Arizona State University

A New Era Public Enterprise Model

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Spring 2018
Arizona: Birthplace of a new higher education model

#1 in the U.S. for innovation

#1 ASU  #2 Stanford  #3 MIT

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

Ahead of Carnegie Mellon, Northeastern, Harvard, Duke, Georgia Tech, Purdue, Cornell, USC, UT-Austin and Yale
ASU in 1985

Underperforming Public Agency Model

High State Investment

$8,755* per FTE student

No Budget for Improvement

$238 million

Inadequate Student Outcomes

13.8% four-year graduation rate

* = 2017 Dollars
Underperforming Public Agency Model

ASU in 1985

Low Price and Low Aid
$2,577* resident undergraduate tuition and fees
<2% undergraduates received Pell Grants

Small Contribution to Knowledge Generation
$28 million in annual research expenditures

Low Freshman Diversity
84.9% White
9.9% underrepresented minority

* = 2017 Dollars
ASU in 2002
Performing Public Agency Model

High State Investment
$9,230* per FTE student

Budget for Growth and Quality
$750 million

Improving Student Outcomes
28.4% four-year graduation rate

* = 2017 Dollars
Performing Public Agency Model

**ASU in 2002**

**Medium Price and Medium Aid**
- **$3,527* resident undergraduate tuition and fees**
- **22% undergraduates received Pell Grants**

**Medium Freshman Class Diversity**
- **71.2% White**
- **17.2% underrepresented minority**

**Growing Contribution to Knowledge Generation**
- **$123 million in annual research expenditures**

* = 2017 Dollars
Established Public Enterprise Model

Low State Investment
$3,141 per FTE student

Budget for Consistent Growth and Quality
$3.1 billion

High Student Outcomes
51.6% four-year graduation rate
70.7% for A-students and 46.0% for B-students
Established Public Enterprise Model

ASU in 2018

**Medium Price and High Aid**

- $10,792 resident undergraduate tuition and fees
- 34.2% undergraduates received Pell Grants

**High Freshman Class Diversity**

- 50% White
- 35.2% underrepresented minority

**Large Contribution to Knowledge Generation**

- $545 million in annual research expenditures
ASU in 2025

Public Enterprise Model Metric Targets

**Total Enrollment**
125,000 immersion and online students

**Total Degrees**
15,000 STEM, education and health profession degrees

**Total Degrees**
32,000 degrees conferred

**Research Expenditures**
$815 million
Affordability

$2,200 per year

Net tuition paid (after grants, gift aid and tuition benefits, no loans) for resident students
The market (measured by non-resident and international student demand) values an ASU education at $30,000 per year. Residents receive excellent value at $10,000 less substantial financial aid. Building the brand quality and recognition will allow further revenue opportunities in the non-resident markets.
Arizona Resident Undergraduates in 2016-17 Average Gift Aid Awards by Family Income

- Tuition and mandatory fees
- Institutional Gift Aid
- State Gift Aid
- Federal Gift Aid (All)
- Private/External Gift Aid
- Average Student Payment

$2,328
State Investment per FTE Student, FY1985-FY2017

- Base State Investment per FTE
- Base State Investment per FTE adjusted for CPI

Key Figures:
- FY1985: $8,755
- FY1995: $9,230
- FY2017: $3,141

2017 Dollars
State Appropriations per Degree Awarded, FY1985-FY2017
ASU Gross Revenue Sources, FY2011 to FY2025
ASU Gross Revenue Sources per FTE Student, FY2011 to FY2025

- UCSB: $42,427
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