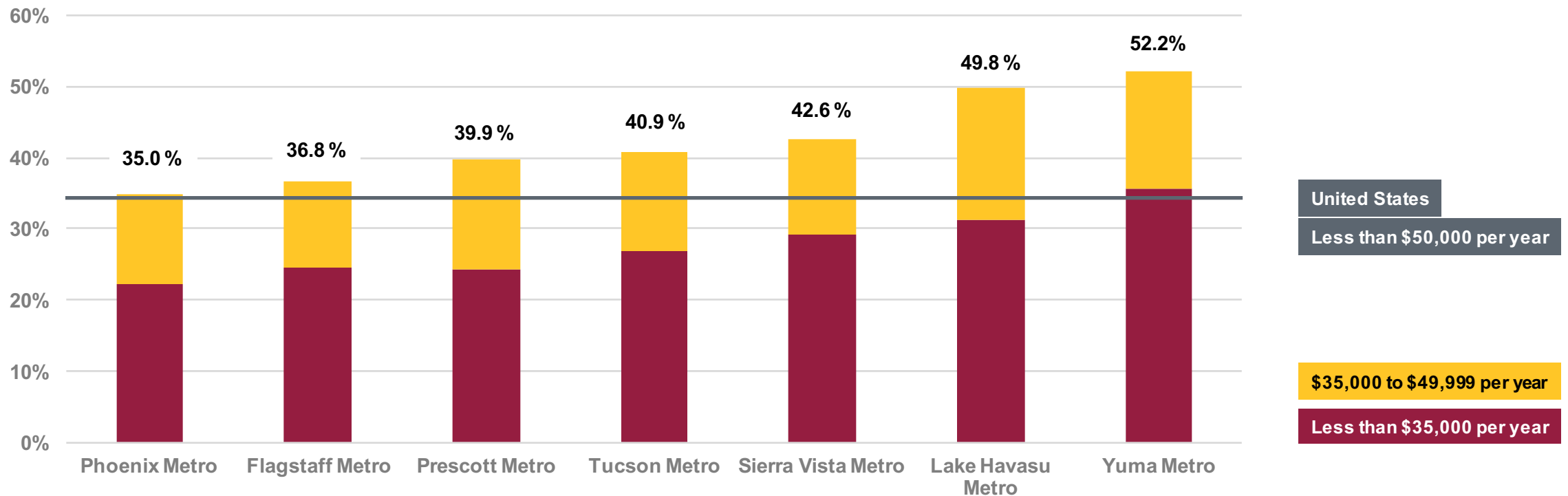
# Gaps in Arizona's educational attainment across ethnic groups are linked to economic disparities

Census data for Arizona (2017)



# 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)



Source: US Census Bureau, Table S1901





**Arizona's economic development policy has traditionally centered on creating a low-cost business environment**

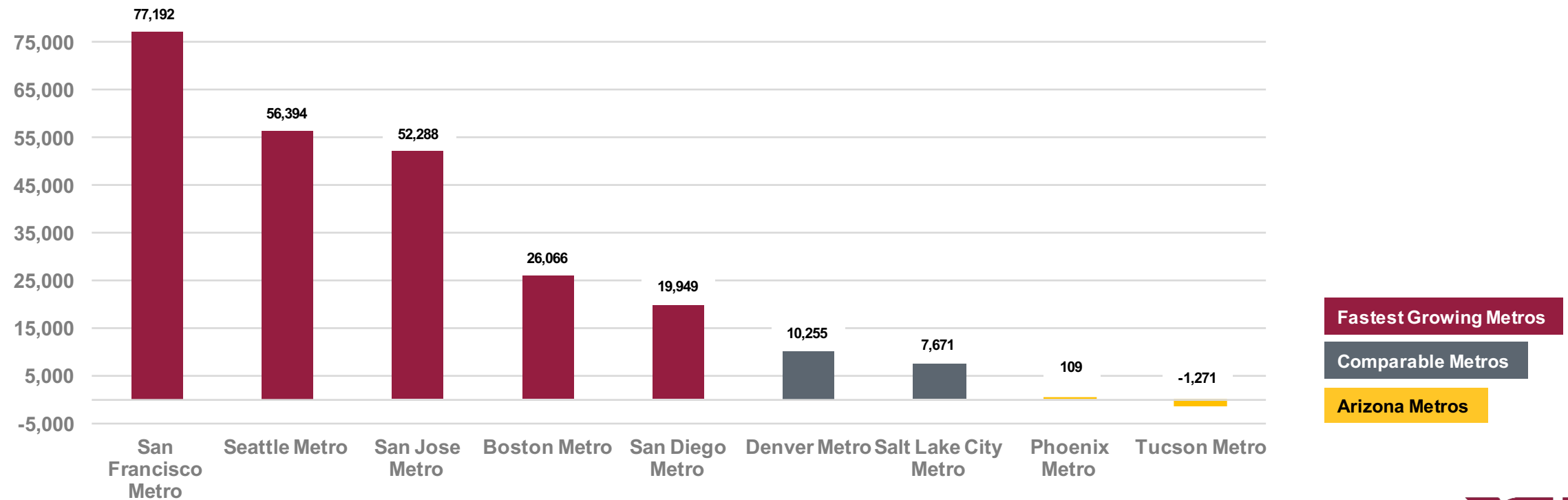
- **Low taxes**
- **Low regulatory burden**
- **Low land development costs**

**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)



Source: Brookings Institution

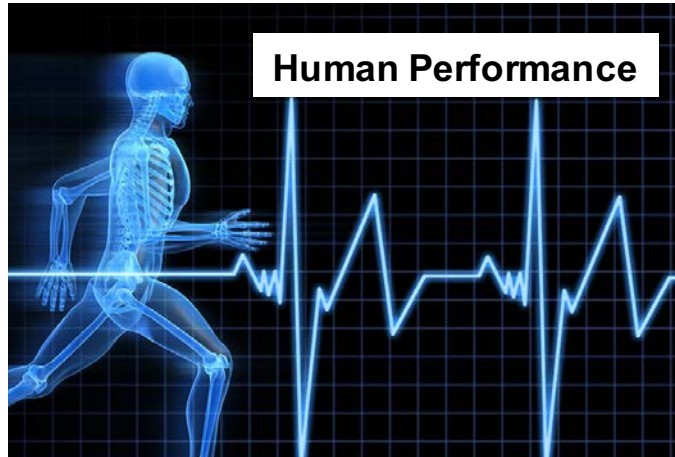


# Arizona needs to invest in new economy resource policies to attract new industries

Energy & Materials



Human Performance



Extreme Environments



Future Communication

Technologies



Advanced Manufacturing





# Our Design

## ASU Charter

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.

ASU



## 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 are 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.

# 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**

— U.S. News & World Report 2016, 2017, 2018, 2019 and 2020

**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.**

— The Fiske Guide to Colleges 2020 36th Edition

**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

**Top 10 school  
of choice for  
international  
students**

— Institute of International  
Education, 2019

**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, 2019

**#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,  
USC and UC  
Berkeley**

— Shanghai Ranking,  
Academic Ranking of  
World Universities, 2019

**#2 in the  
world:  
excellence in  
employer-  
student  
connections**

— QS World University  
Rankings, 2019

**A “world’s  
best” full-time  
MBA program**

—The Economist, 2019

**Recipient:  
Carnegie  
Foundation  
Community  
Engagement  
Classification**

— Carnegie Foundation

**Top 10 for  
students  
studying  
abroad**

— Institute of International  
Education, 2019

**#3 graduate  
local  
government  
management  
program in the  
U.S.**

— U.S. News & World  
Report, 2019

**#6 online  
MBA program  
in nation**

— U.S. News & World  
Report, 2019

**Top producer  
of Teach For  
America  
teachers**

— Teach For  
America, 2019

**Top producer  
of Peace  
Corps  
volunteers**

— Peace Corps Top  
Volunteer-Producing  
Colleges and Universities,  
2019

**#6 “best green  
colleges” for  
sustainability**

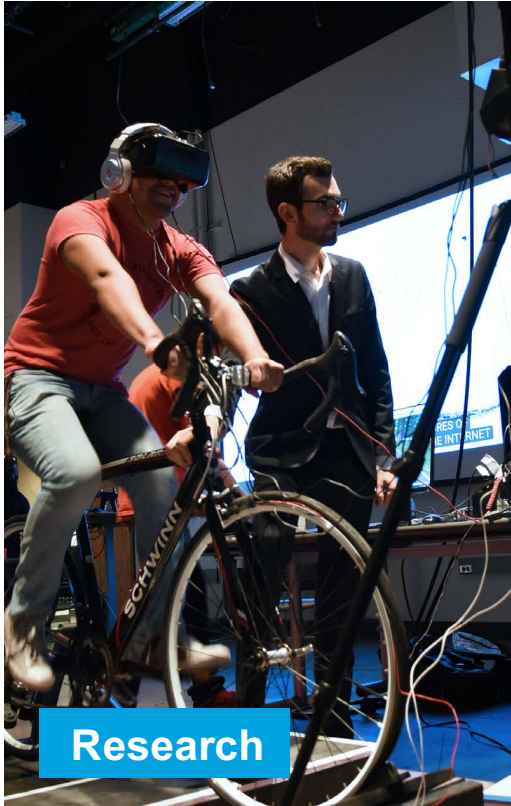
—Sierra Club, 2019



# ASU continues to achieve on all fronts



**Student Success**



**Research**



**Financial Health**



**Enterprise Capacity**



# Students





# 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



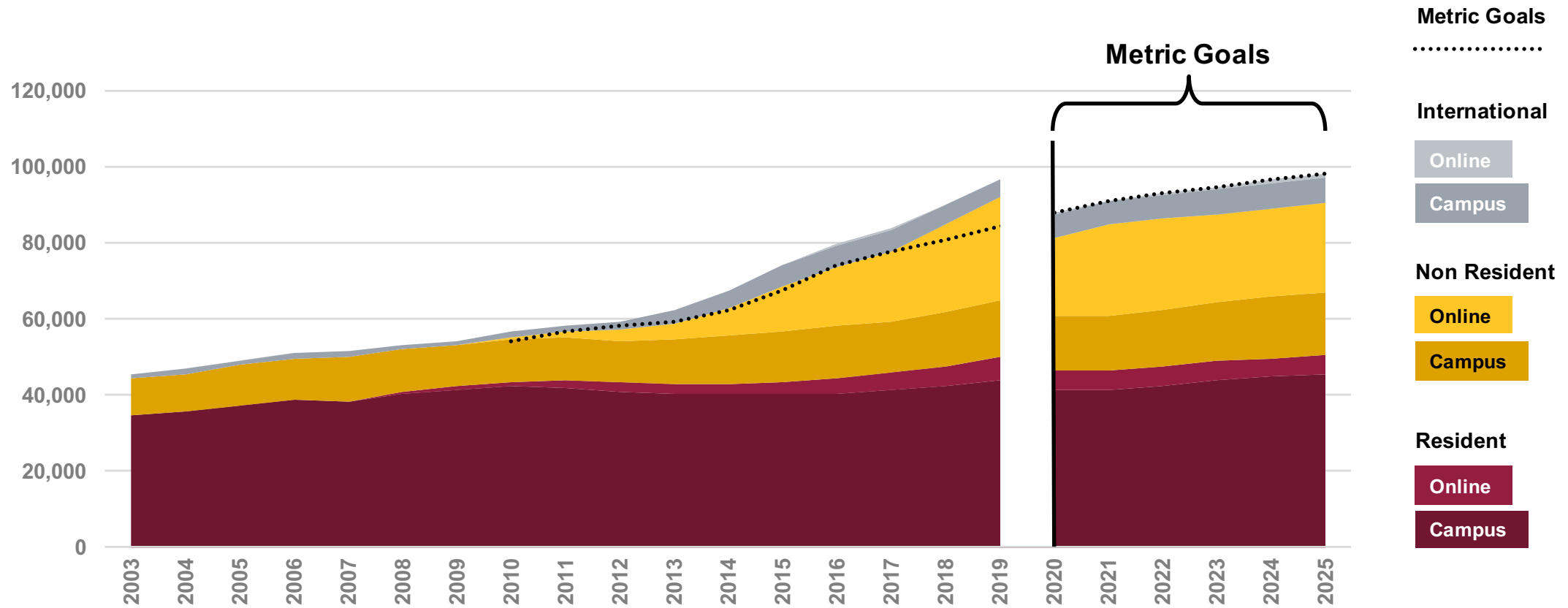
## **Cronkite School of Journalism and Mass Communication**

- Seven first-place awards
- Most of any school in the nation



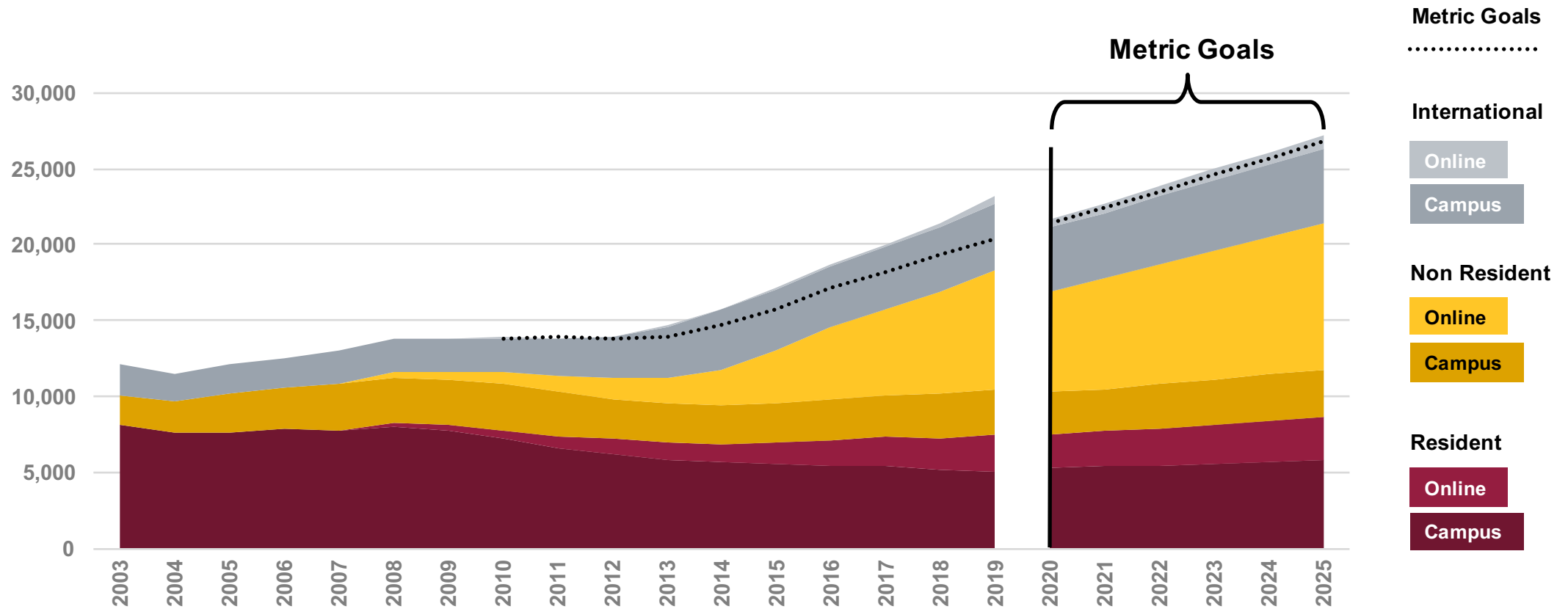
# Undergraduate enrollment up 43% compared to 2014

## Undergraduate enrollment actual and metric goals (2003-2025)



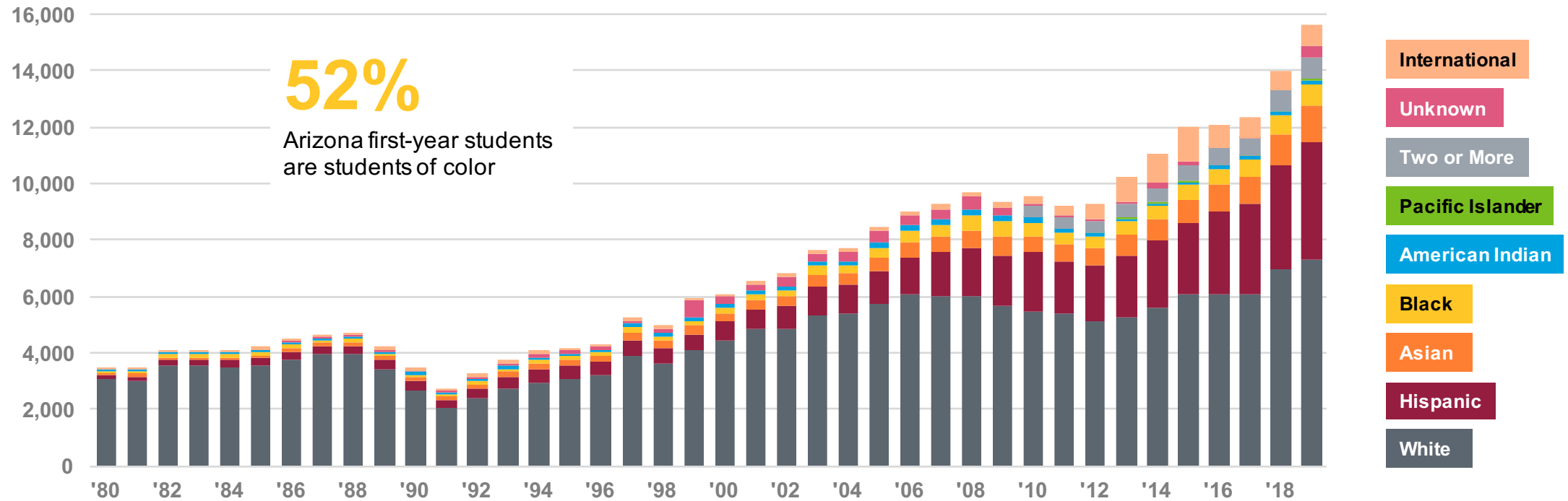
# Graduate enrollment is up 47% over five years

## Graduate enrollment actual and metric goals (2003-2025)



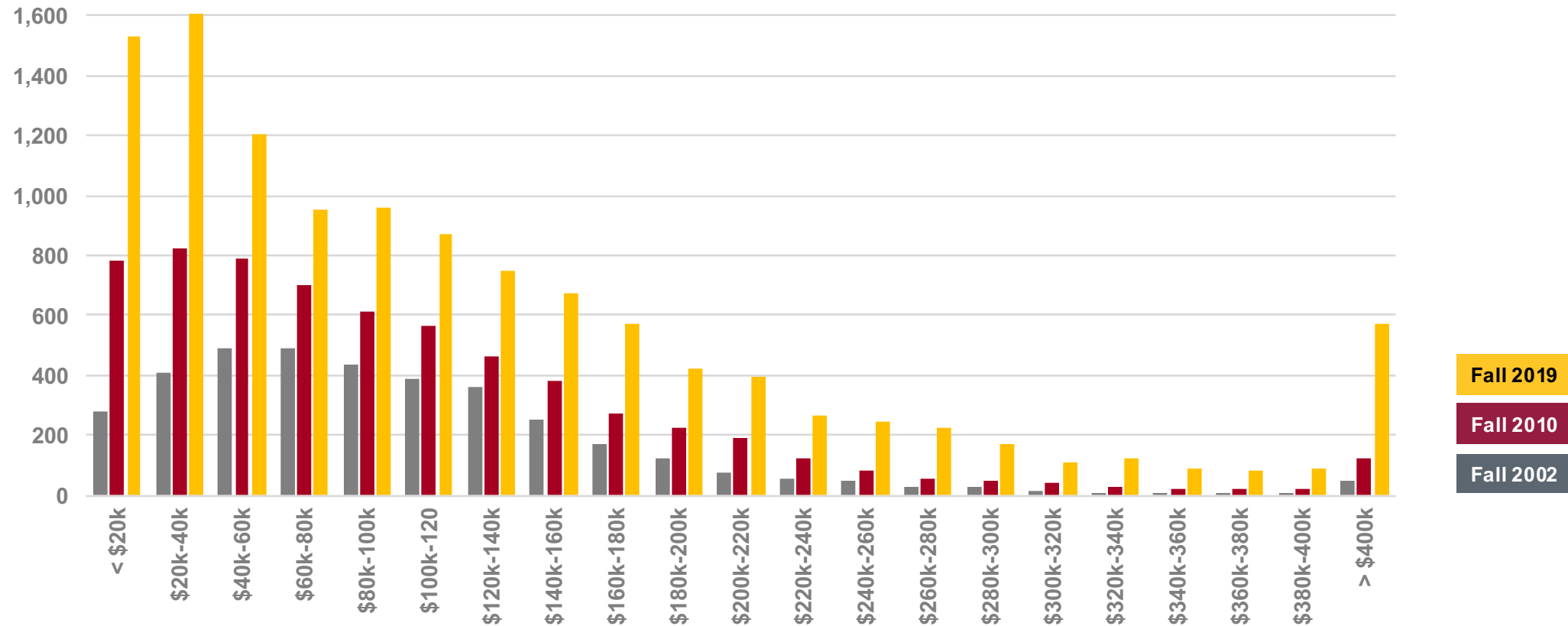
# First-year student enrollment has grown across all populations

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



# ASU is now more accessible to low-income students

First-year enrollment by income (2002, 2010, 2019)

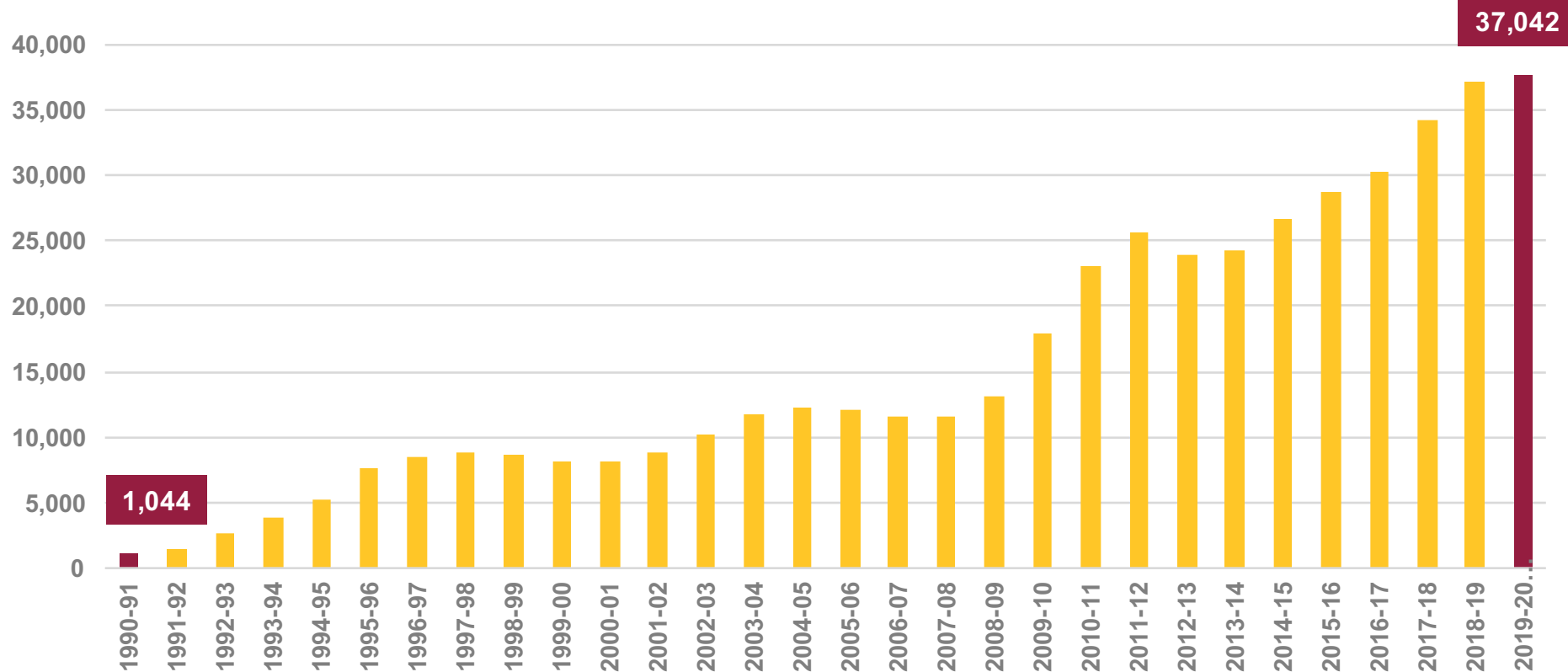


All incomes adjusted to 2018 dollars using CPI.



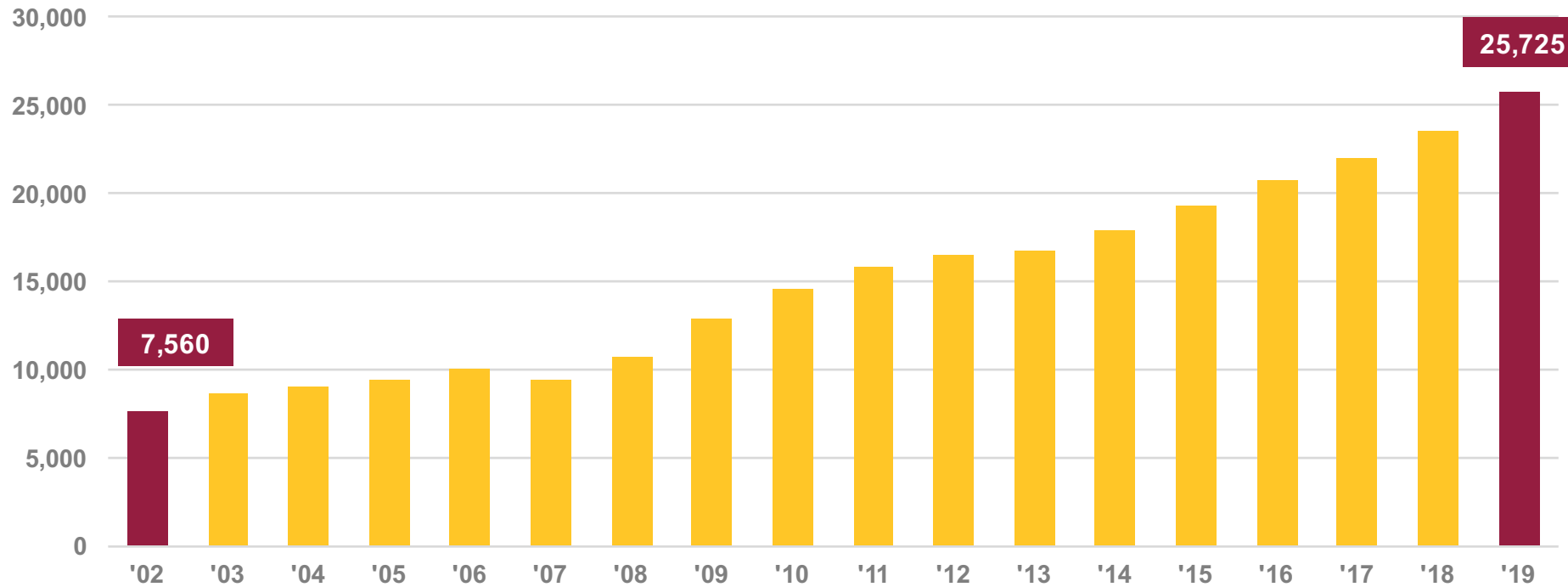
# Enrollment of Pell Grant recipients is more than triple that of the Ivy League

## Undergraduate Pell Grant recipients by academic year



# First-generation student enrollment tripled since 2002

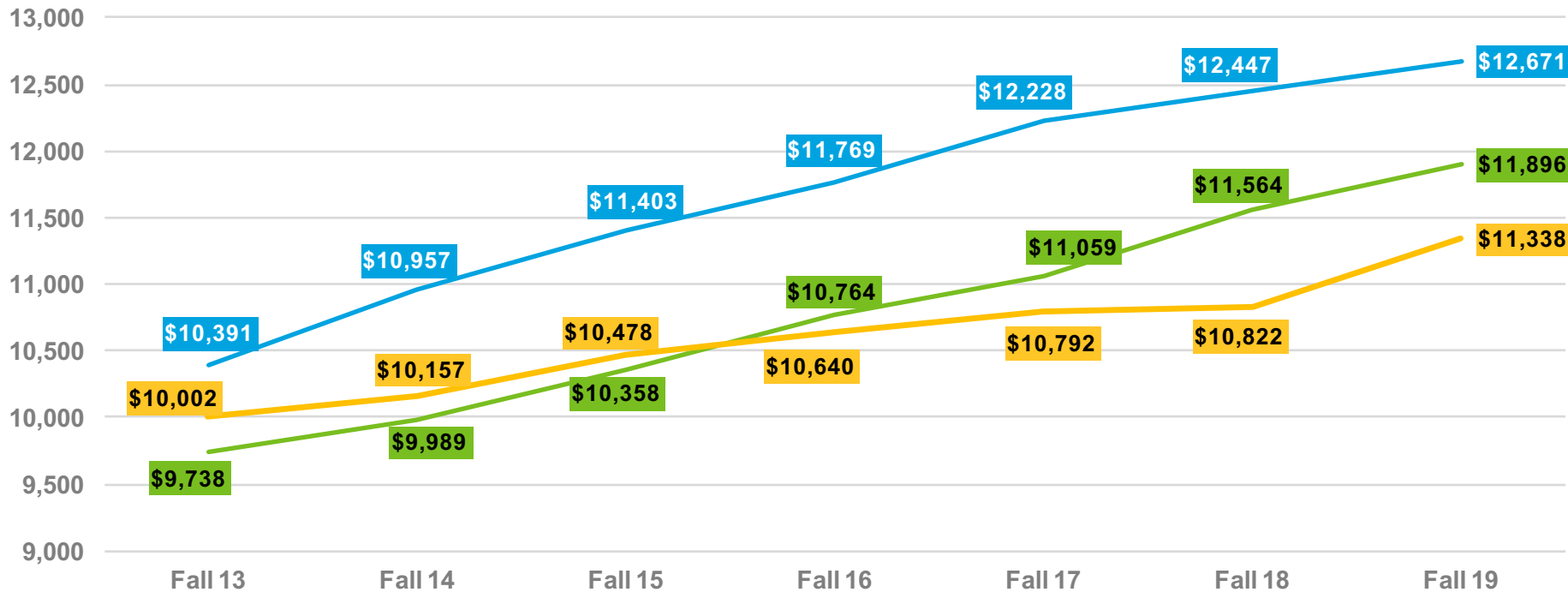
First-generation student enrollment (Fall 2002 – Fall 2019)





# 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



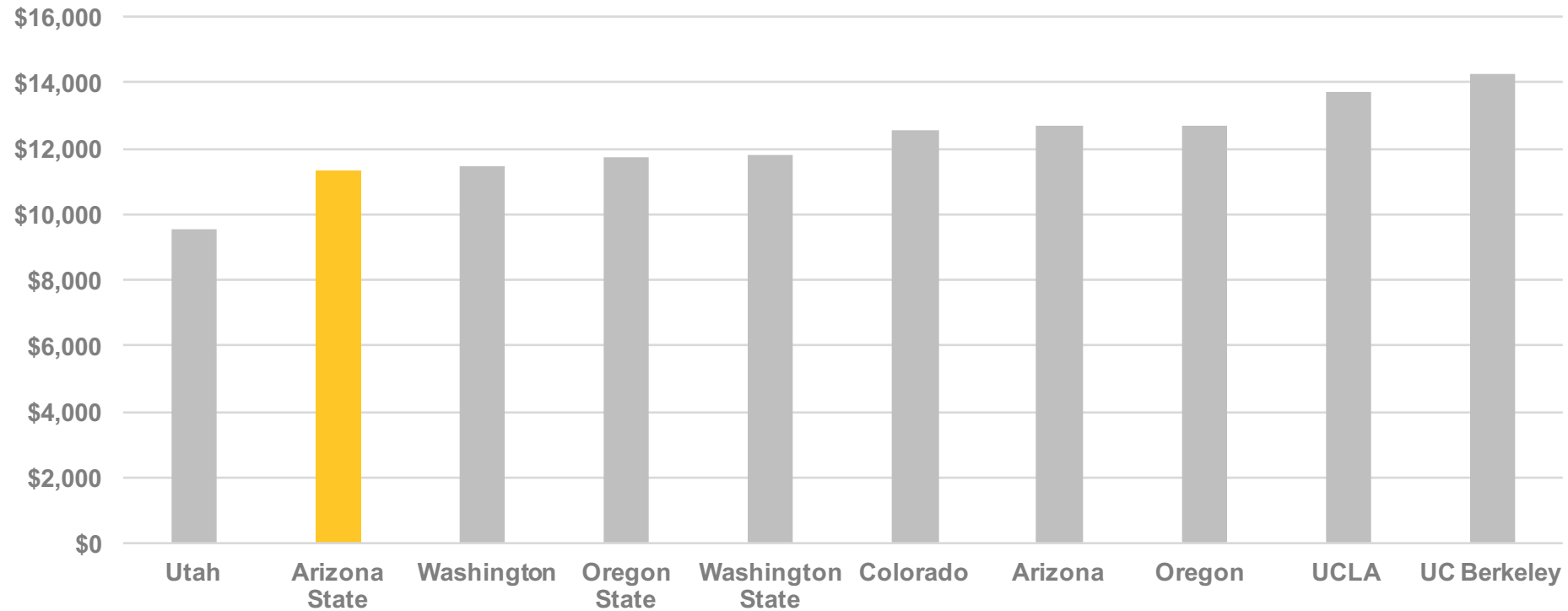
# Simplified tuition and fees make total costs more transparent to students and their families

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



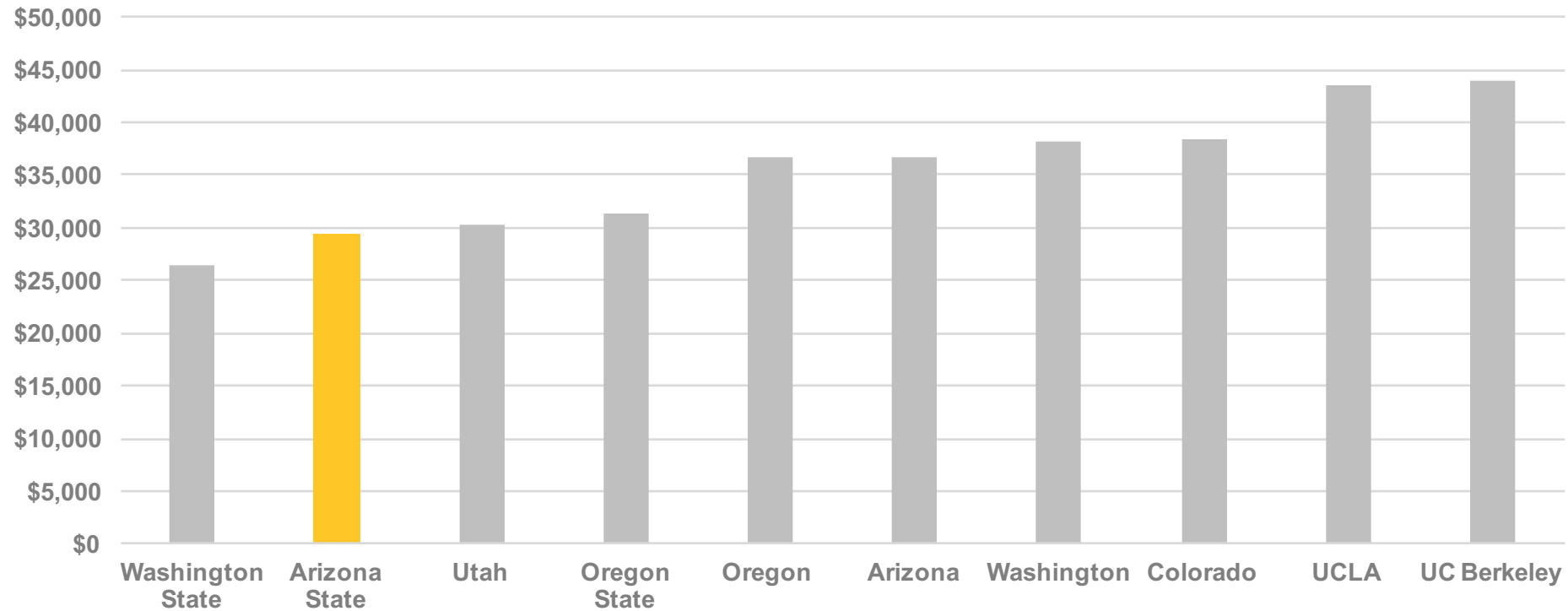
# Resident tuition remains low compared to Pac-12 public schools

Full-time tuition for new resident undergraduate students (2019-2020)



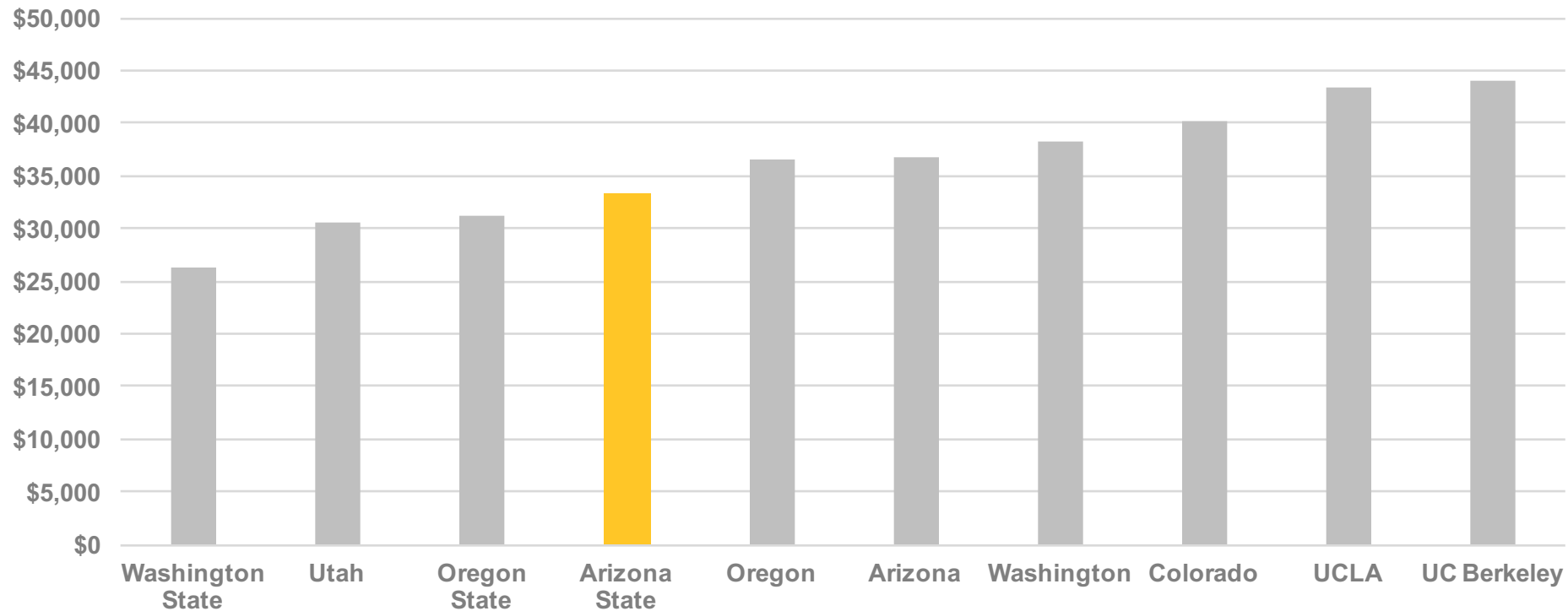
# Non-resident tuition remains low compared to Pac-12 public schools

Full-time tuition for new non-resident undergraduate students (2019-2020)



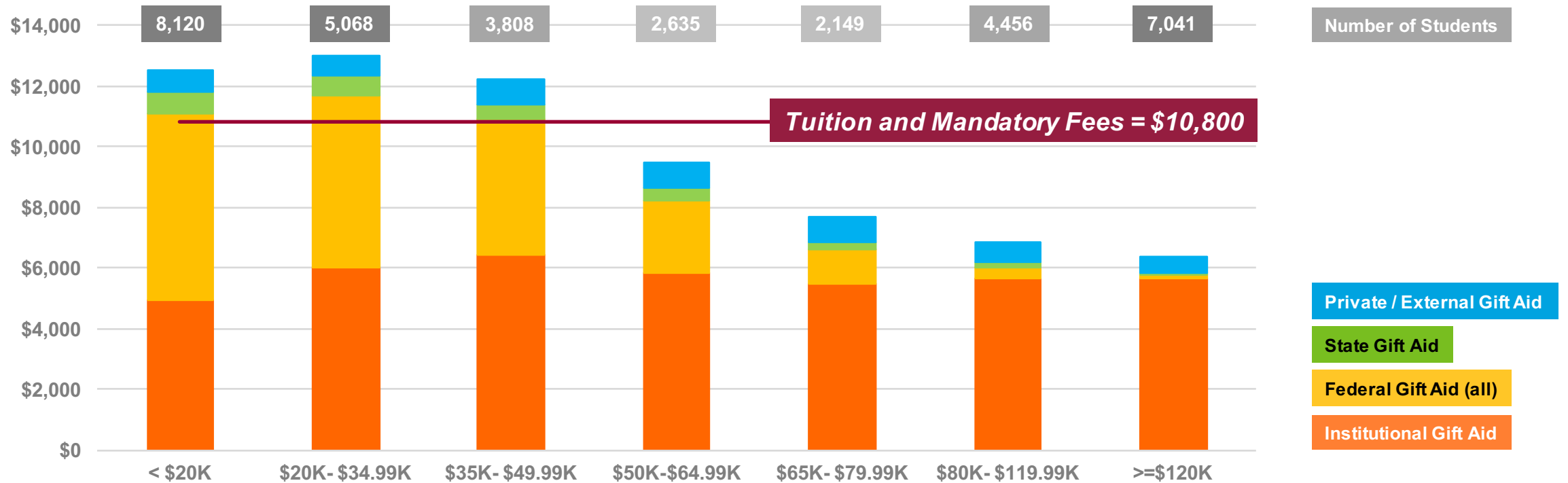
# International tuition remains low compared to Pac-12 public schools

Full-time tuition for new international undergraduate students (2019-2020)



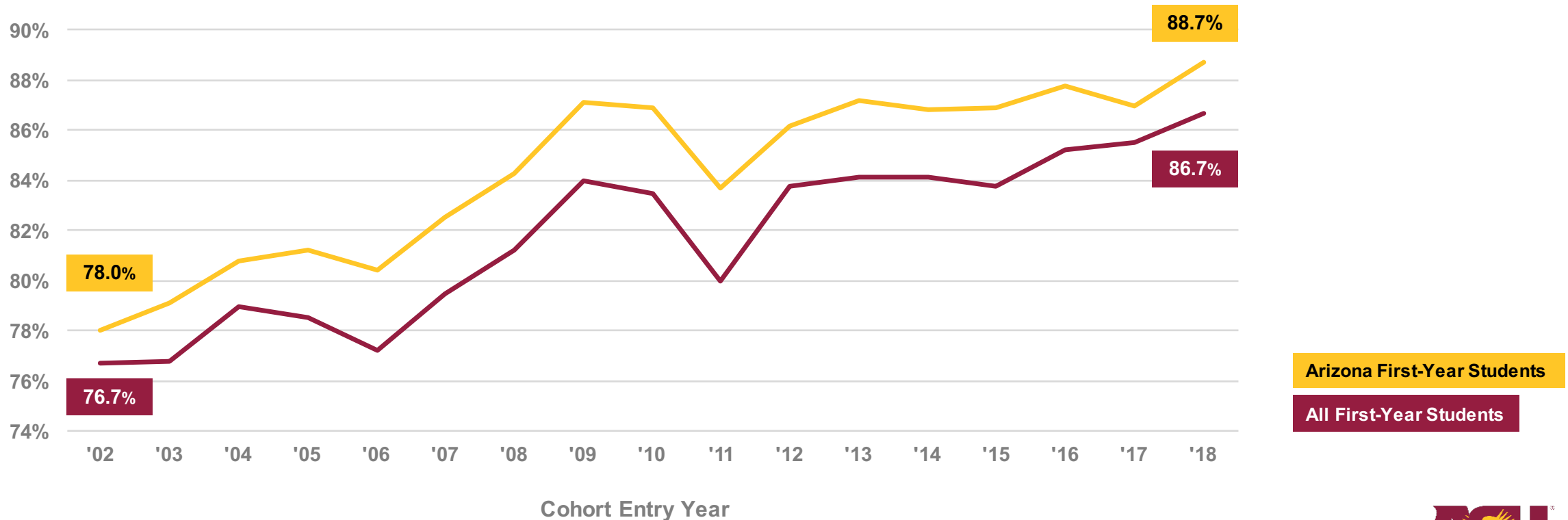
# ASU is committed to affordability by providing gift aid

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



# ASU first-year retention is nearing 90% goal

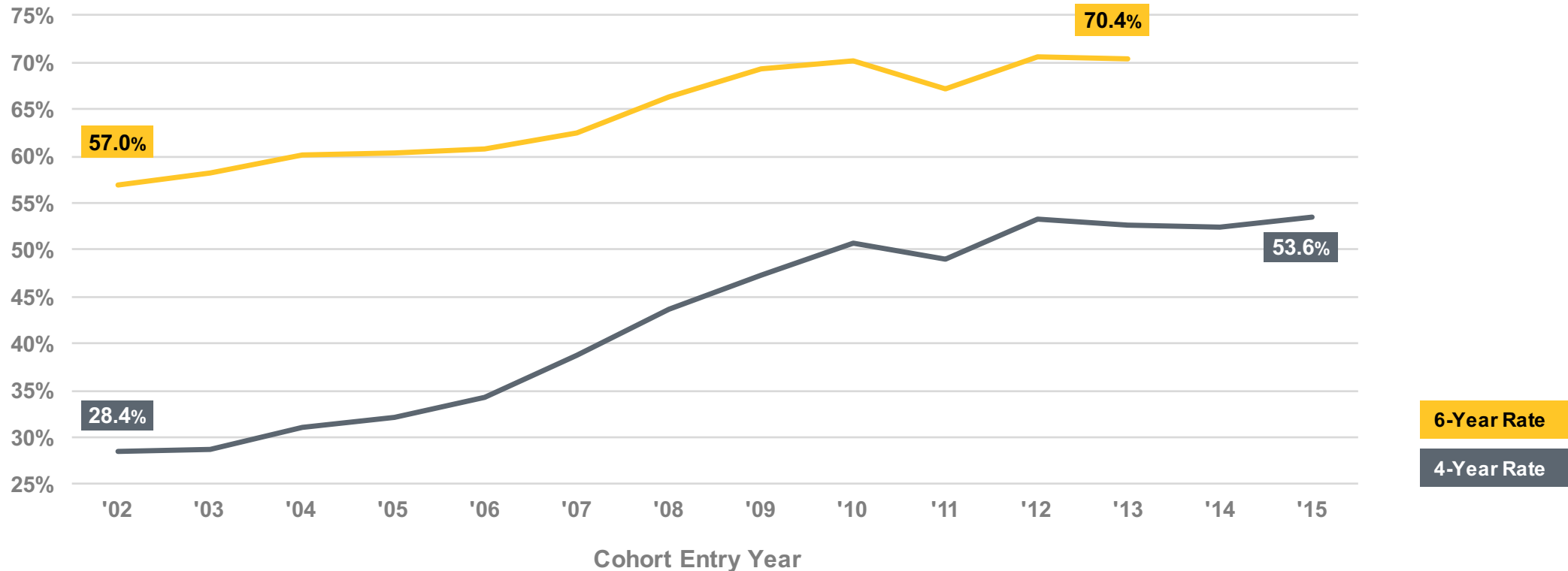
First-year student retention rates (2002-2018)





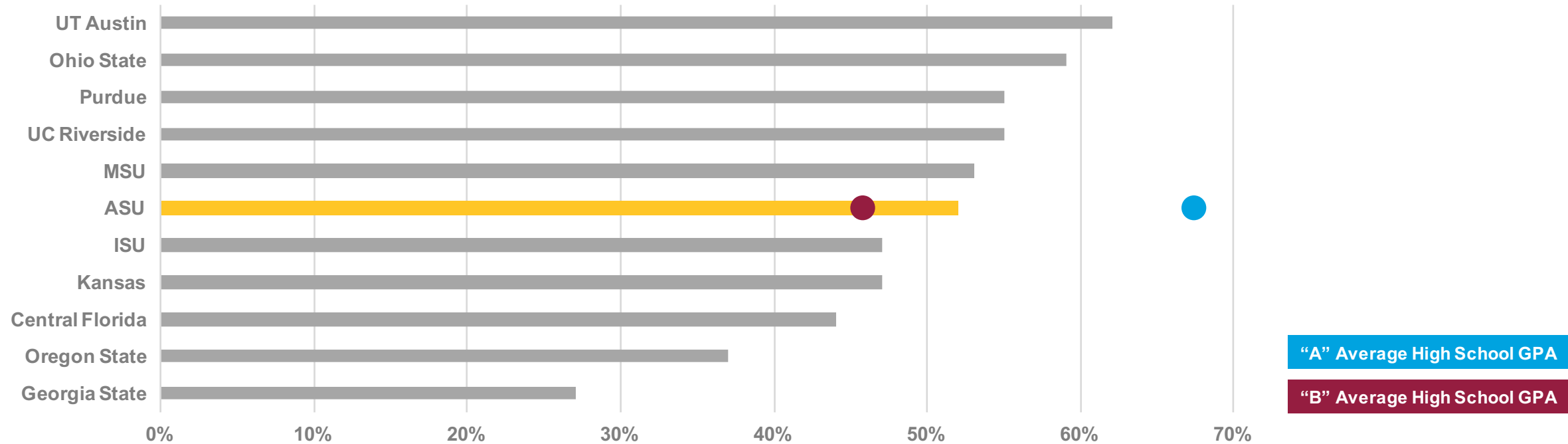
# Graduation rates have increased markedly since 2002, with the four-year rate nearly doubling

First-year resident student cohort graduation rate (Fall 1983 - Fall 2015)



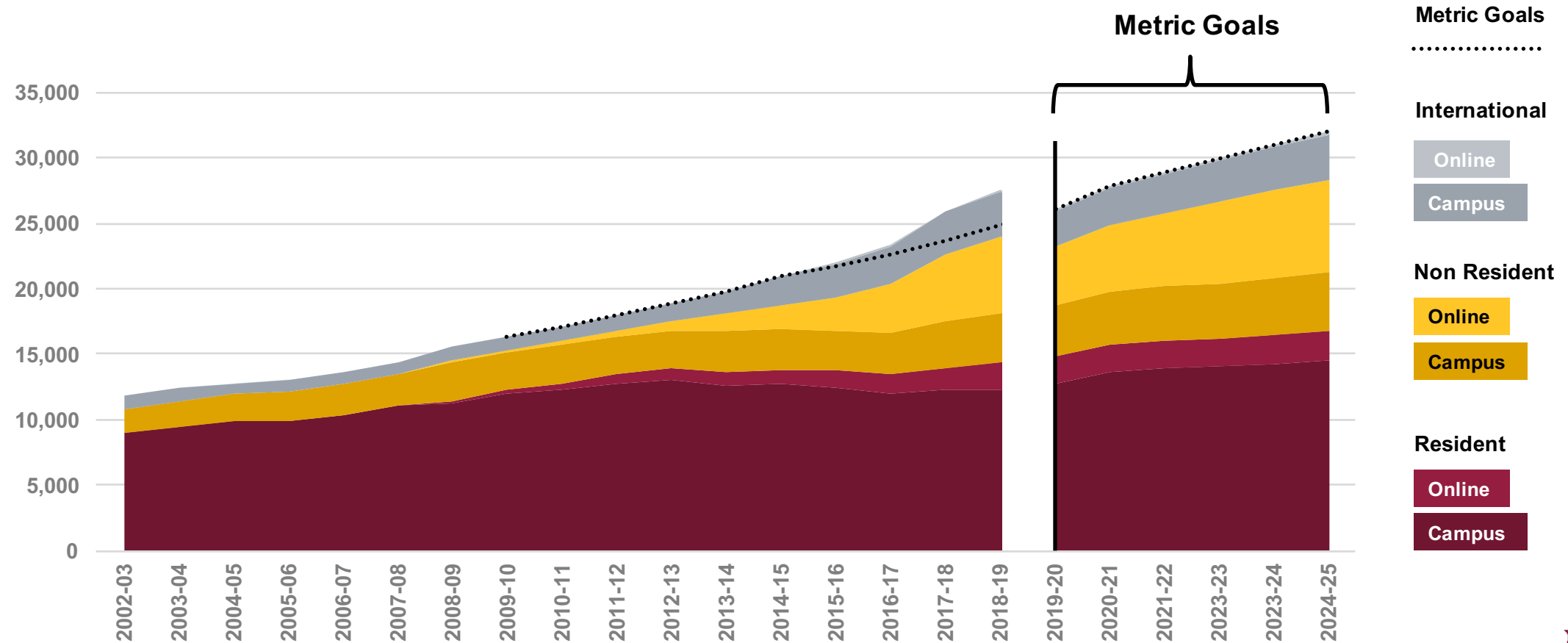
# Four-year graduation rate compares well with UIA schools

Four-year graduation rate of University Innovation Alliance member universities



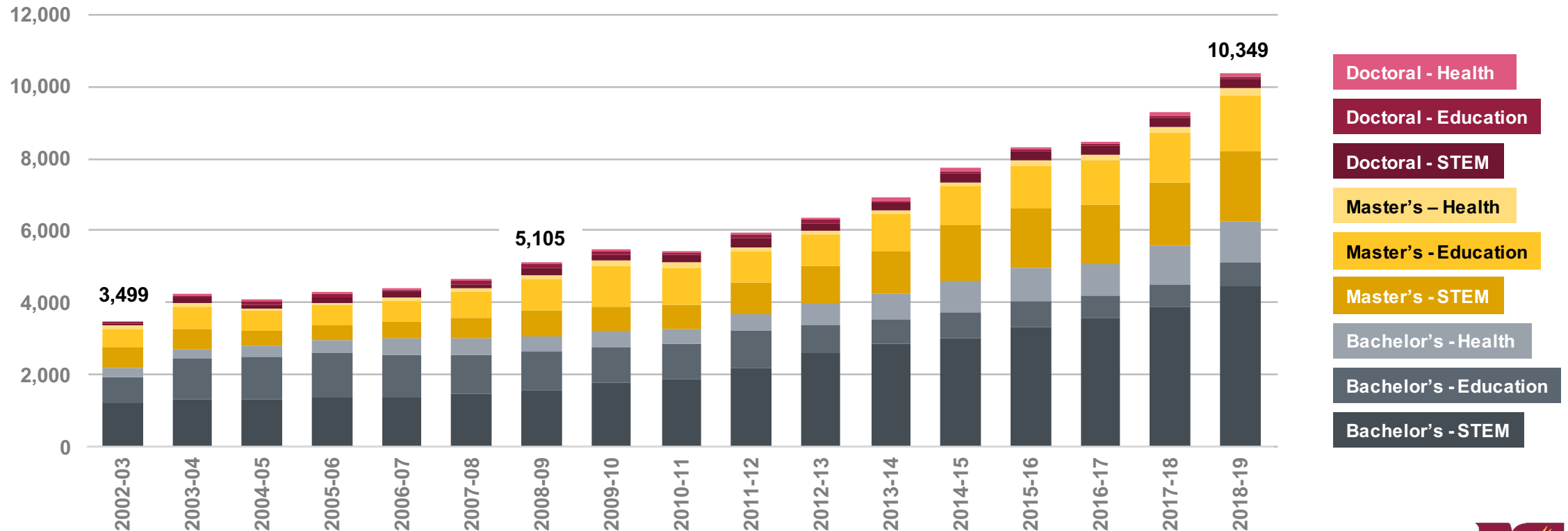
# Number of degrees awarded increased 76% since 2008-09

## Undergraduate and graduate degrees by year (2002-2025)



# Degrees in high demand fields doubled over 10 years

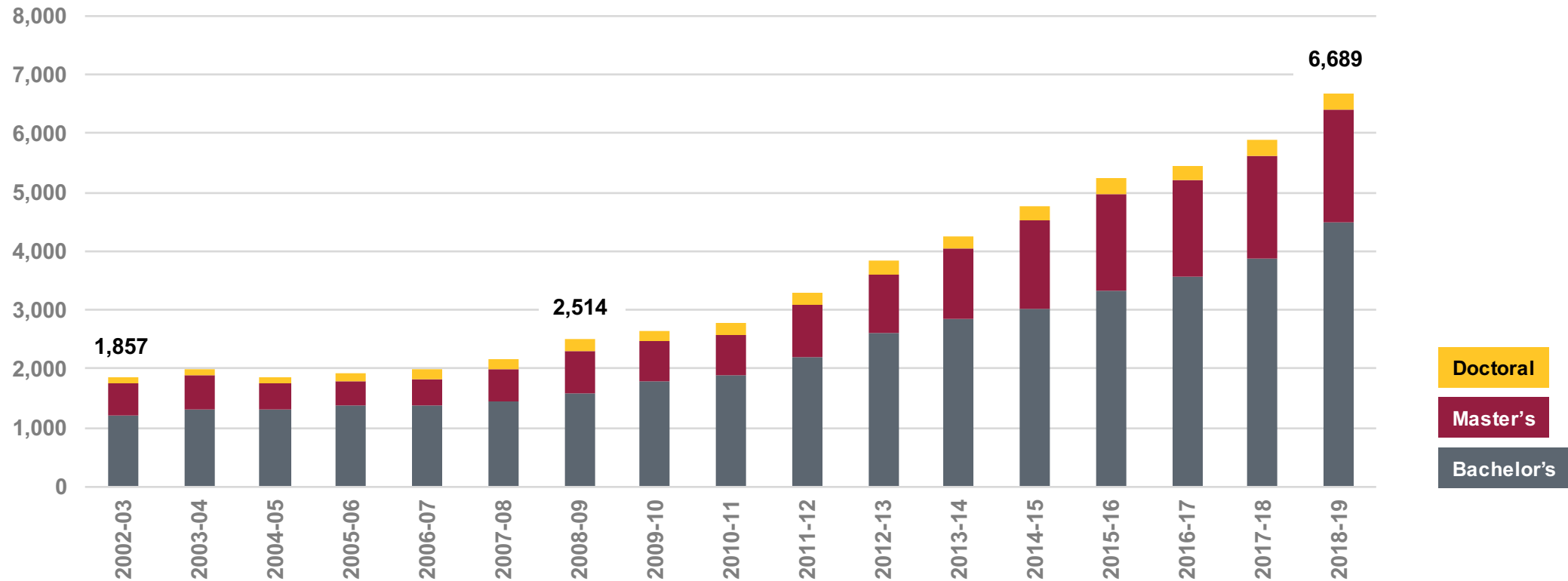
High demand degrees awarded (2002-2019)





# STEM degrees up 166% since 2008-09

## STEM degrees awarded (2002-2019)



# Fulton Schools of Engineering enrollment has nearly quadrupled since 2009

## Total Enrollment

**6,407** **24,104**  
Fall 2009 Fall 2019 est.

## Undergraduates

**4,253** **19,132**  
Fall 2009 Fall 2019 est.

## Graduates

**2,154** **4,972**  
Fall 2009 Fall 2019 est.

## Degrees Granted

**1,391** **4,532**  
2008-2009 2018-2019

## Tenured/Tenure-Track Faculty

**214** **350**  
Fall 2010 Fall 2019

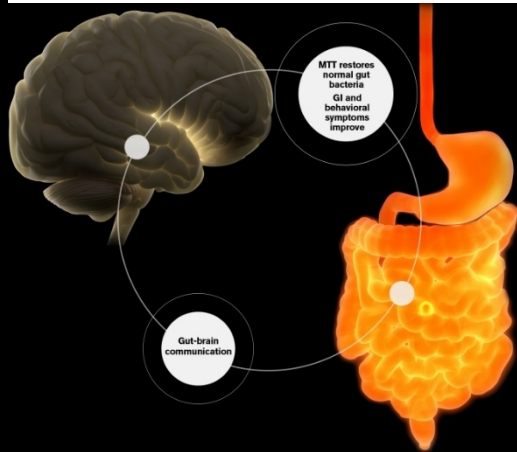
# Research



# ASU produces groundbreaking research

Game-changing, use-inspired discovery happens here

Autism Microbiota Transfer Therapy



Epigenetic Detection Device



Heat Island Imaging



# World-class new faculty continue to join ASU



**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*



**Professor and Director,  
Social Transformation**

*Anthropologist, author and former  
journalist*

*Consulted for the U.S. Government,  
Google, Inc. and the United Nations*



**Professor, Geographical Science and  
Urban Planning**

**Director, Center for Global Discovery  
and Conservation Science**

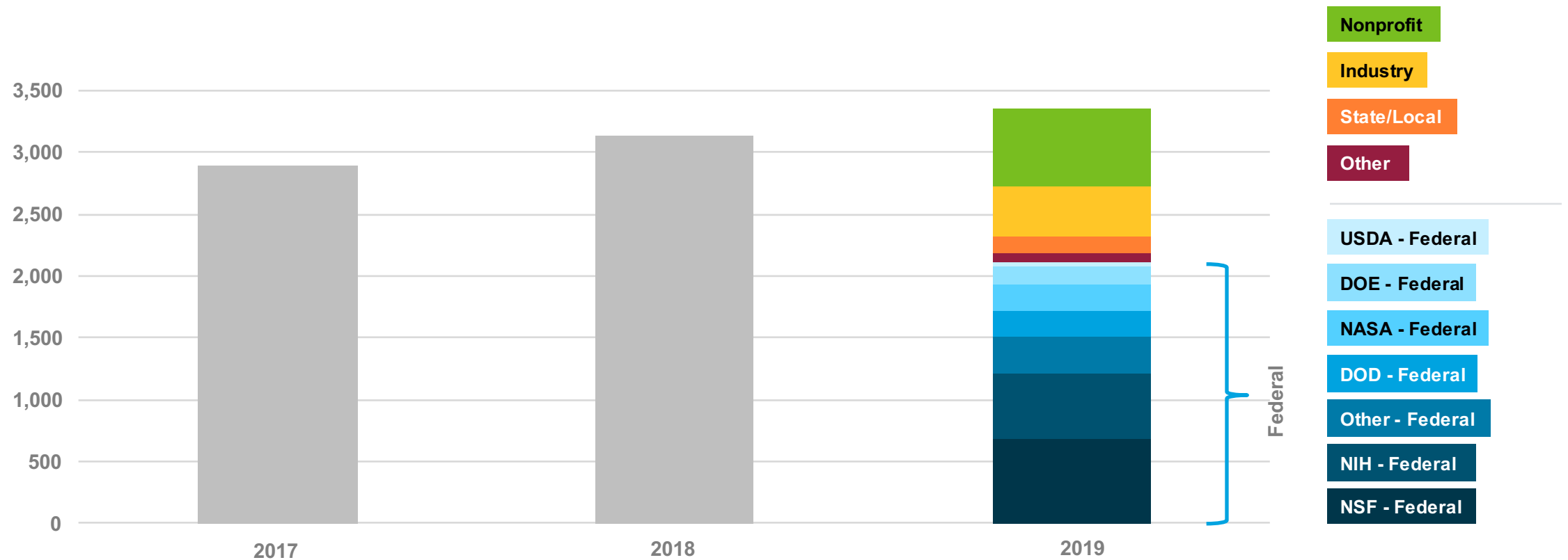
**School of Earth and Space Exploration**

*Leading ecologist in exploratory and applied  
research on ecosystems and climate change*

*Member, National Academy of Sciences*

# Researchers cultivate a growing number of opportunities

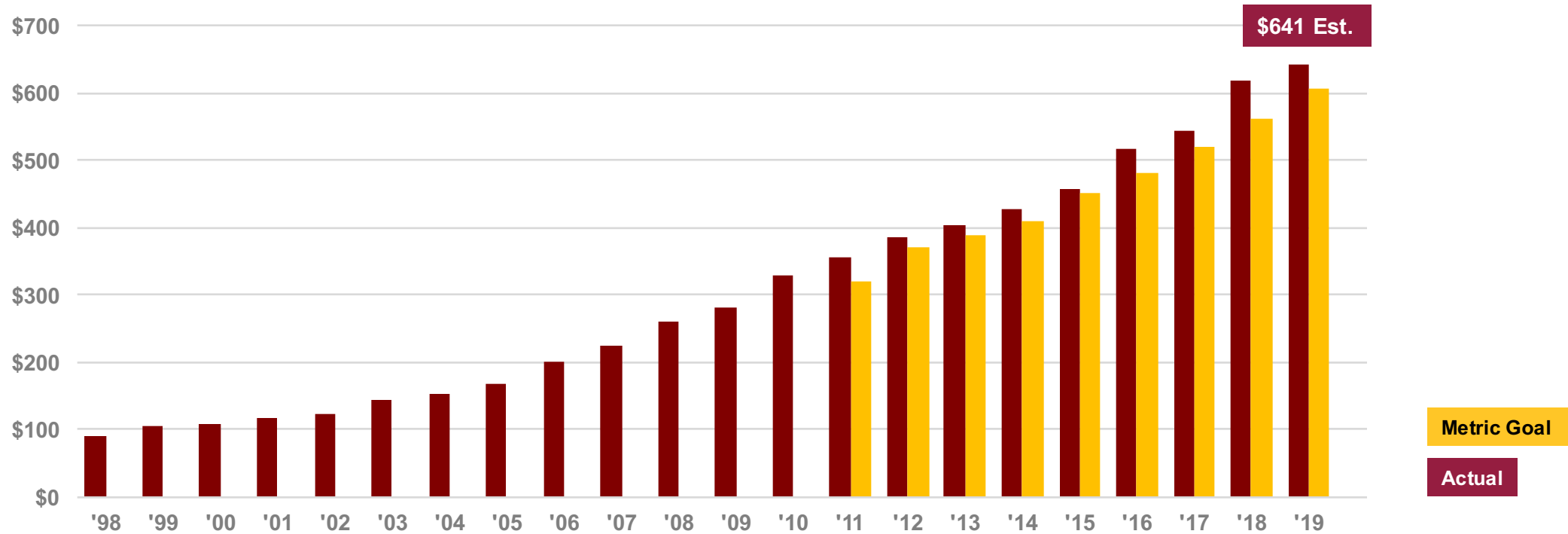
Number of proposals submitted by ASU researchers (2017-2019)





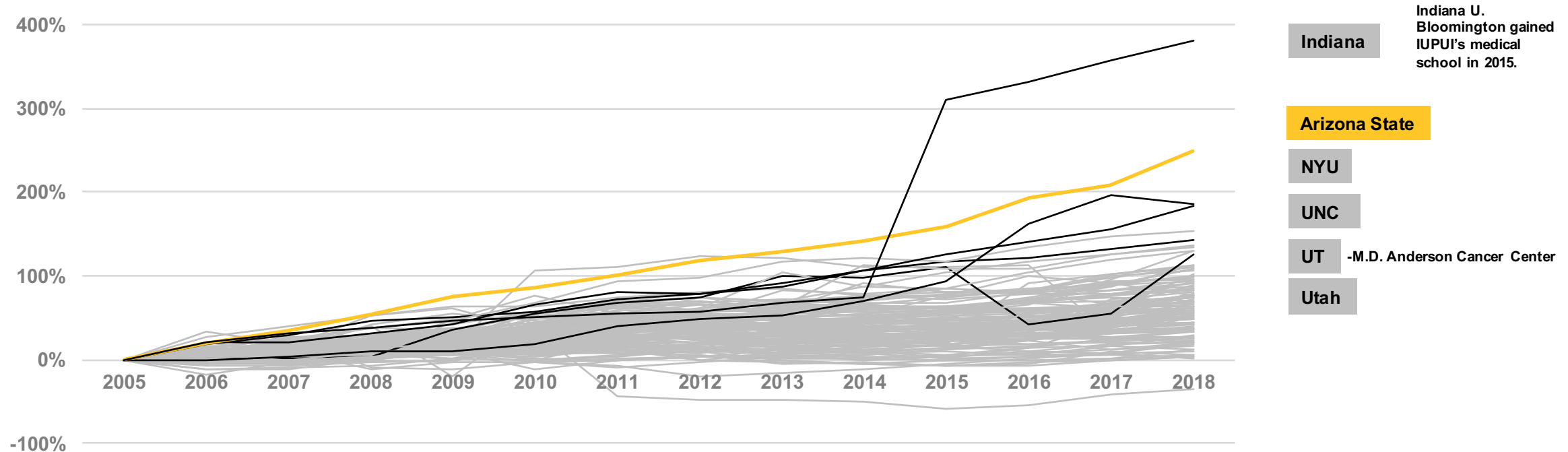
# Research expenditures doubled over the last decade

Dollars in millions



# Research growth has outpaced nearly all other universities

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



# ASU leads on research across disciplines

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

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



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



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



Public institutions: **24 of 408** ahead of



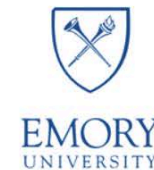
Geological and Earth Sciences: **1 of 352** ahead of



Anthropology: **1 of 231** ahead of



Humanities: **5 of 396** ahead of



Social Sciences: **4 of 481** ahead of



Cornell University

UCLA



PennState

Berkeley  
UNIVERSITY OF CALIFORNIA

Penn  
UNIVERSITY OF PENNSYLVANIA



Transdisciplinary (other sciences): **2 of 251** ahead of

Northwestern  
University



University of  
Pittsburgh



JOHNS HOPKINS  
UNIVERSITY



THE OHIO STATE  
UNIVERSITY



Massachusetts  
Institute of  
Technology



MICHIGAN STATE  
UNIVERSITY



THE UNIVERSITY  
OF ARIZONA.

Electrical, Electronic, and Communications Engineering: **8 of 292** ahead of

Stanford  
University

Carnegie  
Mellon  
University



Massachusetts Institute of Technology



VIRGINIA TECH.

PURDUE  
UNIVERSITY.



THE UNIVERSITY  
OF ARIZONA.

Political Science: **5 of 346** ahead of



PennState

Duke  
UNIVERSITY

Tufts  
UNIVERSITY



THE UNIVERSITY  
OF ARIZONA.

UC San Diego



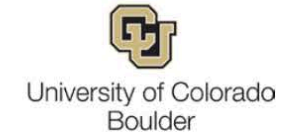
UNIVERSITY of  
WASHINGTON



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



Education: **23 of 458** ahead of



Northwestern University

UCDAVIS



Engineering Expenditures: **19 of 397** ahead of



Cornell University

Caltech



Rensselaer



NASA Funded Expenditures: **5 of 437** ahead of

Stanford University



UCLA



HHS (including NIH) Funded Expenditures among Institutions without a Medical School: **7 of 420** ahead of

ILLINOIS



Brandeis University



Carnegie Mellon University





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**NSF Funded Expenditures: 21 of 592 ahead of**



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**Visual and Performing Arts: 12 of 312 ahead of**



Cornell University



UNIVERSITY OF SOUTH FLORIDA

UNLV



THE UNIVERSITY of NORTH CAROLINA at CHAPEL HILL

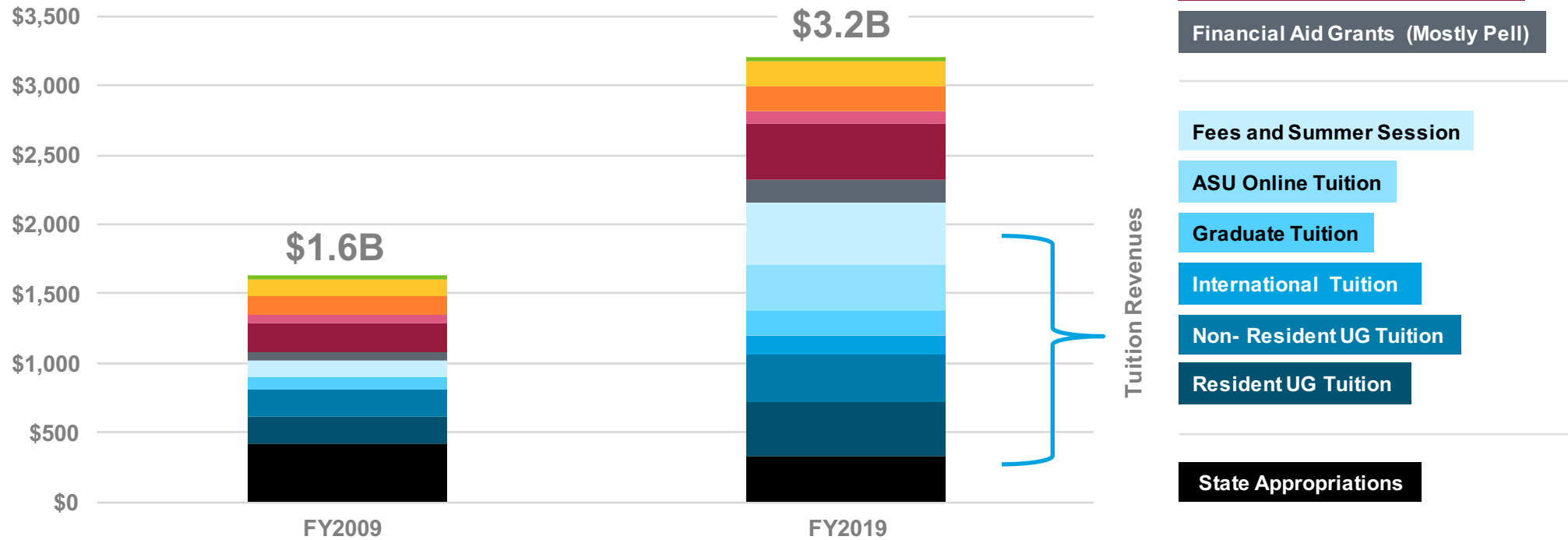


# Financial Health



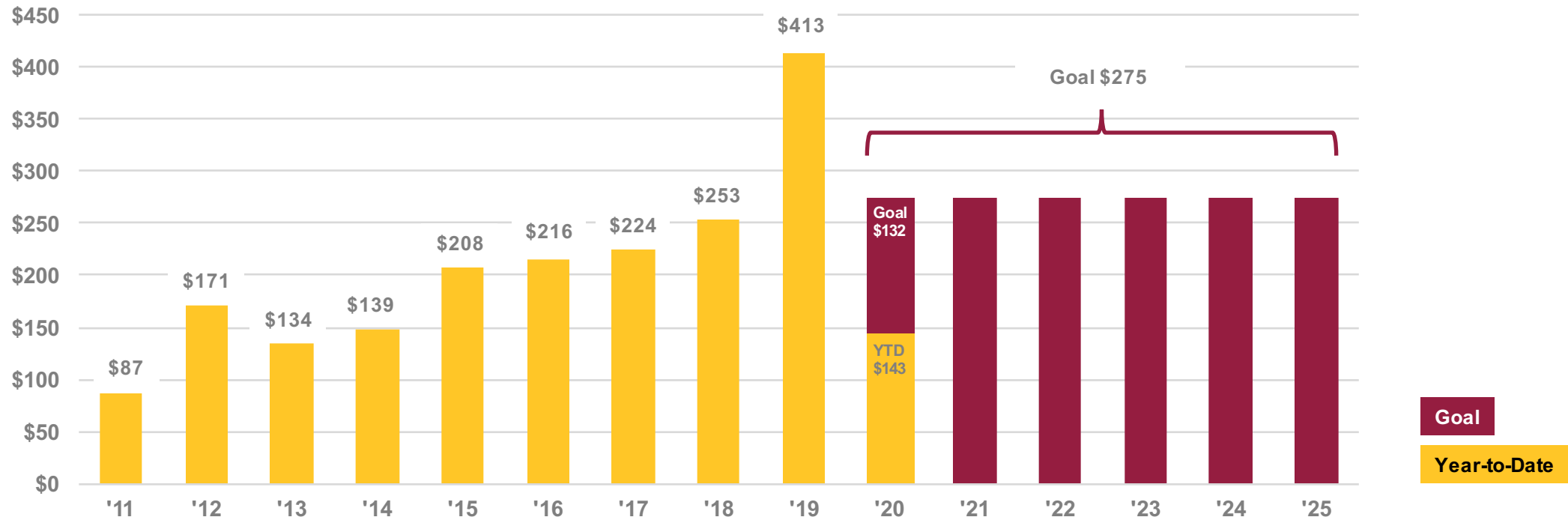
# ASU has grown and diversified its revenues over the last decade

## ASU gross revenues (FY2009 & FY2019)



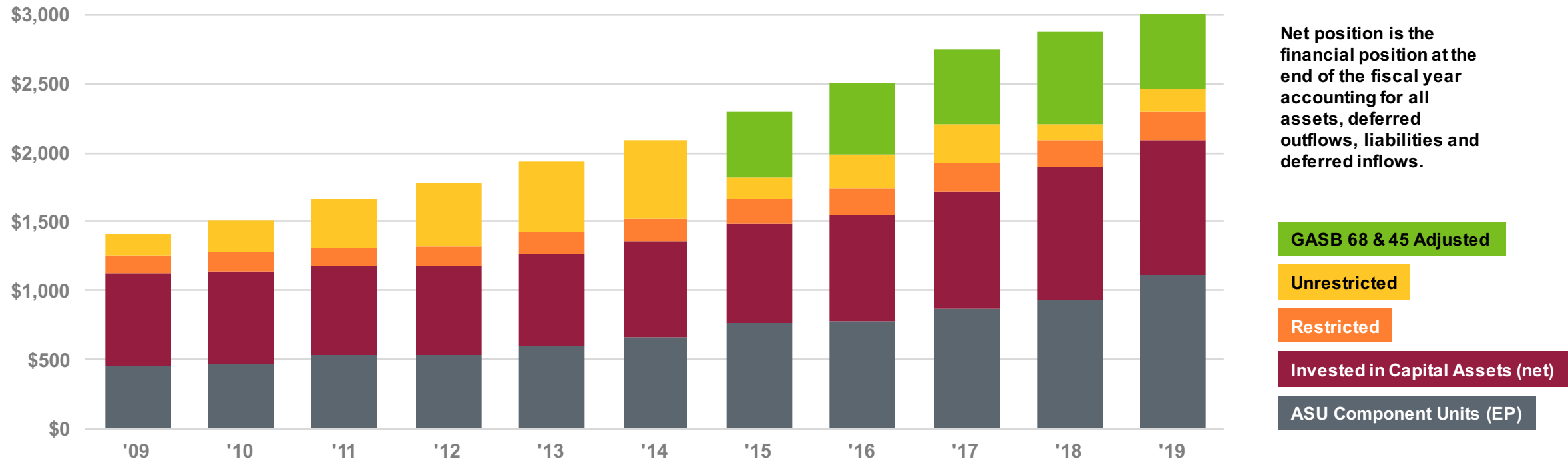
# Campaign ASU 2020 exceeded its goal of \$1.5B

ASU gifts and commitments in millions (2011-2025)



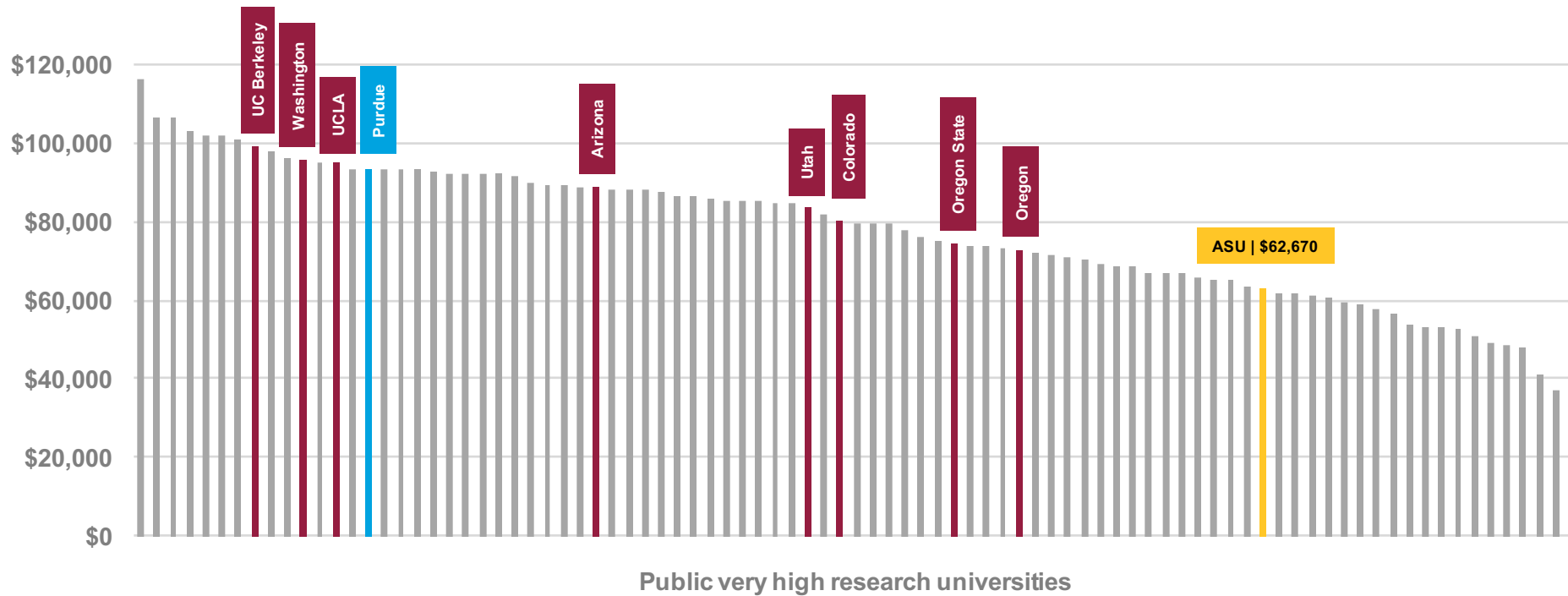
# Net position has doubled since 2009

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



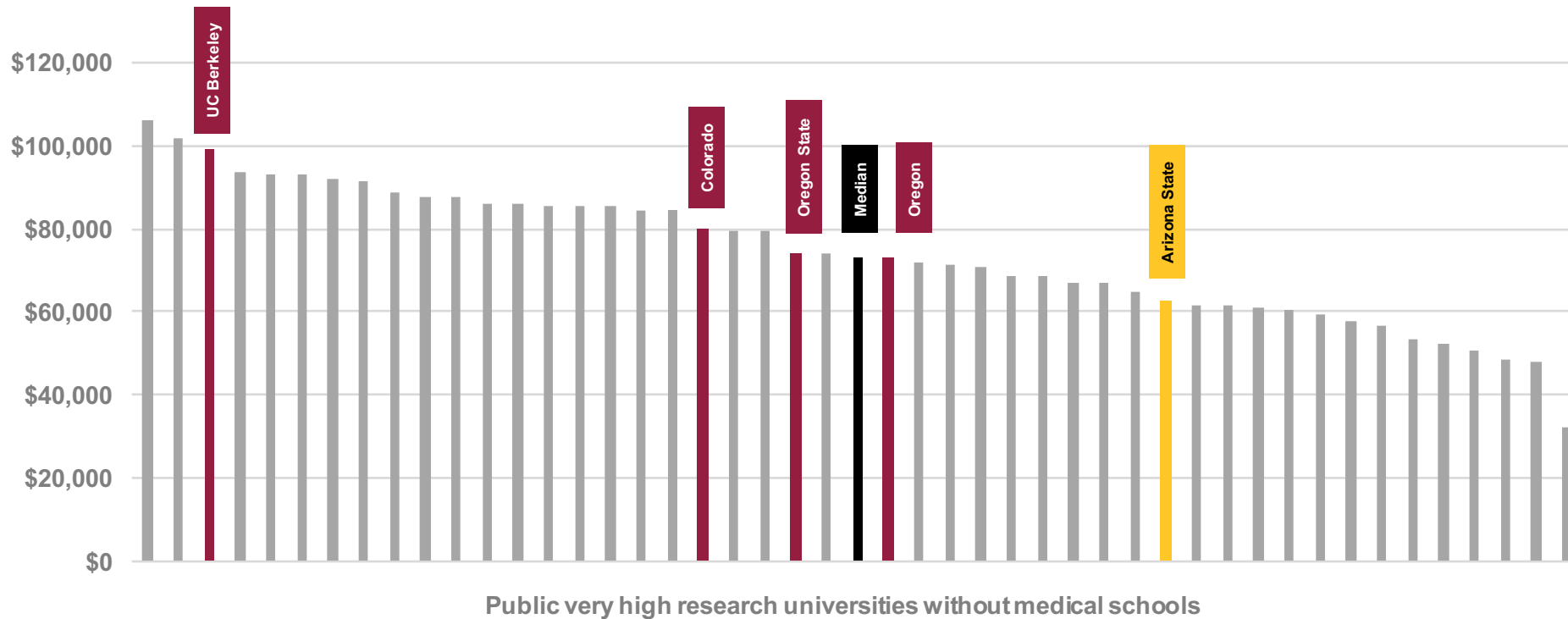
# ASU uses 21% fewer resources per degree awarded than the national median

Tuition and state appropriation per degree awarded (FY2018)



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

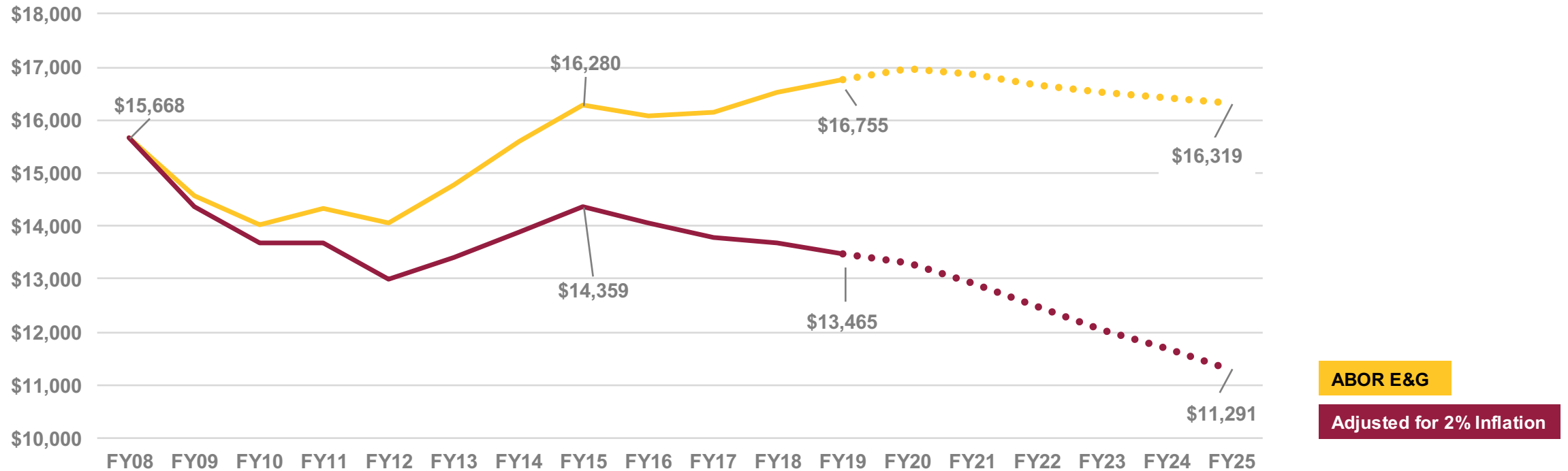
Tuition and state appropriation per degree awarded (FY2018)





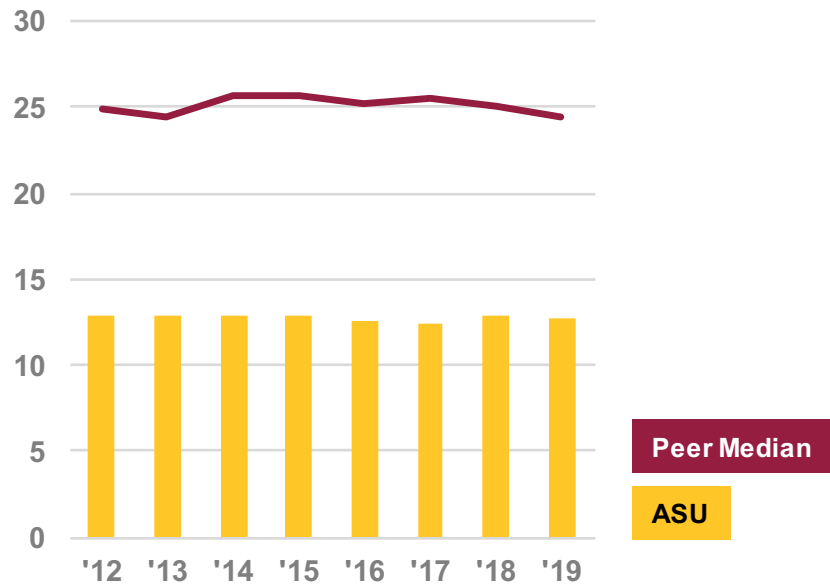
# Cost discipline, application of technology, and economies of scale are projected to maintain current cost levels

## 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

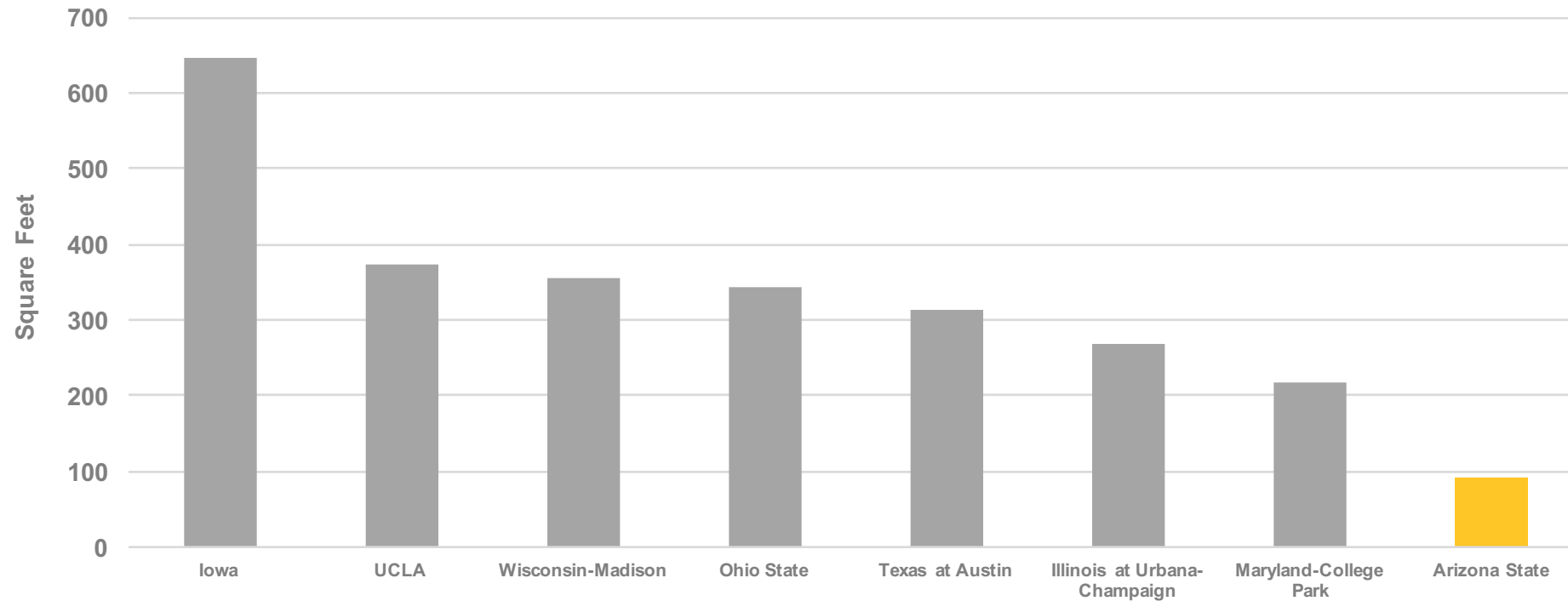
## FTE employees per 100 FTE students (FY2012 - FY2019)



	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19
<b>Arizona State University</b>	<b>12.91</b>	<b>12.93</b>	<b>12.92</b>	<b>12.85</b>	<b>12.52</b>	<b>12.36</b>	<b>12.90</b>	<b>12.78</b>
Florida State University	15.3	15.8	16.1	16.0	16.1	16.2	16.8	17.5
Indiana University-Bloomington	20.1	20.5	20.1	20.8	20.3	20.8	22.1	22.5
Michigan State University	22.7	21.5	21.3	21.6	21.9	22.8	22.9	23.0
Ohio State University-Main Campus	24.3	23.0	23.0	22.9	22.7	22.9	23.5	23.5
Pennsylvania State University-Main Campus	28.6	28.8	28.8	29.0	29.6	29.3	30.1	31.7
Rutgers University-New Brunswick	23.0	23.9	25.7	25.0	24.7	25.9	29.9	29.9
The University of Texas at Austin	28.8	32.8	26.0	26.7	27.4	27.7	27.2	27.6
University of California-Los Angeles	27.3	26.7	28.4	26.4	26.9	26.7	27.1	29.4
University of Connecticut	26.9	28.1	28.3	27.6	27.2	27.9	28.5	26.8
University of Illinois at Urbana-Champaign	24.3	24.4	25.1	25.2	25.2	24.2	24.0	23.9
University of Iowa	23.2	23.3	23.5	24.1	24.2	23.5	23.2	23.1
University of Maryland-College Park	24.9	25.8	26.0	27.4	25.5	25.6	25.0	24.5
University of Minnesota-Twin Cities	29.6	30.3	30.9	31.2	31.6	31.7	31.9	32.3
University of Washington-Seattle Campus	25.6	24.4	25.3	25.6	21.7	25.6	24.7	24.0
University of Wisconsin-Madison	26.4	26.9	26.9	27.6	27.5	27.8	28.0	30.1
<b>Peer Median</b>	<b>24.9</b>	<b>24.4</b>	<b>25.7</b>	<b>25.6</b>	<b>25.2</b>	<b>25.6</b>	<b>25.0</b>	<b>24.5</b>

# Use of space is efficient compared to ABOR peers

Space density: Net assignable square footage per full-time equivalent





An aerial photograph of a modern university campus. The scene is dominated by numerous white, multi-story buildings with flat roofs, many of which are covered in solar panels. A large, circular stadium with a dark, segmented roof is visible in the lower-left foreground. The campus is interspersed with green spaces, palm trees, and walkways. In the background, a wide river flows through the city, and distant mountains are visible under a clear blue sky. The overall impression is one of a large, well-planned, and technologically advanced educational institution.

# Enterprise Capacity



# ASU continues to build locally and beyond





# Thunderbird School of Global Management



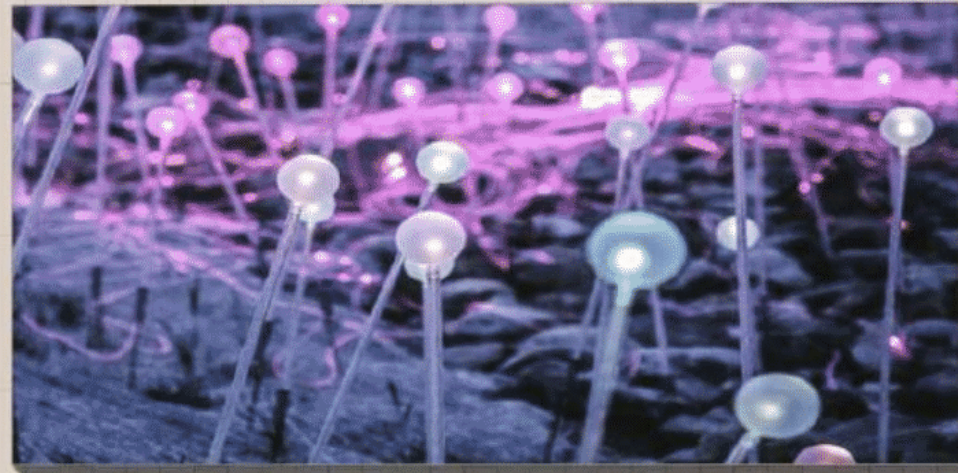


# ISTB 7





# ASU @ Mesa City Center





# 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



# Innovation Zone: Arizona Health Solutions Corridor

- 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



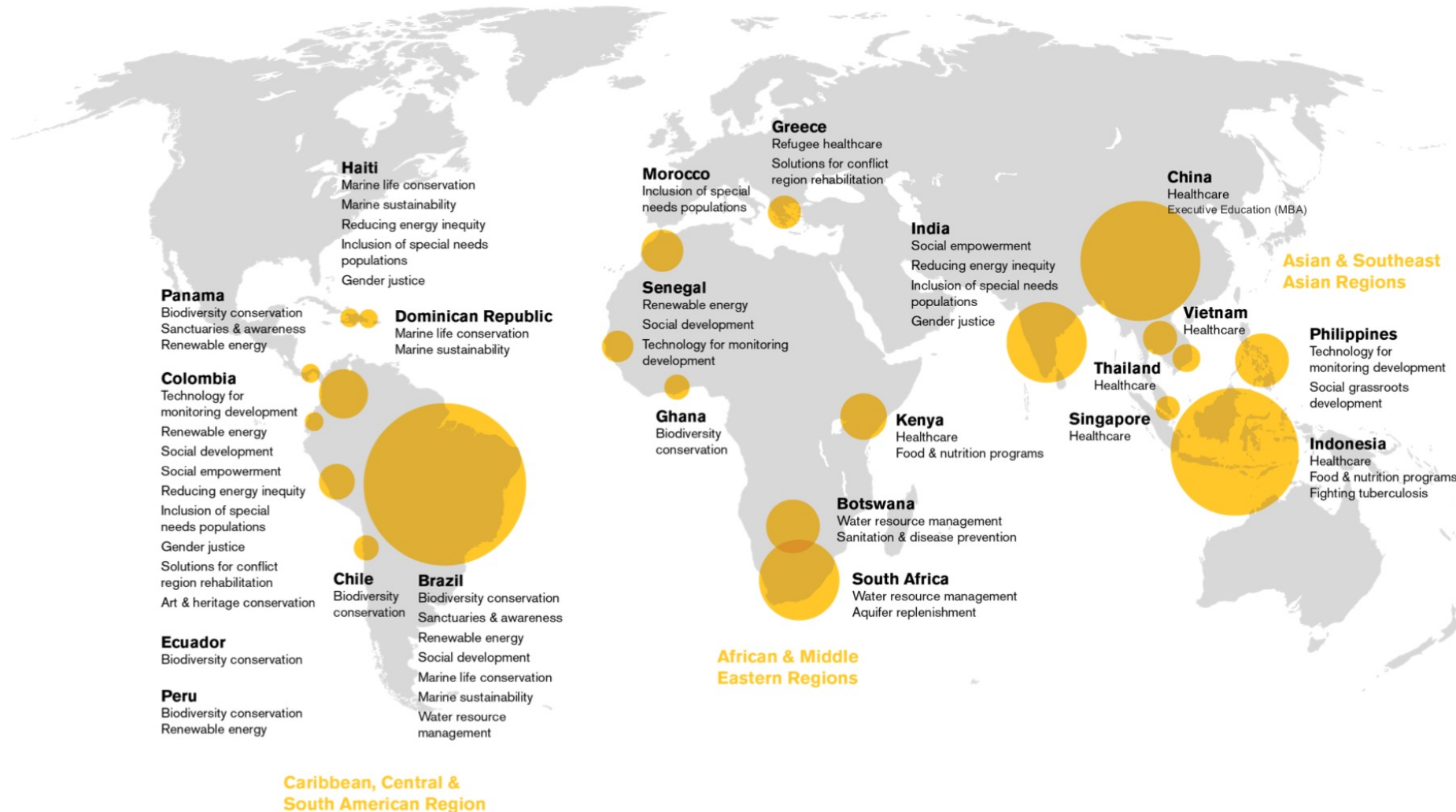
**LA Center and  
Global City**

**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



Uber

Google



UDACITY

coursera



مؤسسة عبداللّه  
الغريير للتعليم  
Abdulla Al Ghurair  
Foundation for Education



U.S. AIR FORCE

CINTANA  
EDUCATION

InStride™



SANTA FE  
INSTITUTE

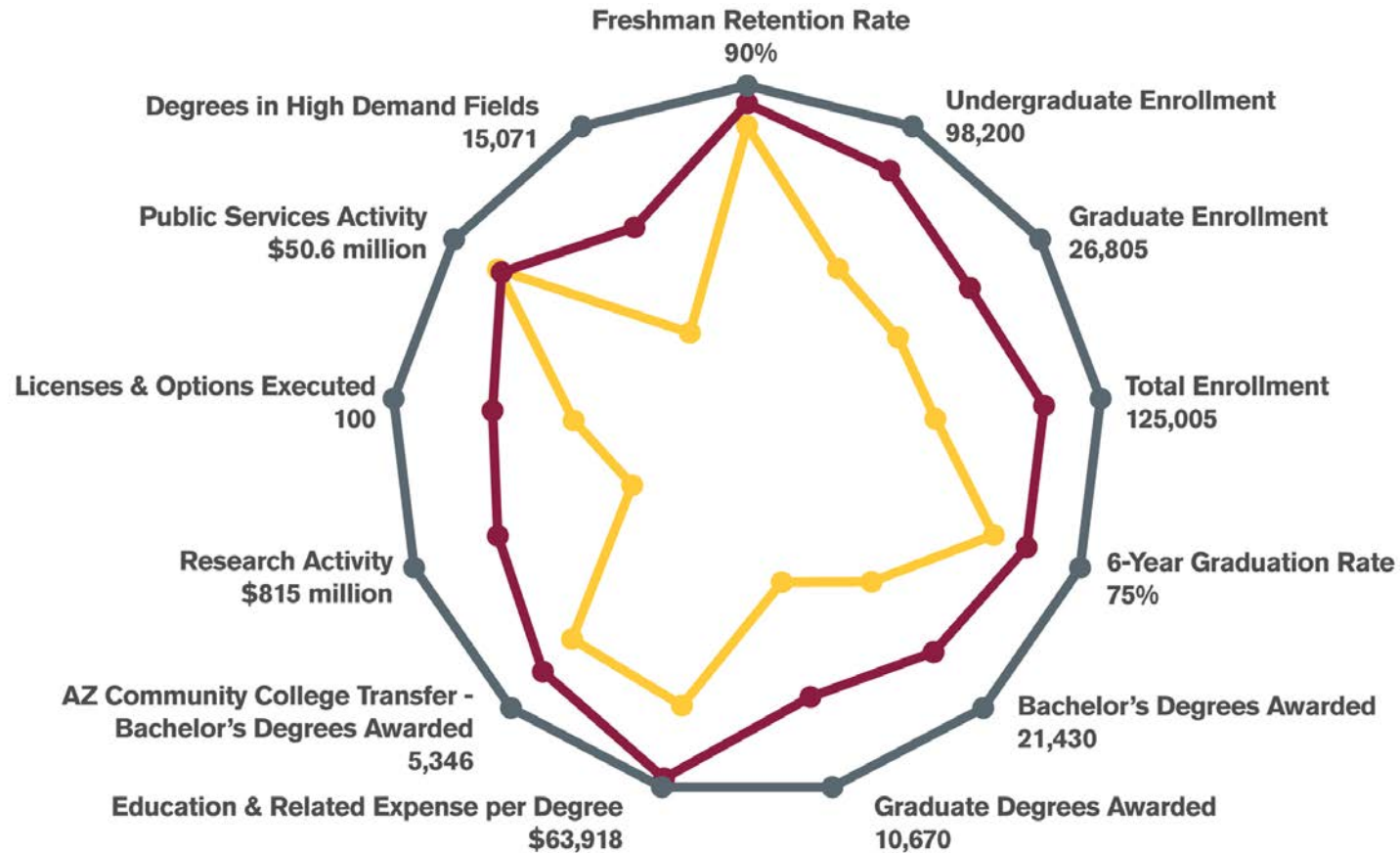
PLUS  
ALLIANCE





# ASU 2025 Goals

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



08/09' Actual  
 18/19' Actual  
 2025 Goals



# 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.**

## 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

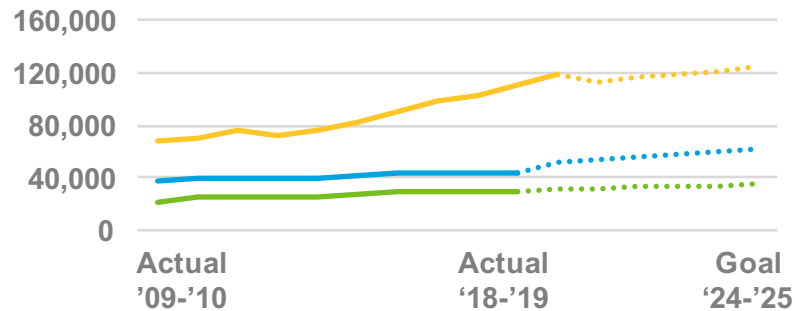


## Enhance our **local impact** and social embeddedness

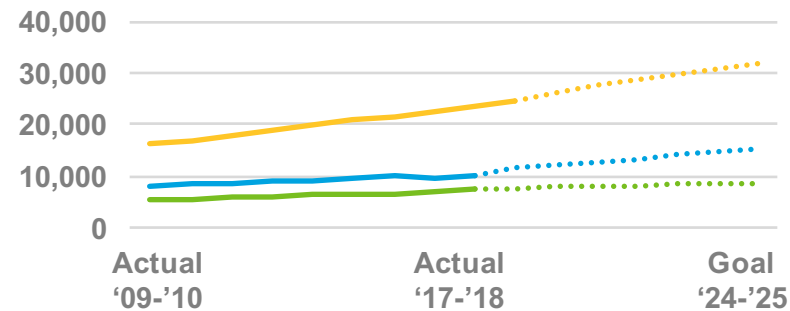
- Strengthen Arizona's interactive network of teaching, learning and discovery resources to reflect the scope of ASU's comprehensive knowledge enterprise.
- Co-develop solutions to the critical social, technical, cultural and environmental issues facing 21st-century Arizona, ensuring sustainability and 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

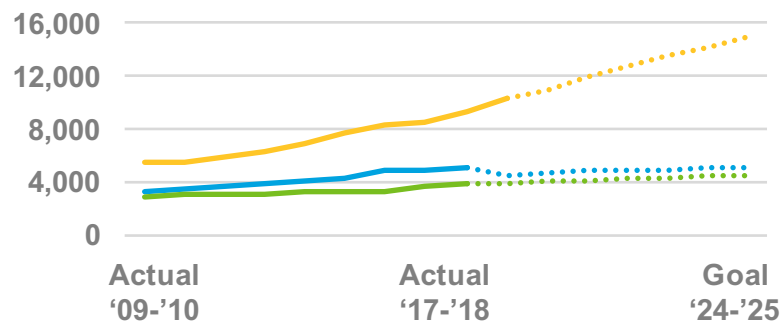
Share of Total Enrollment



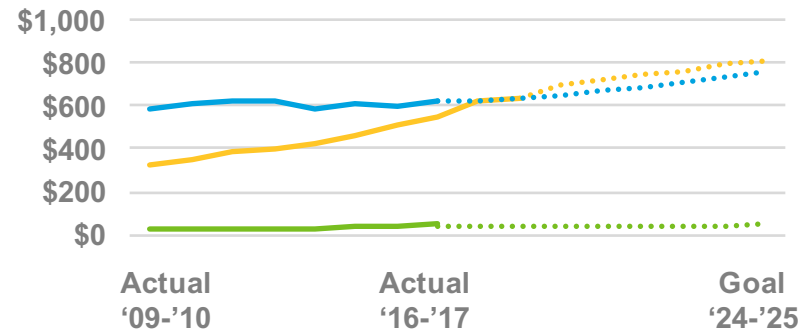
Share of Total Degrees



Share of High Demand Degrees



Research Expenditures (millions)



- Arizona State University
- University of Arizona
- Northern Arizona University



The image features a dramatic sunset scene with silhouettes of graduates. In the foreground, a graduate in a cap and gown stands with their back to the camera, holding a diploma. To their right, another graduate is seen in profile, also wearing a cap and gown. The sun is low on the horizon, creating a bright glow and lens flare. In the background, there are silhouettes of palm trees and a building with a balcony. A white rectangular box with the text "What It Will Take" is overlaid on the left side of the image.

# What It Will Take



# ASU continues to lead as an enterprise

## Higher Education Governance Logic



**Academy Model**



**State Control Model**



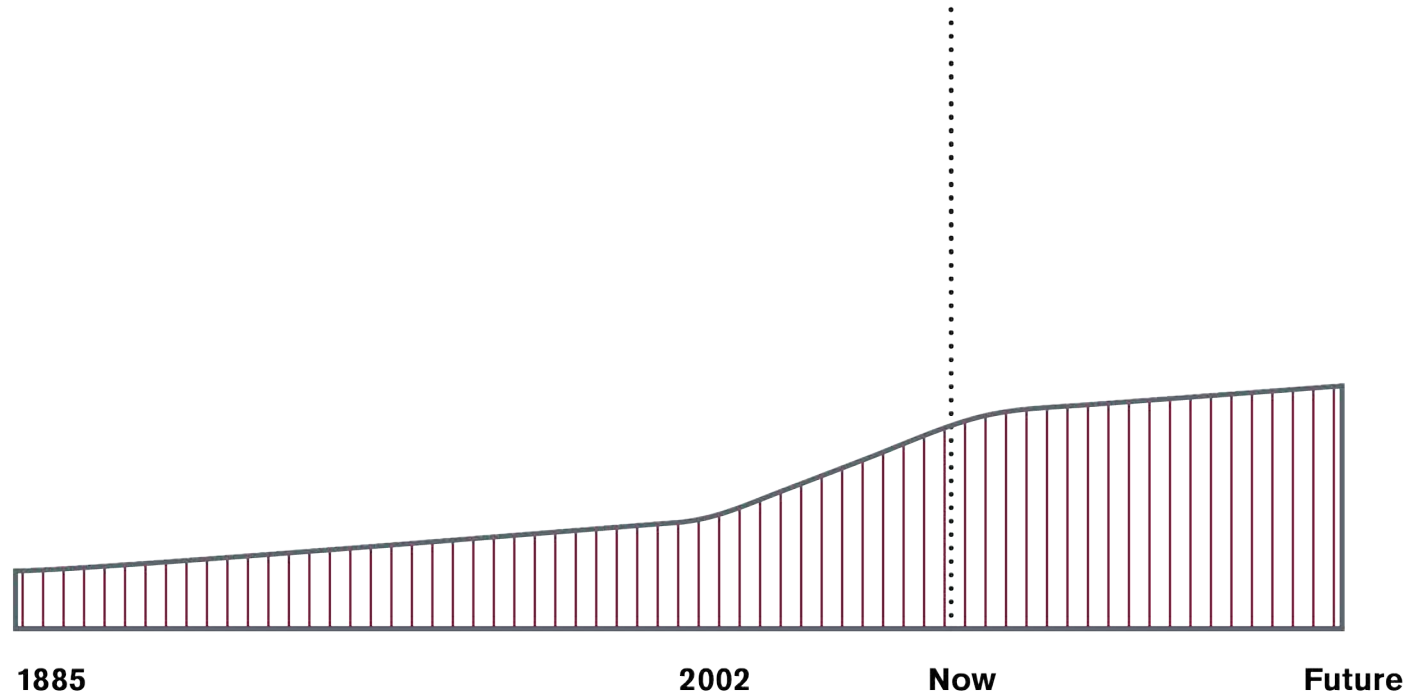
**Market Model**



**Enterprise Model**

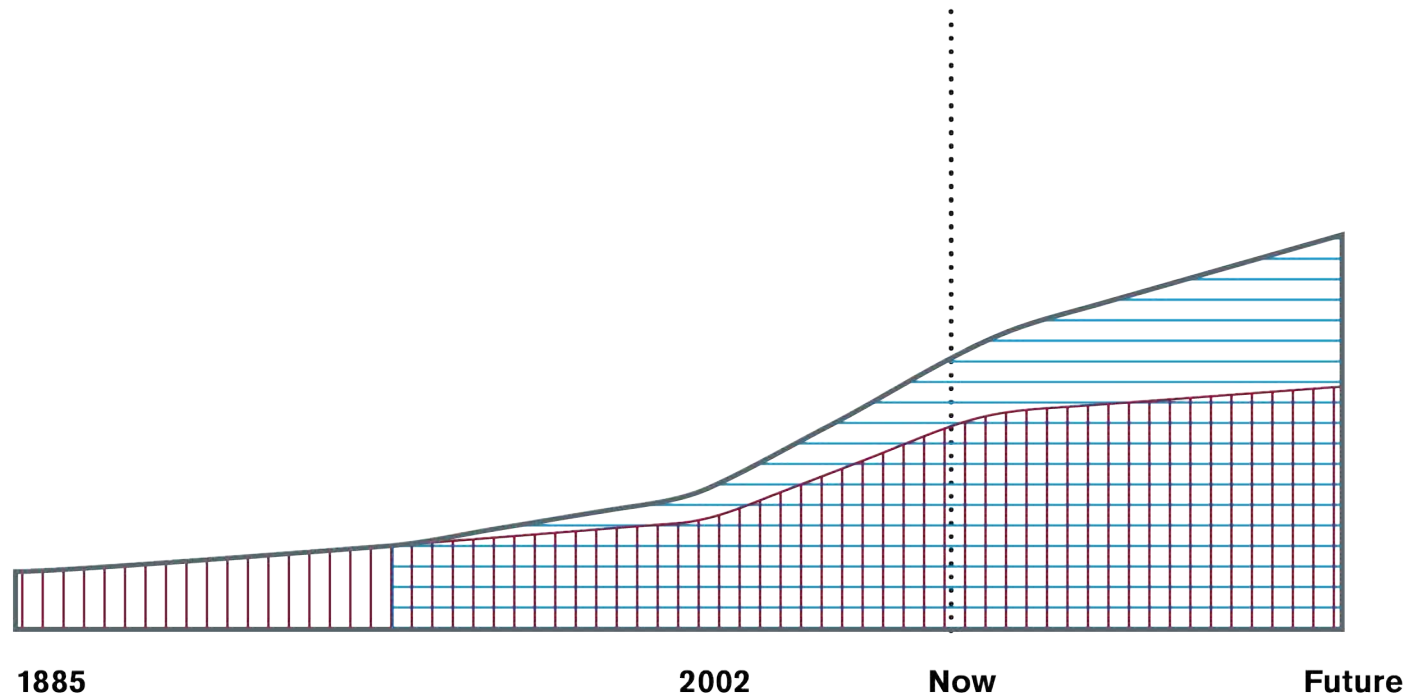
	Academy Model	State Control Model	Market Model	Enterprise Model
<b>Animating Purpose</b>	Enlightenment of individual students	Organizational preservation	Profit maximization for owners and shareholders	Social transformation Economic success
<b>Path to Achieving Public Value</b>	Immersive instruction	Achievement of state-specified goals	Efficiency and cost reduction	Connecting instruction to knowledge generation at society-impacting scale
<b>Assumptions of Faculty</b>	Self-governing professionals	Bureaucrats responding to rules	Commodity labor; faculty not entrepreneurial	Knowledge entrepreneurs
<b>Assumptions of Management</b>	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
<b>Accountability Mechanisms</b>	Faculty and Management Professionalism	Audits, public reporting, standardized testing	Student choice, standardized testing	Demonstrated economic and social progress
<b>Primary Funding Mechanisms</b>	Enrollment funding from state, endowments	Enrollment funding from state	Vouchers, performance based funding from state	Diverse; institutional entrepreneurship
<b>Organizational Scale of Impact</b>	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 Enterprise Model



Academic Enterprise

# ASU Enterprise Model

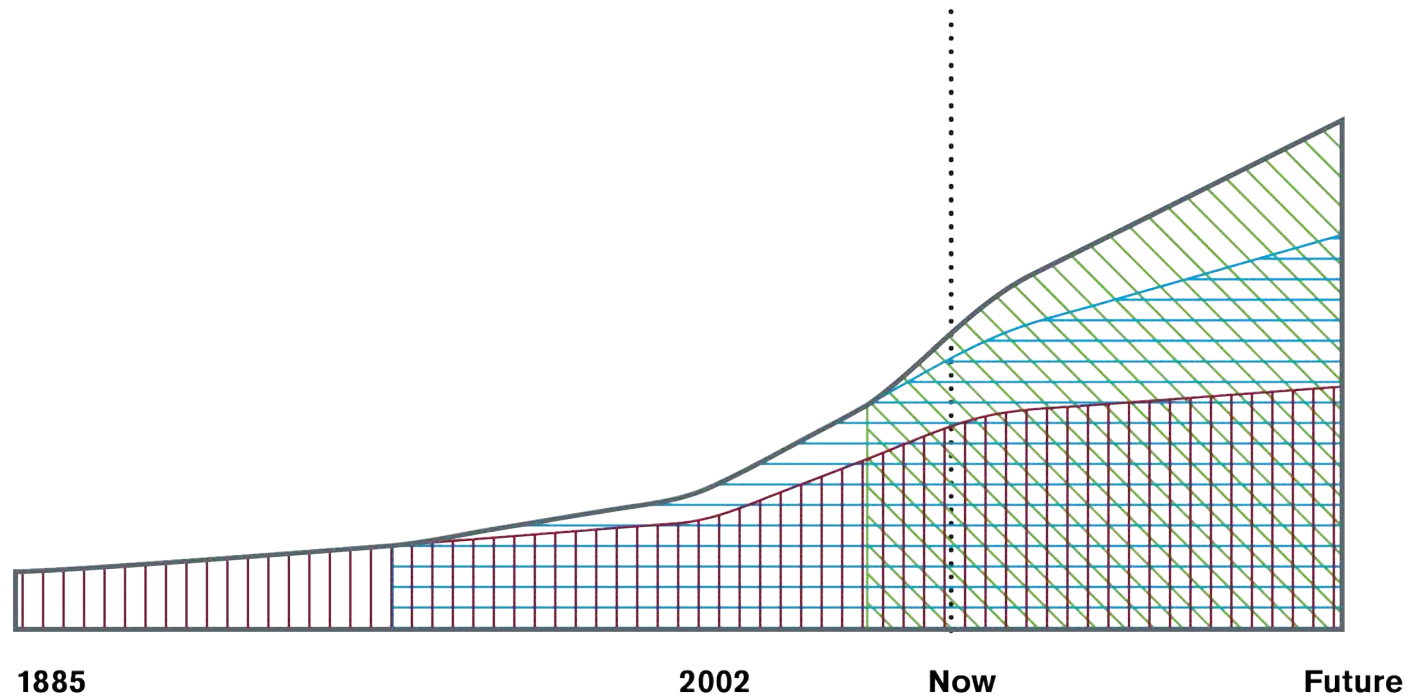


Knowledge Enterprise

Academic Enterprise



# ASU Enterprise Model

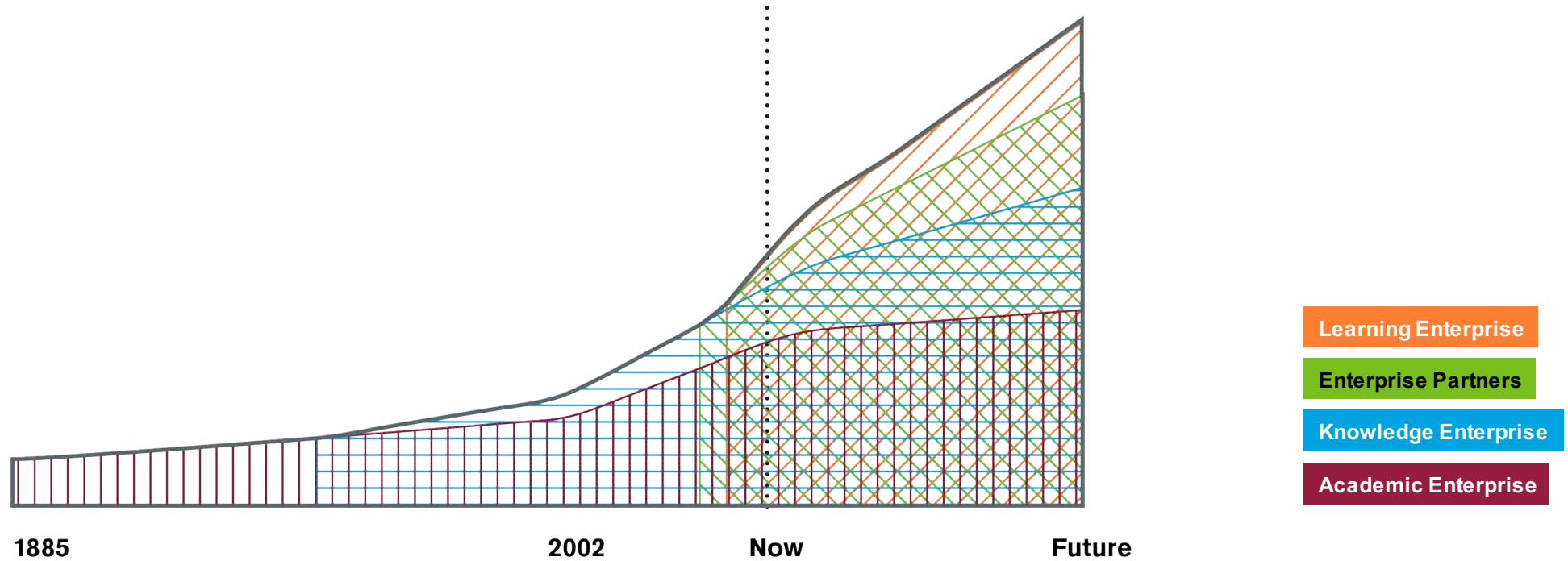


Enterprise Partners

Knowledge Enterprise

Academic Enterprise

# ASU Enterprise Model

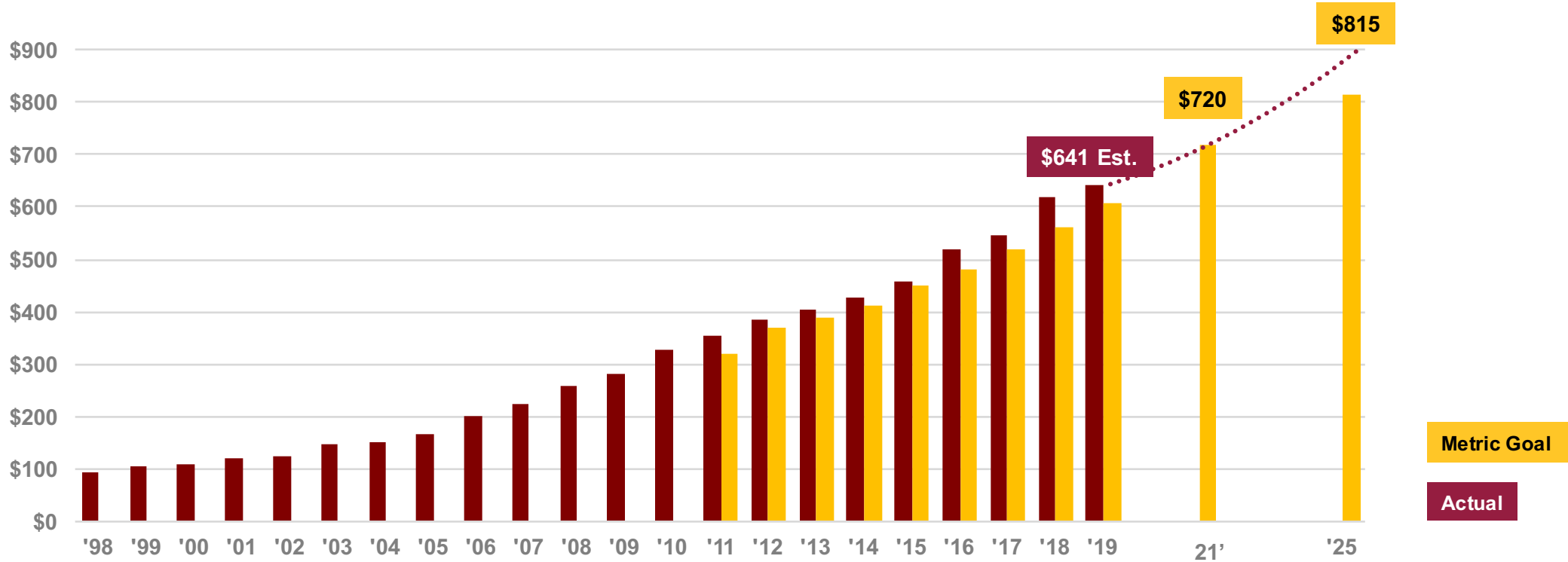






# ASU continues to expand its research portfolio

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

### Integrated Case Management

- Predictive analytics
- Proactive advising
- Holistic student data
- Health and wellness

### Active, Immersive Learning

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

### Intentional Student Engagement

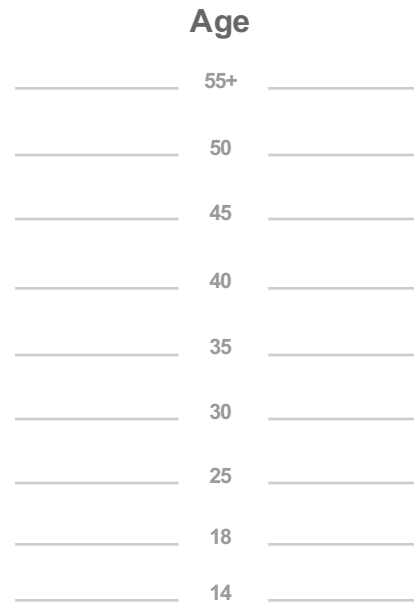
- ASU mobile app
- Sunny, ASU's chatbot
- Digital portfolios
- Energizing ASU 101

# 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



Traditional



Future

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

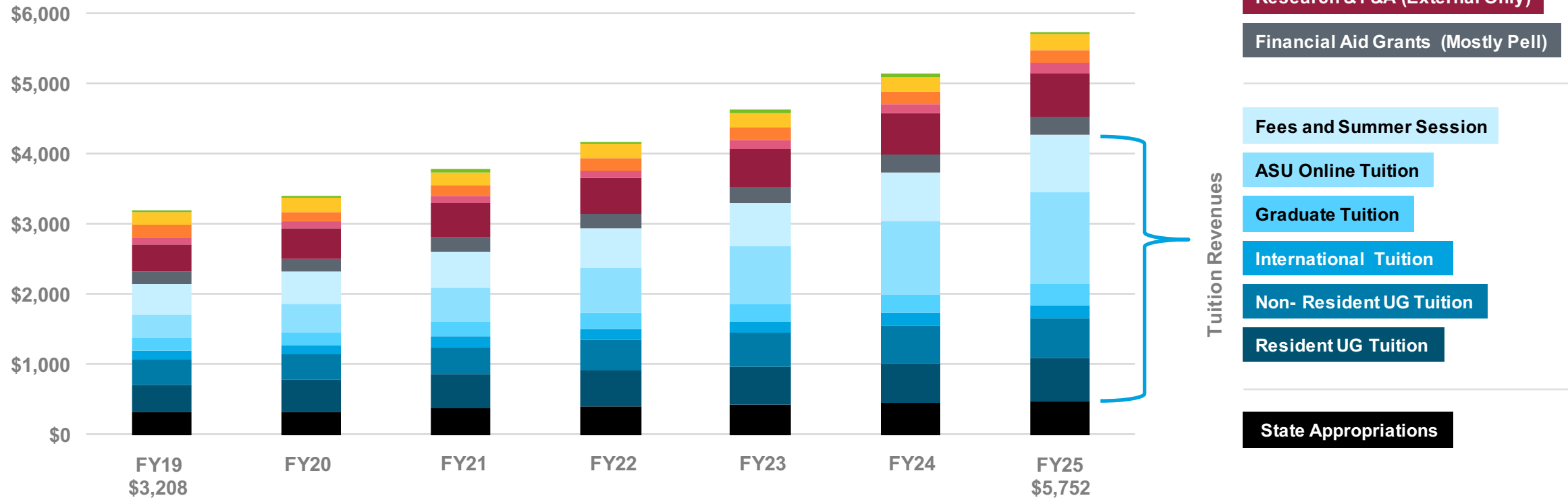


ASU Online Open Scale Continuing & Professional Education



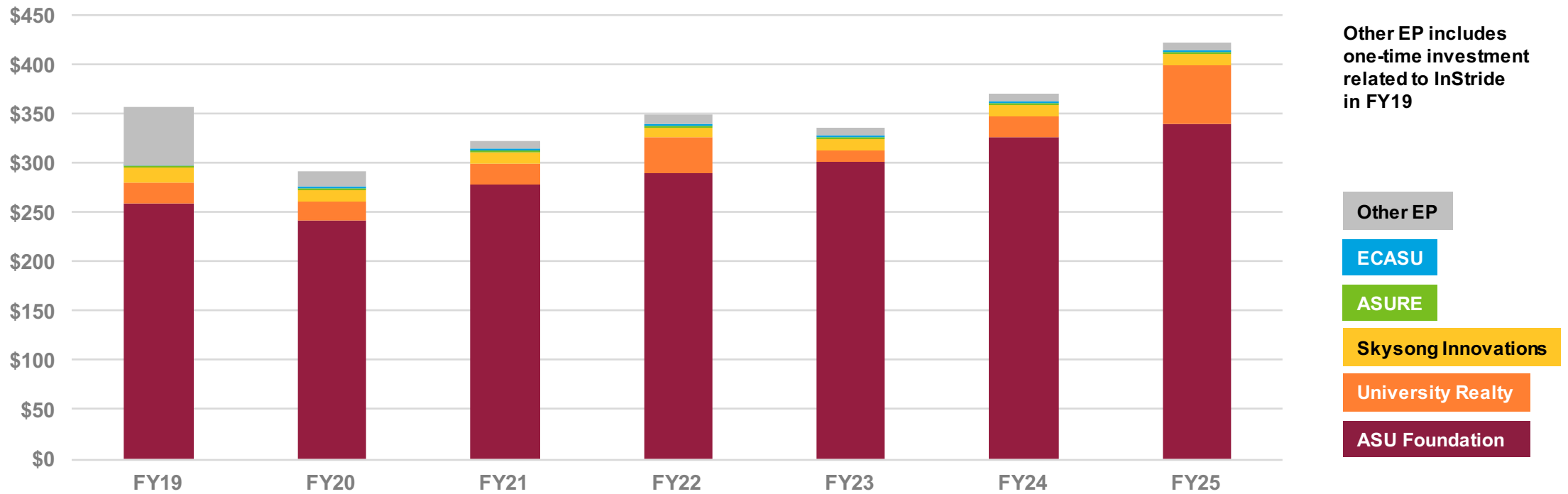
# ASU must continue to grow and diversify revenue streams

ASU gross revenues in millions (FY2019 actual, FY2020 to FY2025 projected)



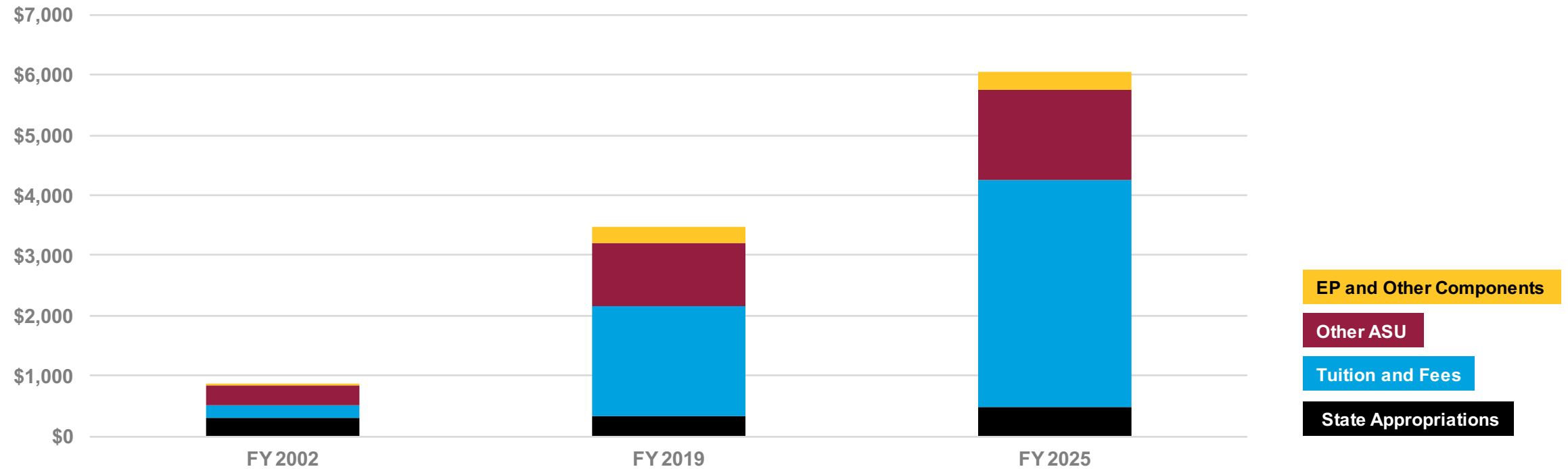
# Enterprise Partners presents significant opportunities

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



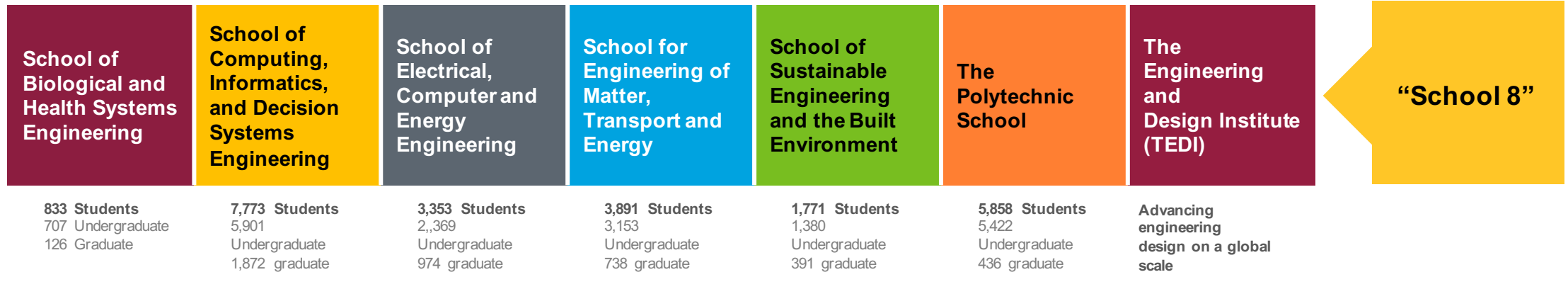
# Together, ASU and EP revenues power the enterprise

FY 2002 and FY 2019 actuals, FY 2025 projected (in millions)





# The Fulton Schools of Engineering will expand to meet new economy needs



# Future growth of Fulton Schools of Engineering will drive economic competitiveness

## Students

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### Current

**16,800** in person  
**7,100** online  
**4,200** graduates  
**6,000** first generation students  
**5,300** female students  
**4,800** hispanic students

### Goal

**25,000** in person  
**15,000** online  
**6,000** graduates  
**#1** producer of technical talent in the U.S.

## Faculty

---

### Current

**350** faculty  
**25** young investigator awards  
**804** invention disclosures  
**35** start-ups  
**#26** worldwide in patents

### Goal

**100** new faculty  
**#5** worldwide in patents  
(2x output)

## Research

---

### Current

**\$134M** research output  
**2** engineering research centers  
**\$44M** DARPA awards  
**8** industry/university research collaborative centers

### Goal

**\$315M** research output  
**250+** new industrial partnerships

# 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

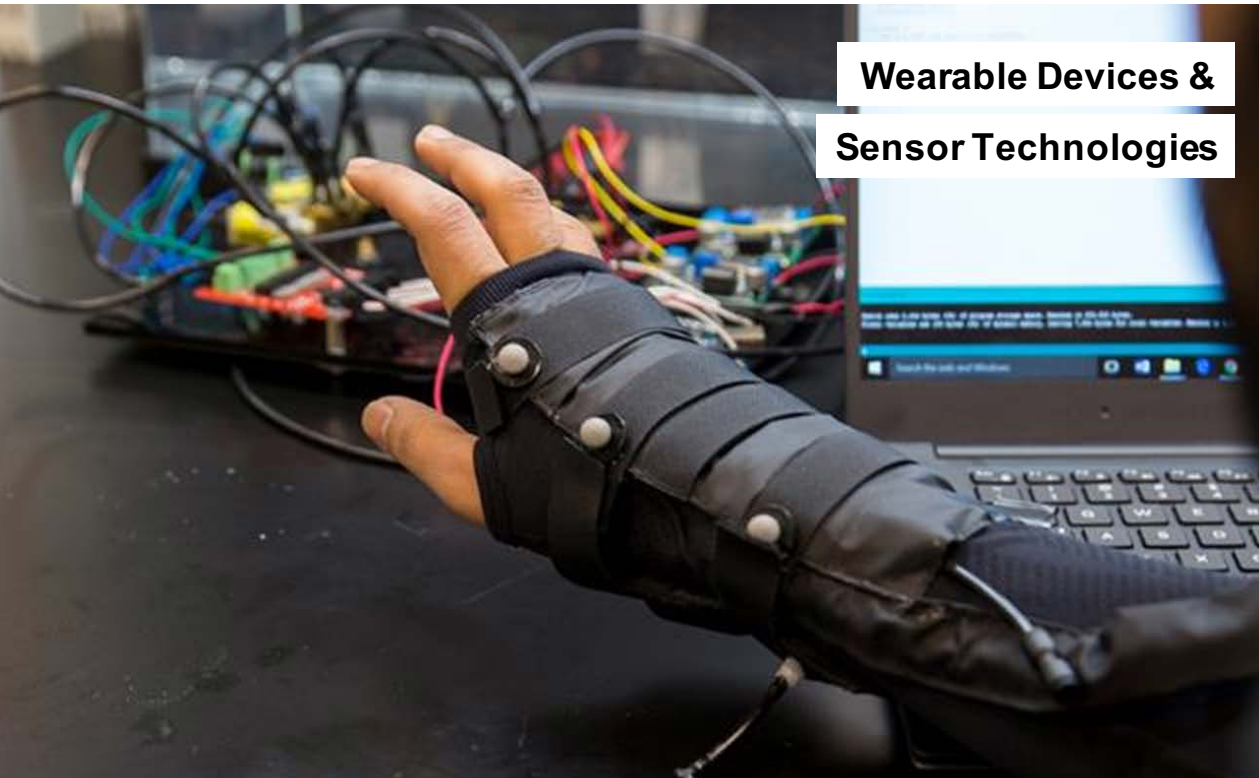


## Attraction and retention of leading corporations

People, facilities, intellectual leadership

Partnerships and acquisition opportunities for established companies

# Existing Arizona STCs demonstrate opportunity



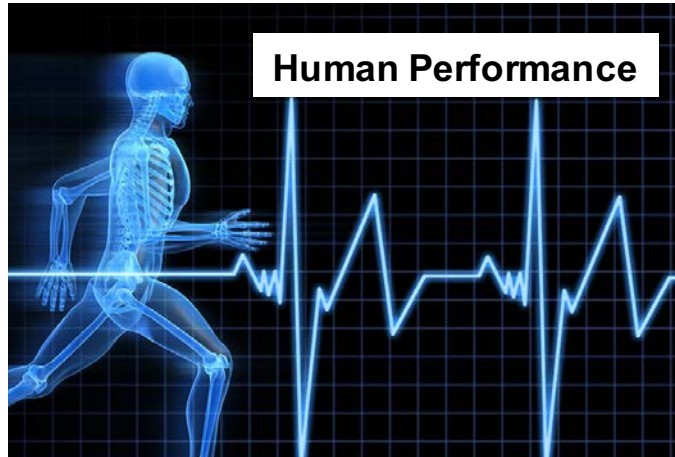


# Potential regional STCs built on Arizona's strengths

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

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**\$10M**

to establish five Science and Technology Centers (STCs)

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**\$10M**

to grow the Fulton Schools of Engineering

## **ROI for Arizona in the New Economy**

**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.**

